



Helping the State of New Jersey Revive. Rebuild. Recover.



Proposal to serve the State of New Jersey Volume I: Technical Proposal & Required Forms

Response to RFQ768892S -

Pool 1: Program and Process Management Auditing,
Pool 2: Financial Auditing and Grant Management, &
Pool 3: Integrity Monitoring/Anti-Fraud Services

April 8, 2013



Deloitte Financial Advisory
Services LLP
100 Kimball Drive
Parsippany, NJ 07054
USA

April 8, 2013

State of New Jersey
Department of the Treasury
Division of Purchase & Property
Procurement Bureau
33 W. State Street, 9th Floor
P.O. Box 230
Trenton, NJ 08625-0230

Tel: +1 973 602 6000
Fax: [REDACTED]
www.deloitte.com

Attn: Kelly Anderson-Thomas

Re: Response to Request for Quotation for Program and Process Management Auditing, Financial Auditing and Grant Management, & Integrity Monitoring/Anti-Fraud Services

Dear Ms. Anderson-Thomas,

On behalf of the entire client service team at Deloitte¹, I am pleased to present our collective response to the State of New Jersey's (the "State")² Request for Quotation ("RFQ") 768892S for Financial Auditing Services³ for Program and Process Management Auditing (Pool 1), Financial Auditing and Grant Management (Pool 2), and Integrity Monitoring/Anti-Fraud Services (Pool 3). We appreciate the opportunity to propose our services. The following are the key strengths that distinguish Deloitte:

- ▶ **We understand the importance of establishing a strong audit and monitoring process** – As a result of Deloitte's extensive experience supporting the oversight and audit of disaster grants programs for FEMA and HUD, our team recognizes that a robust monitoring and audit function is critical to determine whether grant-related funds are expended for eligible disaster recovery and rebuilding purposes. It is important to evaluate whether processes are adequately designed and operating effectively to meet program objectives, while minimizing the risk of deobligations of funds. It is critical to closely work with and monitor the activities of impacted communities, businesses and other grant applicants in the State of New Jersey so they understand what is required to support program disbursements and comply with state and federal rules and regulations. Our team has significant experience not only executing, but building strong monitoring and audit programs for our clients. Additionally, as detailed throughout this proposal, we've helped our clients prepare for, respond to, and remediate audit issues from program officials and

¹ As used in this document, "Deloitte" means Deloitte & Touche LLP, Deloitte Consulting LLP and Deloitte Financial Advisory Services LLP. These entities are separate subsidiaries of Deloitte LLP. Deloitte & Touche LLP will be responsible for the services and the other subsidiary may act as subcontractors. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries.

² As used in this document, "the State" refers to the New Jersey Division of Purchase and Property, Department of the Treasury on behalf of the State of New Jersey Governor's Office.

³ The services Deloitte will perform are consulting services in accordance with the American Institute of Certified Public Accountants (AICPA) Standards for Consulting Services and do not constitute an engagement to provide audit, compilation, review or attest services as described in the pronouncements on professional standards issued by the AICPA.

federal and state auditors resulting in millions of dollars of questioned and/or deobligated funds being reversed.

▶ **We understand the difficulty of expediting recovery funds while managing compliance and risk** – Expeditiously delivering disaster recovery funds while monitoring and managing countless compliance requirements and administrative changes is a challenging effort for any disaster, but particularly so with large-scale disasters such as Hurricane Sandy. An effort of this magnitude increases the risk of:

- Fraud, waste, and abuse of disaster-related monies;
- Potential repayment of funds due to deobligations; and
- Reputational damage from inefficient and ineffective practices.

Through the strength of our team and our experiences, we are well positioned to assist the State with meeting its federal, state and local compliance requirements and devising process and technology strategies that allow eligible funds to reach the citizens of New Jersey quickly.

▶ **We understand the critical nature of integrity monitoring and anti-fraud services** – Particularly in these times of fiscal austerity, Deloitte recognizes it is the responsibility of Using Agencies to implement fraud and misconduct investigative strategies and protocols to safeguard federal and state disaster assistance funds. We will team with Using Agencies to tailor a comprehensive anti-fraud program and controls strategy designed to decrease the likelihood of fraud, waste, and abuse in the receipt, disbursement and reimbursement of federal and state disaster assistance. By combining data analytics with our law enforcement investigative and prosecutorial experience, and our understanding of the “fraudster mentality,” Deloitte is able to present solutions that are both effective and cost beneficial.

▶ **We bring a multi-disciplinary and integrated team** – Our team members are highly specialized in a number of service areas, including audit, grant administration and compliance, financial management, controls and risk management, strategy, technology and system integration, and workforce and construction management. In addition, some of our proposed key team members come from law enforcement backgrounds, including former federal prosecutors and Federal Bureau of Investigation (FBI) agents, and have significant experience in addressing fraud, waste, and abuse. Our real strength comes from the collaborative talents of those groups to address clients’ needs.

▶ **We leverage effective practices strengthened by comprehensive experience** – For over twenty-five years, we have employed our unparalleled knowledge and efficient, time-tested methodologies to assist international (e.g. United Nations Development Program-Tsunami Relief Effort and the South Asian Earthquake Relief Fund) and local recovery efforts (e.g. Hurricanes Katrina, Rita, Gustav, and Ike in Louisiana, Texas, Missouri, and Mississippi, the events of September 11, 2001, and the Northridge earthquake in California). Most recently, Deloitte was selected by the City of Joplin to assist with their recovery from the multi-vortex tornadoes that devastated their community in 2011. Our single focus is to serve our clients and help them solve their toughest problems; and to date, we have assisted with the administration of over \$140 billion in disaster relief funds. Our past experiences will enable us to assist New Jersey with its recovery from this catastrophic event in an efficient and cost-effective manner.

- ▶ **Many of us call New Jersey home** – Deloitte has over 2,900 professionals who either make their home in New Jersey or work out of our Parsippany, Jersey City, Princeton, and Westfield offices. Many of these individuals suffered personal damage as a result of Hurricane Sandy and are eager to assist the State in its recovery efforts. Helping the State of New Jersey revive, rebuild, and recover is important to our people, our clients, and our firm. Our national leaders, many of whom reside in New Jersey, are personally committed to bring the very best Deloitte has to offer.

We trust you will find our proposal conveys our understanding of your needs. We believe Deloitte can provide unmatched insight in creating a comprehensive and collaborative approach to recovery and redevelopment. Please feel free to contact me at +1 215 246 2543 or via email at lpichini@deloitte.com with questions about this proposal or any aspect of our service. We look forward to building a valuable relationship with you that supports the rapid recovery of the State of New Jersey.

Sincerely,



Louis Pichini, Director
Deloitte Financial Advisory Services LLP



Rón Rickles, New Jersey Managing Partner
Deloitte & Touche LLP

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RFQ Selection Criteria Matrix

To assist with the State’s evaluation of Deloitte’s proposal on Pools 1, 2, and 3, we have provided the matrix below to demonstrate how fully we responded to your RFQ requests, as well as where you can find the information within our proposal.

Technical Evaluation Criteria	Proposal Reference	
	Section #	Page #
Criterion 1 (RFQ 7.0a)		
✓ Personnel		
✓ Small Business Subcontracting	1.1	63
✓ Local Presence	1.4	87
✓ Public Sector Presence	1.4	87
✓ The Right Team	1.4	88
✓ Availability and References	1.4	88
✓ Organizational Chart of Core Engagement Team Members	1.4	89
✓ Roles and Responsibilities of Key Personnel	1.5	90
✓ Personnel Experience Matrix	1.5	90
✓ Detailed Resumes	Appendix B	142
Criterion 2 (RFQ 7.0b)		
✓ Experience of Firm		
✓ Prior Experience on Similar Contracts	1.1	65
✓ Past Performance	1.1	67
✓ How Our Approach Addresses Your Needs	1.2	80
✓ Our Functional Approach	1.2	80
✓ Additional Experience	1.6	94
Criterion 3 (RFQ 7.0c)		
✓ Ability to Complete the Scope of Work		
✓ Scope of Work and Requirements	1.1	10
✓ Pool 1: Program & Process Management Auditing	1.1	10
✓ Pool 2: Financial Auditing & Grant Management	1.1	27
✓ Pool 3: Integrity Monitoring & Anti-Fraud	1.1	43
✓ Project Work Plan	1.2	82
✓ Project Management Planning, Tracking and Reporting	1.3	83
✓ Our Commitment to Quality	1.3	85
✓ Disclosure	1.7	95
✓ Financial Capability	1.8	96
✓ Additional Requirements	Appendix A	97

Our Understanding of Your Needs

Impact to the State of New Jersey

Hurricane Sandy made landfall on the New Jersey coastline on October 29, 2012 as a post-tropical storm with hurricane-force winds. Sporting wind gusts up to 90 miles per hour, with rainfall approaching twelve inches in parts of the State, Sandy's wrath shook New Jersey and its residents to the core.



The State experienced severe devastation, including loss of life and displacement of hundreds of thousands of New Jersey residents. Over 2.4 million households lost power. Record flooding occurred in numerous boroughs, towns, and municipalities, while hundreds of thousands of homes and buildings were destroyed or suffered significant structural damage. Individuals, businesses, government entities, and non-profit organizations in all twenty-one New Jersey counties were impacted and have applied for public and individual assistance.

New Jersey's shore destinations and tourism industry face epic rebuilding efforts prompted by devastation leaving unprecedented debris and sand loss. Dozens of coastal towns in Monmouth and Ocean Counties, New Jersey's hardest hit counties, struggle to rebuild their beaches and boardwalks in time for the critical tourism season. New Jersey's four coastal counties, Atlantic, Cape May, Monmouth, and Ocean, account for half of New Jersey's \$38 billion tourism industry. Further, as many as 700,000 people are employed directly or indirectly by New Jersey tourism (one in ten New Jersey jobs). We realize that both New Jersey's fiscal future and identity depend on an expedited relief and rebuilding effort.

We understand the Jersey shore experience – what it means to go “down the shore” and the generational and lifelong impact it has on New Jersey residents and returning tourists.

Consequently, we understand that the impact of Hurricane Sandy went far beyond physical damage and emotionally touched the lives of many.

The Governor emphasized the importance of ensuring the integrity of federal reconstruction funds, as well as accountability and transparency, in issuing Executive Order 125. Deloitte recognizes this is a priority for the State, and, through a leadership team experienced in procurement construction fraud investigations, internal control implementation, and matters of general fraud, waste, and abuse, is prepared to assist New Jersey and the appropriate Accountability Officers with the responsible disbursement and utilization of federal reconstruction resources.



Further, we recognize the State of New Jersey's programs are categorized in five distinct areas:

- ▶ Homeowner housing
- ▶ Rental housing
- ▶ Economic revitalization
- ▶ Support for governmental entities
- ▶ Supportive services programs

We are confident we can assist the State with achieving the individual and collective program goals, as we have both subject matter experts in each of these disciplines and previous experience establishing similar disaster relief specialty programs.

Compliance & Accountability

As part of an on-going response to Sandy, the State is involved in a complex and challenging effort as it delivers and supports relief and rebuilding efforts to mitigate over \$36 billion in physical damage. As federal and state funding help rebuild critical infrastructure across the State, including communities, schools, parks and tourist destinations, accountability, compliance, and internal control become paramount. We understand the State (on behalf of the Governor's Office) is seeking specialized disaster audit, compliance, and monitoring services to assist its recovery efforts and compliance with both federal and state requirements.

From our long-standing experience, we know successful delivery of post-event disaster recovery funding can be a very complicated and challenging responsibility for any government entity. This effort is best supported by highly experienced professionals with deep experience and the capacity to assist the governmental entity in navigating through numerous federal and state laws and regulations. When utilizing such funding for a broad range of uses, the desires of numerous project stakeholders must be managed in full compliance with administrative requirements.

Deloitte fully recognizes the breadth and depth of the comprehensive experience required to successfully serve the State during this period of long-term recovery. We understand:

- ▶ The administrative process is very complex, data intensive, and compliance driven; including the possibility of multiple funding sources, resulting in significant regulatory and administrative requirements;
- ▶ Establishing appropriate controls and a compliance framework are critical to support funds received and avoid the risk of deobligation by, or repayment to, the federal government; and
- ▶ Structuring a comprehensive compliance framework will address the challenges of:
 - Duplication or supplanting of funds from different sources and insurance pay-outs;
 - Lack of project documentation/data support at project closeout;
 - Incorrect procurement/contracting procedures and anomalous expenditures;
 - Potential changes in regulatory requirements during the grant administration lifecycle; and

“Overseeing the expenditure of billions of dollars in federal reconstruction funds requires a comprehensive, multifaceted plan that can be implemented in a timely manner” - Matthew Boxer, State Comptroller

- Ineligible work completed with public funds.

Keeping these challenges in mind, our focus will be targeted at helping the State fully assess administrative needs for efficient grants management processes to successfully comply with The Stafford Act, 44CFR, Office of Management and Budget Circulars, in addition to federal, HUD, FEMA, state, and other related funding requirements. Deloitte will also provide insight, tools and services to assist with the appropriate expenditure of public funds for eligible projects, as well as the utilization of taxpayer dollars to maximize recovery and redevelopment results while mitigating financial and reputational risks.

Federal Disaster Assistance Programs

Deloitte recognizes the challenges of successfully administering and managing a multi-faceted disaster recovery program that incorporates Public Assistance (“PA”), Hazard Mitigation (“HM”), Individual Assistance (“IA”) and Community Development Block Grant (“CDBG”) programs, along with other public and private financing. Deloitte has comprehensive knowledge of the federal disaster assistance programs and an extensive background assisting federal, state and local governments with administering, monitoring, and closing out federal grants. Deloitte recognizes the State of New Jersey is faced with increasing grant management responsibilities and is prepared to support and collaborate with the State to address its responsibilities for each of the federal programs.

Public Assistance

The FEMA-administered Public Assistance program is a primary funding source for emergency response and long-term recovery supplemental assistance to governmental agencies and certain private non-profit organizations. Deloitte understands the State of New Jersey will experience on-going grant applications with associated reviews, monitoring, and fund disbursement for thousands of applicants. We have assisted numerous states with assessing their disaster recovery processes for administering the Public Assistance program. Further, we have supported these states in making necessary enhancements to its workforce, processes, and supporting technologies to improve the effectiveness and efficiency of their grant management programs.



Hazard Mitigation

As per Stafford Act Title IV, Hazard Mitigation grant programs provide funding opportunities for pre-disaster mitigation (Section 404) and post-disaster mitigation (Section 406) for the purpose of reducing and avoiding the risk of loss of life and property damage due to future natural hazards. Deloitte recognizes the distinct regulatory differences between pre- and post-disaster mitigation, as well as the regulatory complexities with respect to implementing these programs; Deloitte has assessed existing internal controls, management reports, organizational structures, and communication and vendor management plans covering thousands of restoration and repair projects.

Individual Assistance

Immediately following a disaster, local resources provide the first response and assistance to individuals. When a disaster is declared and Individual Assistance is authorized, affected individuals register with, and are accountable for, providing complete and correct information in

order to receive FEMA funding. Where federal Individual Assistance is not approved or available, individuals often rely on state and local agencies to meet their needs. During the disaster recovery phase, the State of New Jersey will increasingly receive requests for support from individuals. Deloitte will support the State in training personnel to effectively guide individuals through the application process, directing them to the appropriate federal and State programs.

Community Development Block Grant

According to the classifications made by HUD, and the State of New Jersey Action Plan submitted to HUD on March 28, 2013, over 37,000 owners' primary residences and approximately 9,300 rental units sustained "severe" or "major" damage from Hurricane Sandy. The State of New Jersey estimates financial estimates to be approximately \$3.837 billion in damage to houses and apartments throughout the state, \$382 million in commercial property loss and another \$63.9 million in business interruption losses⁴. Deloitte has significant experience in end-to-end disaster recovery support with HUD programs, as well as deep understanding of HUD grant distribution, oversight, and compliance requirements with various HUD programs, including CDBG-DR, as well as HUD regulations, including potential waivers



By choosing Deloitte, New Jersey will benefit from a team with:

- Significant experience with grant administration & disaster recovery strategies
- Local community ties
- Established methodologies and leading practices
- FEMA & HUD compliance experience
- Risk mitigation strategies

We will leverage our experience with HUD grant programs and CDBG-DR to assist the State of New Jersey with the comprehensive, compliant, and timely implementation of its CDBG-DR Action Plan.

⁴As per the State of New Jersey's Department of Community Affairs Community Development Block Grant (CDBG) Disaster Recovery Action Plan submitted to HUD on March 28, 2013

Section 1 – Required RFQ Components

1.1 Technical Proposal:

Pool 1 – Program & Process Management Auditing

RFQ 3.1	Contractors selected from this pool must be able to provide all of the following services including, but not limited to:
	3.1 (a) Development of processes, controls and technologies to support the execution of the following FEMA-administered programs: Public Assistance, Hazard Mitigation, and Individual Assistance; HUD-administered Community Development Block Grant (CDBG) program; and other Federal and State grant and assistance programs in compliance with Federal and State guidance, including OMB circulars;
	3.1 (b) Review and improve procedures addressing reimbursement review backlog and financial management;
	3.1 (c) Resources to perform workload analysis; skills gap analysis, organizational effectiveness and workforce recruiting strategies;
	3.1 (d) Compliance Sanctions Program for those applicants that fail to meet Federal and State program requirements;
	3.1 (e) Consulting services to support account reconciliations necessary to control and report on existing Project Worksheet accounts, applicant balances, system interfaces, and other control balances;
	3.1 (f) Quality assurance / quality control reviews and assessments associated with the payments process to ensure that they are in compliance with Federal and State regulations and conform to industry best practices;
	3.1 (g) Risk analysis and identify options for risk management for the Federal and State grant payment process;
	3.1 (h) Consulting services to reduce the reconciliation backlog for the Request for Reimbursements process; and
	3.1 (i) Consulting services providing Subject Matter Expert (SME) knowledge of required standards for related monitoring and financial standards for Disaster Relief set forth in HUD's Community Planning and Development Monitoring Handbook 6509.2.

Scope of Work and Requirements

With the premise of this RFQ being to demonstrate our knowledge of disaster recovery programs and grants management, we have outlined our technical interpretation of the scope of work, the approach we would take to meet the State's individual and collective objectives, and the sample outputs of each of the State's requested services for Pools 1, 2, and 3.

RFQ Section 3.1 (a) – Development of Processes, Controls & Technologies

Small Business Subcontracting

RFQ
1.6

The Procurement Bureau strongly encourages the use of local subcontractors and has set a 25% goal for the use of subcontractors that are registered with the N.J. Division of Revenue as Small Business Enterprises (SBE).

If the bidder intends to subcontract, it must submit a Subcontractor Utilization Plan. If the bidder intends to subcontract, the bidder should take the following actions to achieve the set-aside subcontracting goal requirements:

1. Attempt to locate eligible small businesses in Categories I, II, and III appropriate to the RFP;
2. Request a listing of small businesses by Category from the New Jersey Division of Revenue, Small Business Enterprise Unit;
3. Record efforts to locate eligible businesses, including the names of businesses contacted and the means and results of such contacts;
4. Provide all potential subcontractors with detailed information regarding the specifications;
5. Attempt, whenever possible, to negotiate prices with potential subcontractors submitting higher than acceptable price quotes;
6. Obtain, in writing, the consent of any proposed subcontractor to use its name in response to the RFP; and,
7. Maintain adequate records documenting efforts to achieve the set-aside subcontracting goals.

Proposals should also contain a copy of the New Jersey of Revenue, Small Business Enterprise Unit's proof of registration as a small business for any business proposed as a subcontractor; and documentation of the bidder's good faith effort to meet the targets of the set-aside subcontracting requirement in sufficient detail to permit the Bid Review Unit of the Division to effectively assess the bidder's efforts to comply if the bidder has failed to attain the statutory goals.

If the bidder chooses to use subcontractors and fails to meet the small business subcontracting targets set forth above, the bidder must submit documentation demonstrating its good faith effort to meet the targets with its proposal or within seven (7) business days upon request.

In addition, bidders are affirmatively encouraged to engage women and minority owned business owners and to employ local businesses and labor.

The U.S. Department of the Treasury's Office of Minority and Women Inclusion recently presented Deloitte with the 2012 "Large Business Contractor of the Year" award for commitment to small businesses. Deloitte recognizes the importance and advantages of utilizing local and small businesses as subcontractors, as their involvement supports and encourages recovery efforts, provides valuable knowledge of the area, community and state and local laws, and strengthens communities by including women-owned and minority-owned businesses. Further, collaborating with a small business allows that business access to Deloitte's vast cross-functional and cross-industry resources.

To most effectively leverage these small businesses, Deloitte has an established Small Business Program Office. Through planned marketing and outreach programs, as well as working closely with our clients, the Federal Small Business Program identifies small businesses for teaming and subcontracting opportunities.

Deloitte knows that collaboration with local subcontractors is essential to redevelopment efforts that rebuild and revitalize the community affected by Hurricane Sandy. Local knowledge is critical to tailoring the relief efforts to the affected community in need. Contributing to the success of small businesses not only strengthens the community around them, but also helps to shape and define our global economy.

Dependent on the specific task order needs of the Using Agency, Deloitte may utilize any number of the following small business entities as subcontractors:



Please refer to Appendix A for corresponding business registration documentation.

Experience on Similar Contracts

**RFQ
4.6**

The bidder should provide a comprehensive listing of similar contracts that it has successfully completed, as evidence of the bidder's ability to successfully complete the services required by this RFQ and the pool for which the bidder submits a proposal. The bidder should emphasize experience previously held in which they engaged in the oversight/monitoring of programs of a similar size administered by a federal agency, such as HUD or FEMA. A description of all such contracts should include and show the relation of such contracts to the ability of the bidder to complete the services required by this RFQ. For each such contract, the bidder should provide two names and telephone numbers of individuals for the other contract party. Beginning and ending dates shall also be given for each contract.

Prior Experience on Similar Projects

For over twenty-five years, Deloitte has demonstrated its professional commitment to providing the public and private sector with disaster recovery and grants administration services.

The table below provides a broad overview of the Deloitte's experience in supporting government entities and corporations with disaster-related activities:

Relevant Experience							
Deloitte Client			Technical & Functional Specialization				
Served	Name	Value	Disaster Recovery	Grants Management	Processes & Controls	Finance & Accounting	Business Consulting

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1.2 Management Overview

RFQ
4.2

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

How Our Approach Addresses Your Needs

Deloitte understands that while conducting recovery operations from Hurricane Sandy, the State of New Jersey must also simultaneously plan and prepare to respond to and recover from any potential future disasters. Given our experience in providing services for disaster recovery efforts for over twenty-five years, and, more specifically, our experience with multiple agencies, we have developed a flexible approach and methodology that we believe reflects the complexity and magnitude of the State of New Jersey's necessary efforts, and addresses overarching needs such as:



Deloitte has carefully considered the twenty-five tasks the State of New Jersey included within sections 3.1, 3.2, and 3.3 of the RFQ, which encompass all three pools of work, and has accordingly woven them into our approach and methodology.

Our Functional Approach

The illustrated six-phase framework provides an overview of our methodology; we will follow a lifecycle of performance improvement, in which activities are implemented through a collaborative working relationship between Deloitte and State management.

1.3 Contract Management

RFQ
4.3

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

Project Management Planning, Tracking and Reporting

Successful execution of the proposed effort will require an overarching project management plan, as well as tracking and reporting methodologies with a demonstrated record of accomplishment. In our approach and project work plan, Deloitte proposes to take a systematic approach in collaborating with the State of New Jersey, identifying needs, prioritizing tasks, executing work, and transitioning our work back to the State. We believe this approach demonstrates our commitment to establishing an effective project management plan and vision that will afford us the opportunity to immediately address the State's needs.

As illustrated within the organizational chart in Section 1.4 (RFQ 4.4), Organizational Support and Experience, [REDACTED] will serve as the Program Manager Lead and Program Manager Coordinator, respectively, on this engagement and will be responsible for providing overall project management oversight across the tasks assigned to Deloitte, tracking progress, and reporting to the State of New Jersey leadership. We recognize the fundamental need to establish strong communication and collaboration between the State of New Jersey, outside stakeholders, and Deloitte.

Project Management

Deloitte's tested methodology in assisting organizations with establishing standardized grant management processes for effective, efficient, and compliant administration of disaster recovery programs will allow us to quickly implement our approach to the State. We will leverage tools and templates, seamlessly activating them within a short timeframe. Below we have categorized and illustrated the overall RFQ requirements into engagement themes that will provide the right project organization to effectively hit the ground running on day one:

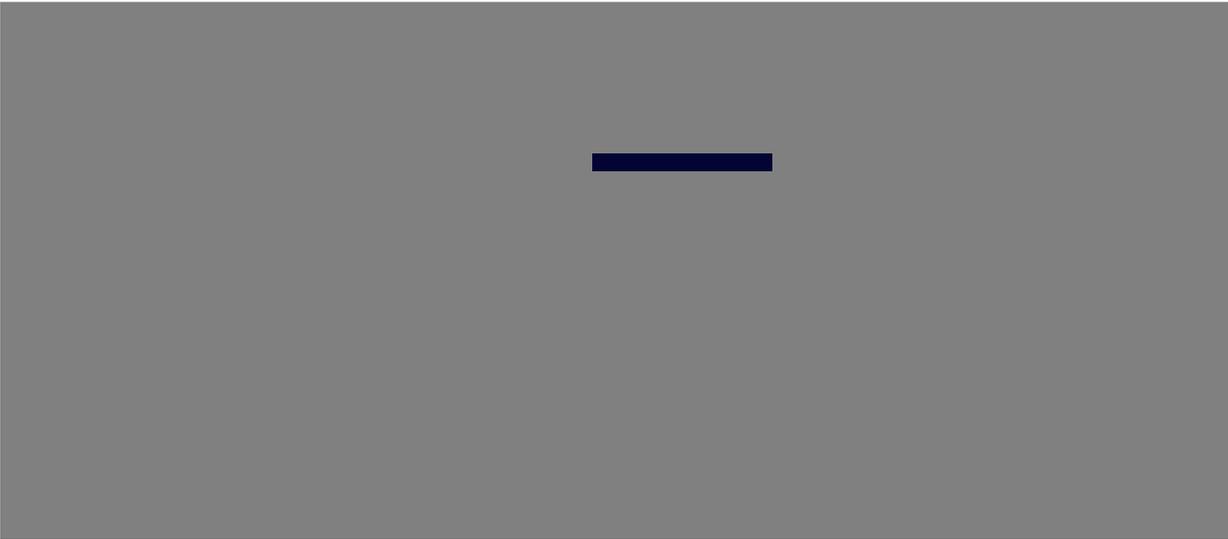


Tracking and Reporting

Deloitte understands the importance of delivering timely, consistent, and detailed project status updates. Our team will create a series of status reports to communicate the information required to successfully track project progress, as well as keep involved parties apprised of on-going activities. We will work within the State's governance structure to provide:

- ▶ Weekly project status reports across the task orders, outlining progress, bottlenecks, and task order status;
- ▶ Monthly status reports for the State of New Jersey executives outlining the status of deliverables and work products; and
- ▶ Other unscheduled project updates as requested.

Deloitte will develop custom status reports corresponding to the requirements of the State. The following are samples of weekly status reports developed and used by our team in the past:



These reports will include information that Deloitte and the State of New Jersey can leverage to make decisions and suggestions to keep the project on track, within scope, and on budget. Further, we understand the importance of tailoring these status reports to their intended audiences, and have the necessary experience and staff to tailor reports for each audience. Corresponding with status reporting, we will use formal meetings to:

- ▶ Provide a high-level current view of completed and forecasted tasks, broken down by each thread of work;
- ▶ Provide a summary of risks and issues, including proposed resolutions; and
- ▶ Provide an opportunity for open discussion to address general topics and/or concerns from the State.

In addition, our team frequently employs “Deloitte Online”, a collaboration site that provides repository and version control on project-related documents, for document tracking and reporting purposes. State of New Jersey personnel would be able to access this site without license purchasing requirements.

Our Commitment to Quality

Our culture and emphasis on quality affects all aspects of our services, from planning through execution. A constant commitment to quality permeates our client service standards, partner and principal-led teams, and industry-focused programs.

Emphasizing our commitment to quality is the responsibility of our professionals who serve in a supervisory capacity. Our Program Managers will address areas of greater risk and issues that have arisen, while our Project Managers will be responsible for directing our client service team and reviewing work products for quality assurance purposes.

We place immense priority on serving clients to the total extent of our ability and maintaining rigorous standards and review processes. Our approach to quality control involves the following specific components:

Equally important to our disaster recovery experience – our judgment, sound character and reputation with previous and current clients speaks measures to our commitment to excellent quality service.

1.4 Organizational Support & Experience

RFQ
4.4

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

The bidder should include a contract organization chart, with names showing management, supervisory and other key personnel (including subcontractor's management, supervisory or other key personnel) to be assigned to the contract. The chart should include the labor category and title of each such individual.

Local Presence

Deloitte's New Jersey practice has grown to be one of the largest accounting and consulting practices in the Garden State. We serve a diverse client base that includes Fortune 500 companies to growth oriented start-ups. In fact, Deloitte serves 90% of the Fortune 500 companies headquartered in New Jersey and audits 20% of these companies.



Deloitte is proud to serve a wide range of clients in the region, from the largest multi-national corporations to privately-owned middle market growth enterprises. At Deloitte, our real strength comes from working “As One” and combining the talents of our different service groups, Deloitte & Touche LLP, Deloitte Consulting LLP, Deloitte Financial Advisory Services LLP, and Deloitte Tax LLP.

Deloitte also takes great pride in serving the community. We sponsor IMPACT Day, a celebration of our year-round commitment to volunteerism and community support, whereby thousands of Deloitte professionals from across the U.S. set aside a work day and utilize their skills to address critical needs in our communities. Professionals from our New Jersey offices gladly lend a helping hand – on IMPACT Day and every day – to improve and support the community. Our New Jersey professionals have utilized their unique skills and talents to:

- ▶ Mentor local youth;
- ▶ Spruce up day care centers for low- to middle-income students;
- ▶ Provide food and hospitality at soup kitchens and other food-related programs aimed at low income and elderly neighbors;
- ▶ Build low income housing;
- ▶ Serve on the board of chambers of commerce; and
- ▶ Support programs for cancer patients and survivors.

Public Sector Presence

Deloitte has been consistently serving federal, state, and local government-related entities such as cities, counties, states, federal organizations, mass transit authorities, airports, cultural complexes, housing authorities, school districts, workforce agencies, welfare agencies, child-care assistance entities, lotteries, colleges and

“Deloitte provided invaluable insight, experience, and expertise that had local, regional and national implications to our organization and those we serve. We are proud to have them partner with us to achieve this success.”

- Reginald Gordon, CEO, American Red Cross, Virginia Capital Region

universities with disaster recovery and grants administration engagements for over twenty-five years. We have worked for 46 of the 50 U.S. states over the past two years, plus the District of Columbia and Commonwealth of Puerto Rico. We are committed to taking on the toughest issues, delivering consistent, quality service, and enabling clients to deliver improved customer service to their constituents. Our vast experience reflects our understanding of diverse management issues in the public environment, as well as matters specific to government programs. Some of Deloitte's relevant services include:

- ▶ Regulatory & Policy Consulting
- ▶ Contracting & Purchasing Review
- ▶ Engineering & Construction Consulting
- ▶ Process Development
- ▶ Disaster Recovery
- ▶ Technology Development
- ▶ Grants Management
- ▶ Finance Transformation
- ▶ Auditing & Accounting Services
- ▶ Federal & State Liaison
- ▶ Management Reporting

The Right Team

Selecting the right professionals is the most important engagement decision for Deloitte. We have assembled a talented and specialized team of individuals to serve you, who will deliver the value of their experience and knowledge of state and local governments. In addition, some of our proposed key team members come from law enforcement backgrounds, including former public prosecutors and Federal Bureau of Investigation (FBI) agents. Accordingly, our team members provide a strong blend of relevant industry experience, technical proficiency, and understanding of your operations. Our flexibility and scalability allow us to provide a significant talent pool to extract resources, allowing for the appropriate fit per requirements.



Availability and References

Engagement management and core team members will be dedicated to the State of New Jersey and will be made available as needed, contingent on the requirements of the State and the active tasks at any given time.

Further, as the organizational chart below illustrates, we have developed a separate advisory panel to provide an additional source of specialized subject matter advice for the State in topics beyond the scope of the RFQ. This panel will provide broad support across a spectrum of activities and allow us to rapidly address a myriad of unforeseen circumstances that may arise during Deloitte's involvement in the State's recovery process.

Resumes of core team engagement members and individuals within our resource pool, including personal references, contact names, and telephone numbers, can be found in Appendix B of this proposal.

Organizational Chart of Core Engagement Team Members



1.5 Resumes

RFQ
4.5

Detailed resumes should be submitted for all management, supervisory and key personnel to be assigned to the contract. Resumes should be structured to emphasize relevant qualifications and experience of these individuals. Resumes should include the following:

- Clearly identify the individual's previous experience in completing similar contracts;
- Beginning and ending dates should be given for each similar contract;
- A description of the contract should be given and should demonstrate how the individual's work on the completed contract relates to the individual's ability to contribute to successfully providing the services required by this RFQ; and
- With respect to each similar contract, the bidder should include the name and address of each reference together with a person to contact for a reference check and a telephone number.

Roles and Responsibilities of Key Personnel

We are proud and committed to bringing the State a core Deloitte team that has significant prior experience serving disaster recovery efforts. Our team members are enthusiastic to serve the State with its recovery efforts.

This core team is supported by key resource personnel; they will combine their skillsets, talents, and knowledge of disaster recovery and the public sector industry to collaborate with the State of New Jersey.

As aforementioned, resumes of core engagement team members and individuals within our resource pool, including personal references, contact names, and telephone numbers, can be found in Appendix B of this proposal.

Personnel Experience Matrix

The following page contains a matrix that displays the technical and function experience and areas of specialization of our core team members and resource pool, in addition to the project role and proposed job responsibilities, as requested within the RFQ.

1.6 Additional Experience

Bidder should have experience in dealing with FEMA in the aftermath of major catastrophic events.

Bidder should demonstrate experience interfacing with state and federal agencies in the administration of a monitoring or oversight program.

RFQ 4.6.1

Bidder should demonstrate prior experience and success with all relevant federal and state documentation practices necessary to ensure the receipt and retention of grant funding.

Bidder should also have experience monitoring grants and supplemental appropriations from Congress as well as with other governmental agencies such as HUD, the U.S. Department of Transportation, the U.S. Department of Homeland Security as well as other federal agencies that can provide support to the state after a catastrophic event.

In accordance with guidance provided pursuant to Modification #5, Part 1, Question #42, issued April 1, 2013, Deloitte has provided a comprehensive listing of similar contracts that it has successfully completed in its response to section 4.6 of the RFQ (Section 1.1 – Experience on Similar Contracts in this proposal).

1.7 Disclosure

**RFQ
4.6.2**

Bidder shall disclose the nature of any current or past business relationship that they have had with the contractor providing service on State Contract G-8034 Consulting: Disaster Recovery, G-8037 Housing Strategy Advisor, or any other consultant providing consulting services on disaster recovery services.



1.8 Financial Capability

RFQ
4.6.3

Bidder should submit certified financial statements which include a balance sheet, income statement and statement of cash flow, and all applicable notes for the most recent calendar year or the bidder's most recent fiscal year. If certified financial statements are not available, the bidder should provide either a reviewed or compiled statement from an independent accountant setting forth the same information required for the certified financial statements, together with a certification from the Chief Executive Officer and the Chief Financial Officer, that the financial statements and other information included in the statements fairly present in all material respects the financial condition, results of operations and cash flows of the bidder as of, and for, the periods presented in the statements. In addition, the bidder should submit a bank reference.

Appendix A – Additional Requirements

Please refer to the following pages for our response to the RFQ with all required information completed.

RFQ 12.0	The documents listed below must be completed and submitted with the Bidder's quotation.
	1. Ownership Disclosure Form
	2. Disclosure of Investigations and Other Actions Involving Bidder Form
	3. Disclosure of Investment Activities in Iran
	4. Certification of MacBride Principles and Northern Ireland Act of 1989
	5. Subcontractor Utilization Form
	6. Affirmative Action Employee Information Report or, in the alternative, supply either a New Jersey Affirmative Action Certificate or appropriate evidence that the bidder is operating under an existing federally approved or sanctioned affirmative action program (Letter of Federal Approval Program).
	7. Cooperative Purchasing Form
	8. Source Disclosure Certification Form
	9. Two-Year Chapter 51/EO 117 Vendor Certification and Disclosure of Political Contributions
	10. Federal Vendor Letter
	11. New Jersey's Standard Terms and Conditions
	12. Comments Regarding New Jersey's Standard Terms and Conditions

Additionally, please note the following supplemental information is also provided with the requested Subcontractor Utilization Form:



State of New Jersey
Division of Purchase & Property

Subcontractor Forms

Subcontractor Utilization Plan Form

Any bidder intending to subcontract must complete the Subcontractor Utilization Plan. Bidders are instructed to list all proposed subcontractors on the Plan. See attached form. Pursuant to N.J.S.A. 52:32-44, all subcontractors must have a valid Business Registration Certificate on file with the Division of Revenue and a copy of the registration certificate should be attached to this form.

Procedures For Small Business Subcontracting Set-Aside Contracts

If the RFP indicates that there is a Small Business Subcontracting Set-Aside requirement for this contract and the bidder intends to utilize any subcontractors during the course of the contract(s) to be awarded as a result of this Request for Proposal (RFP), the bidder will include small business subcontracting targets pursuant to NJAC 17:13-4, and Executive Order 71. Each bidder is required to make a good faith effort to meet the set-aside subcontracting targets of awarding a total of twenty-five percent (25%) of the value of the contract to New Jersey-based, Division of Revenue - Small Business Enterprise Unit registered small businesses, with a minimum of five (5) percent awarded to each of the three categories set forth below, and the balance of ten (10) percent spread across the three categories.

Definitions:

1. Small business means a business that:
 - is independently owned and operated
 - is incorporated or registered in and has its principal place of business located in the State of New Jersey.
 - has 100 or fewer full-time employees
 - has gross revenues falling in one of the following three categories:
 - a. 0 to \$500,000 (Category I);
 - b. \$500,001 to \$5,000,000 (Category II);
 - c. \$5,000,001 to \$12,000,000, or the applicable federal revenue standards established at 13 CFR 121.201, whichever is higher (Category III);
2. Division of Revenue - Small Business Enterprise Unit Registered Small Business means a small business that meets the New Jersey requirements and definitions of "small business" and has applied for and been approved by the Division of Revenue - Small Business Enterprise Unit as a small business.

Suggested Procedure to Demonstrate a Good Faith Effort on Small Business Subcontracting Set-Aside Contracts

If the RFP contains small business subcontracting set-aside goals and a bidder intends to subcontract, the following actions should be taken to achieve the set-aside subcontracting goal requirements:

1. Attempt to locate eligible small businesses in Categories I, II and III appropriate to the RFP;
2. Request a listing of small businesses by Category from the Division of Minority and Women Business Development;
3. Record efforts to locate eligible businesses, including the names of businesses contacted and the means and results of such contacts;
4. Provide all potential subcontractors with detailed information regarding the specifications;
5. Attempt, whenever possible, to negotiate prices with potential subcontractors submitting higher than acceptable price quotes;
6. Obtain, in writing, the consent of any proposed subcontractor to use its name in response to the RFP; and,
7. Maintain adequate records documenting efforts to achieve the set-aside subcontracting goals.

Proposals should also contain the following items with the Plan, as applicable:

1. A copy of the Division of Revenue - Small Business Enterprise Unit Registered Small Business proof of registration as a small business for any business proposed as a subcontractor; and,
2. Documentation of the bidder's good faith effort to meet the targets of the set-aside subcontracting requirement in sufficient detail to permit the Bid Review Unit of the Division of Purchase and Property to effectively assess the bidder's efforts to comply if the bidder has failed to attain the statutory goals.

If awarded the contract, the bidder shall notify each subcontractor listed in the Plan, in writing.

NOTE THAT A BIDDER'S FAILURE TO SATISFY THE SMALL BUSINESS SUBCONTRACTING TARGETS OR PROVIDE SUFFICIENT DOCUMENTATION OF ITS GOOD FAITH EFFORTS TO MEET THE TARGETS WITH THE BID PROPOSAL OR WITHIN SEVEN (7) BUSINESS DAYS UPON REQUEST SHALL PRECLUDE AWARD OF A CONTRACT TO THE BIDDER.

Bidders seeking eligible small businesses should contact:

New Jersey Division of Revenue - Small Business Enterprise Unit
33 West State Street - Fifth Floor
PO Box 026, Trenton, NJ 08625-0026
Telephone: (609) 292-2146 Fax: [REDACTED]

Each bidder awarded a contract for a procurement which contains the set-aside subcontracting goal requirement shall fully cooperate in any studies or surveys which may be conducted by the State to determine the extent of the bidder's compliance with NJAC 17:13-1.1 et seq., and this Notice to All Bidders.

REQUIRED SUBMISSION IF BIDDER INTENDS TO SUBCONTRACT

STATE OF NEW JERSEY DIVISION OF PURCHASE AND PROPERTY (DPP)	DPP Solicitation No.: RFQ768892S
SUBCONTRACTOR UTILIZATION PLAN	DPP Solicitation Title: Recovery Assistance (Hurricane Sandy)
Bidder's Name and Address: Deloitte Financial Advisory Services LLP 100 Kimball Drive Parsippany, NJ 07054	Bidder's Telephone No.: 2152462543 Bidder's Contact Person: Louis R. Pichini

INSTRUCTIONS: List all businesses to be used as subcontractors. This form may be duplicated for extended lists.

SUBCONTRACTOR'S NAME ADDRESS, ZIP CODE TELEPHONE NUMBER AND VENDOR ID NUMBER	CHECK HERE IF CONTRACT IS NOT SMALL BUSINESS <input type="checkbox"/>			TYPE(S) OF GOODS OR SERVICES TO BE PROVIDED	ESTIMATED VALUE OF SUBCONTRACTS
	SMALL BUSINESS CATEGORY *				
	I	II	III		
Twilight Investigations, Inc., 1360 Clifton Ave, PMB 225, Clifton, NJ 07012 Bus. Reg. # 1535901	x			Anti-Fraud	
Chakonis & Pettit, LLC (SBE app pending) 70 Grand Ave., Ste. 108 River Edge, NJ 07661 Bus. Reg. # 1379920		x		Insurance/claim	
Bartolomei Pucciarelli, LLC 2564 U.S. Hwy 1 Lawrenceville, NJ 08648-4100 Bus. Reg. # 0746778		x		audit/acctg/forensic	
BCA Watson Rice LLP 301 Route 17 North, 6th Floor Rutherford, NJ 07070 Bus. Reg. # 1254144		x		audit/acctg/forensic	
Rosenberg Rich Baker Berman 380 Foothill Road Bridgewater, NJ 08807-2255 Bus. Reg. # 0619505			x	audit/acctg/forensic	

* For those Bidders listing Small Business Subcontractors: Attach copies of Division of Revenue - Small Business Enterprise Unit registration for each subcontractor listed. If bidder has not achieved established subcontracting set-aside goals, also attach documentation of good faith effort to do so in the relevant category in accordance with NJAC17:13-4 and the Notice to All Bidders.

I hereby certify that this Subcontractor Utilization Plan (Plan) is being submitted in good faith. I certify that each subcontractor has been notified that it has been listed on this Plan and that each subcontractor has consented, in writing, to its name being submitted for this contract. Additionally, I certify that I shall notify each subcontractor listed on the Plan, in writing, if the award is granted to my firm, and I shall make all documentation available to the Division of Purchase and Property upon request.

I further certify that all information contained in this Plan is true and correct and I acknowledge that the State will rely on the truth of the information in awarding the contract.

PRINCIPAL OF FIRM  Director April 8, 2013

(Signature) (Title) (Date)

REQUIRED SUBMISSION IF BIDDER INTENDS TO SUBCONTRACT

STATE OF NEW JERSEY DIVISION OF PURCHASE AND PROPERTY (DPP)	DPP Solicitation No.: RFQ768892S
SUBCONTRACTOR UTILIZATION PLAN	DPP Solicitation Title: Recovery Assistance (Hurricane Sandy)
Bidder's Name and Address: Deloitte Financial Advisory Services LLP 100 Kimball Drive Parsippany, NJ 07054	Bidder's Telephone No.: 2152462543 Bidder's Contact Person: Louis R. Pichini

INSTRUCTIONS: List all businesses to be used as subcontractors. This form may be duplicated for extended lists.

SUBCONTRACTOR'S NAME ADDRESS, ZIP CODE TELEPHONE NUMBER AND VENDOR ID NUMBER	CHECK HERE IF CONTRACT IS NOT SMALL BUSINESS <input type="checkbox"/>			TYPE(S) OF GOODS OR SERVICES TO BE PROVIDED	ESTIMATED VALUE OF SUBCONTRACTS
	SMALL BUSINESS CATEGORY *				
	I	II	III		
JCMS, Inc. 1741 Whitehorse Mercerville Rd. Mercerville, NJ 08619 Bus. Reg. # 0079084			x	Construction Process	

* For those Bidders listing Small Business Subcontractors: Attach copies of Division of Revenue - Small Business Enterprise Unit registration for each subcontractor listed. If bidder has not achieved established subcontracting set-aside goals, also attach documentation of good faith effort to do so in the relevant category in accordance with NJAC17:13-4 and the Notice to All Bidders.

I hereby certify that this Subcontractor Utilization Plan (Plan) is being submitted in good faith. I certify that each subcontractor has been notified that it has been listed on this Plan and that each subcontractor has consented, in writing, to its name being submitted for this contract. Additionally, I certify that I shall notify each subcontractor listed on the Plan, in writing, if the award is granted to my firm, and I shall make all documentation available to the Division of Purchase and Property upon request.

I further certify that all information contained in this Plan is true and correct and I acknowledge that the State will rely on the truth of the information in awarding the contract.

PRINCIPAL OF FIRM:  Director April 8, 2013

(Signature) (Title) (Date)

Deloitte Financial Advisory Services LLP

Attachment to SUBCONTRACTOR UTILIZATION PLAN

Deloitte obtained a listing of small businesses by Category from the New Jersey Division of Revenue, Small Business Enterprise Unit. Deloitte also independently identified other businesses meeting the SBE requirements and consulted with them concerning their potential use as a subcontractor for this project. Deloitte has selected six SBEs, representing each of the SBE categories, as potential subcontractors for this proposal. All potential subcontractors were provided with detailed information concerning RFQ768892S. Deloitte also obtained the consent of all proposed subcontractors for the use of their name in the Deloitte RFQ proposal.

Deloitte recognizes the RFQ goal concerning the use of New Jersey registered SBEs and will strive to meet the target goal by matching the specific task orders with the demonstrated expertise of our proposed SBEs. Deloitte has undertaken considerable efforts to qualify these proposed SBEs, and has historically incorporated SBE participation into our proposed disaster recovery work.

3/28/13

N.J. Department of Treasury - Division of Revenue, On-Line Inquiry



STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE

Taxpayer Name:	BARTOLOMEI PUCCIARELLI, L.L.C.
Trade Name:	
Address:	2564 US HIGHWAY 1 LAWRENCEVILLE, NJ 08648-4100
Certificate Number:	0746778
Effective Date:	December 10, 1999
Date of Issuance:	March 28, 2013

For Office Use Only:
20130328120638357



State of New Jersey

CHRIS CHRISTIE
Governor

KIM GUADAGNO
Lt. Governor

DEPARTMENT OF THE TREASURY
DIVISION OF REVENUE & ENTERPRISE SERVICES
P.O. BOX 026
TRENTON, NJ 08625-034
PHONE: 609-292-2146 FAX: 609-984-6679

ANDREW P. SIDAMON-ERISTOFF
State Treasurer

APPROVED *under the*

Small Business Set-Aside Act and Minority and Women Certification Program

This certificate acknowledges The Bartolomei Pucciarelli, LLC as a Category 2 approved Small Business Enterprise that has met the criteria established by N.J.A.C. 17:13 and/or 17:14.1

This registration will remain in effect for three years. Annually the business must submit, not more than 20 days prior to the anniversary of the registration notice, an annual verification statement in which it shall attest that there is no change in the ownership, revenue eligibility or control of that business.

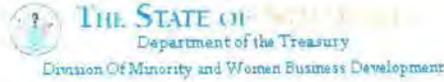
If the business fails to submit the annual verification statement by the anniversary date, the registration will lapse and the business will be removed from the SAVI that lists registered small businesses. If the business seeks to be registered again, it will have to reapply and pay the \$100 application fee. In this case, a new application must be submitted prior the expiration date of this registration.



Issued: 3/24/2013
Certification Number: A0004-68

Andrew Pantelides
Assistant Director

Expiration: 3/24/2016



1-609-292-2146

State of New Jersey Small Business Vendor Registration Application

Print or Type

Firm Name Chakonis + Pettit, L.L.C.
D/B/A or T/A
Mailing Address 70 Grand Ave, Suite 108
City River Edge State NJ Zip 07661
Provide full address of principal place of business
70 Grand Ave, Suite 108
River Edge, NJ 07661
County Bergen
Phone 201-343-1140
Fax Number
E-Mail Ed@chakonispettit.com
Website www.chakonispettit.com
Contact Person (M/F) Edward Pettit
Title Partner
Federal ID #
Social Security # 126676341

DO NOT WRITE IN THIS SPACE

For Agency Use Only

DMWBD Receipt Date:

Revenue Receipt Date:

Check #:

Referring Agency:

MBE/WBE NJDOT NJT
NY/NJ PA SBDC SBA
OTHER

All Letter Sent Date Int.

Approved Date Int.

Disapproved Date Int.

ANSWER ALL QUESTIONS AND INCLUDE FEE OR APPLICATION WILL NOT BE PROCESSED

- 1. Describe the firm's major business operation(s). Certified Public Accounting Firm
2. Please provide the North American Industrial Classification System (NAICS) Code(s) that best describes your business. Visit www.census.gov/eped/www/naics.html for code search by keyword. (6 digit codes). Please provide at least one but no more than six codes. Codes should be entered for core business operations only. 541211
3. Please provide your firm's gross revenue for last three completed tax years. Year One
3a. Date firm established Firm Type:
4. Is this firm independently owned and operated whereas the Management owns at least 51% and is responsible for both daily and long-term operations?
5. Please provide a copy of the NJ Business Registration Certificate issued by the Dept. of Treasury/Revenue for this applicant.
6. Is the applicant's principal place of business in New Jersey as defined by:
o At least 51% of firm's current employees work in New Jersey supported by paid unemployment taxes
[X] Yes [] No
o At least 51% of this firm's business is conducted in New Jersey supported by NJ income and/or business tax returns
[X] Yes [] No
7. Total number of full time employees including owner(s)
An Applicant who fails to comply with specifically requested additional information or documentation shall be considered in non-compliance.

Please provide at least one code in Question #8 and/or #9. All codes are 5 digit codes. Codes should be entered for core business operations, only. Please note that these codes were revised on 9/04.

8. Construction-related industry list construction craft codes found at http://www.state.nj.us/njbusiness/contracting/construction_craft_codes.shtml (12 codes maximum)

9. For non-construction related industries, list applicable NIGP Commodity Codes/Goods & Services codes Codes are located at www.state.nj.us/treasury/purchase/commcode.htm (12 codes maximum)

946-11			

10. Ownership Information

Name of Owner (s)	Sex M/F	# Shares Owned	% Owned

THIS FORM MUST BE SIGNED, DATED AND NOTARIZED

I attest that this form has been completed as directed and that the information contained herein is true and accurate to the best of my knowledge. I understand that any information willfully falsified or omitted may result in the firm being disbarred from bidding on State contracts for a period of up to two years and in prosecution under New Jersey's fraud statutes and liability to attendant civil or criminal penalties.

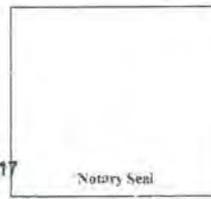
Signature of President, Owner or Managing Partner: [Redacted] Printed Name: Edward A. Pettit Jr
 Title: Managing Member Date: 3/28/13 Phone: 201-343-1140

Executed for (name of company) Chakonis & Pettit LLC Printed Name: _____

Sworn to me this 28th day of March 2013

Notary Public: [Signature]

CAROL IVANIR
 A Notary Public Of New Jersey
 ID NO. 2203822
 My Commission Expires JULY 26, 2017



Optional Statistical Data

(Completing this information will assist us in accurately comparing the amount of business MWBE's receive from State procurement) Based on the following guidelines do you consider your firm to be:

- A sole proprietorship owned and controlled by a minority or woman.
- A partnership or joint venture owned and controlled by a minority or woman in which at least 51 % of the ownership is held by a minority or woman and the management and daily business operations of which is are controlled by one or more minorities or women
- A Corporation or other business entity authorized under the laws of the United States whose management and daily business operations are controlled by one or more minorities or women who own it, and which is at least 51% owned by minorities women or, if stock is issued, at least 51 % of the stock is owned by one or more minorities or women.

Check all that apply:

Minority Owned Women Owned

African American Hispanic American Asian American Native American Other

Return completed registration form and \$100.00 application fee (check or money order) payable to " NJ Division of Revenue" and return to: NJ Division of Revenue, Business Support Services Bureau, P.O. Box 455 Trenton, NJ 08646 Application fee is non-refundable.

If you would like to receive information on statewide bidding opportunities visit www.NewJerseyBusiness.gov and select the State Contracting and M/WBE on the left of the home page than click on Online Services Statewide Bidding Opportunities.

¹ Only the signature of the owner or president of a corporation is acceptable. For a partnership, only a General Partner may sign; the signature of a Limited Partner is not acceptable. For an LLC, the Managing Member must sign.

08/22/03

Taxpayer Identification# [REDACTED]

Dear Business Representative:

Congratulations! You are now registered with the New Jersey Division of Revenue.

Use the Taxpayer Identification Number listed above on all correspondence with the Divisions of Revenue and Taxation, as well as with the Department of Labor (if the business is subject to unemployment withholdings). Your tax returns and payments will be filed under this number, and you will be able to access information about your account by referencing it.

Additionally, please note that State law (Public Law 2001, c.134) requires all contractors and subcontractors with State agencies to provide proof of their registration with the Division of Revenue. The law also amended Section 92 of the Casino Control Act, which deals with the casino service industry.

We have attached a Proof of Registration Certificate for your use. To comply with the law, if you are currently under contract or entering into a contract with a State agency, you must provide a copy of the certificate to the contracting agency.

If you have any questions or require more information, feel free to call our Registration Hotline at (609) 292-1730.

I wish you continued success in your business endeavors.

Sincerely,

John E. Tully
John E. Tully, CPA
Acting Director

STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE FOR STATE AGENCY AND CASINO SERVICE CONTRACTORS		DEPARTMENT OF TREASURY DIVISION OF REVENUE PO BOX 252 TRENTON, NJ 08646-0252
TAXPAYER NAME: JCMS, INC.	TRADE NAME:	
TAXPAYER IDENTIFICATION#: [REDACTED]	SEQUENCE NUMBER: 0079084	
ADDRESS: 1741 WHITEHORSE MERCERVILLE RD MERCERVILLE NJ 08619	ISSUANCE DATE: 08/22/03	
EFFECTIVE DATE: 03/01/91	<i>John E. Tully</i> Acting Director	
FORM-BRC(08-01)	This Certificate is NOT assignable or transferable. It must be conspicuously displayed at above address.	



State of New Jersey

CHRIS CHRISTIE
Governor

DEPARTMENT OF THE TREASURY
DIVISION OF REVENUE
P.O. BOX 026

KIM GUADAGNO
Lt. Governor

TRENTON, NJ 08625-034
PHONE: 609-292-2146 FAX: [REDACTED]

ANDREW P. SIDAMON-ERISTOFF
State Treasurer

APPROVED
under the

Small Business Set-Aside Act and Minority and Women Certification Program

This certificate acknowledges **JCMS INC** as a **Category 3 & 5** approved Small Business Enterprise that has met the criteria established by N.J.A.C. 17:13 and/or 17:14.

This registration will remain in effect for three years. Annually the business must submit, not more than 60 days prior to the anniversary of the registration notice, an annual verification statement in which it shall attest that there is no change in the ownership, revenue eligibility or control of that business.

If the business fails to submit the annual verification statement by the anniversary date, the SBE registration will lapse and the business SBE status will be revoked in the New Jersey Selective Assistance Vendor Information (NJSAVI) database that lists registered small businesses. If the business seeks to be registered again, it will have to reapply and complete the New SBE online registration located at: www.njportal.com/DOR/SBERegistry/.



Issued: March 12, 2013
Certification Number: 63223-23

Andrew Pantelides
Assistant Director

Expiration: March 11, 2016

**STATE OF NEW JERSEY
BUSINESS REGISTRATION CERTIFICATE**

Taxpayer Name:	ROSENBERG RICH BAKER BERMAN, P.A.
Trade Name:	ROSENBERG DRUCKER/RICH BAKER BERMAN
Address:	380 FOOTHILL ROAD BRIDGEWATER, NJ 08807-2255
Certificate Number:	0619505
Effective Date:	February 14, 1994
Date of Issuance:	March 25, 2013

For Office Use Only:
20130325113535615



State of New Jersey

CHRIS CHRISTIE
Governor

DEPARTMENT OF THE TREASURY
DIVISION OF REVENUE & ENTERPRISE SERVICES
P.O. BOX 026

KIM GUADAGNO
Lt. Governor

TRENTON, NJ 08625-034
PHONE: 609-292-2146 FAX: [REDACTED]

ANDREW P. SIDAMON-ERISTOFF
State Treasurer

APPROVED

under the

Small Business Set-Aside Act and Minority and Women Certification Program

This certificate acknowledges The ROSENBERG RICH BAKER BERMAN as a Category 3 approved Small Business Enterprise that has met the criteria established by N.J.A.C. 17:13 and/or 17:14.1

This registration will remain in effect for three years. Annually the business must submit, not more than 20 days prior to the anniversary of the registration notice, an annual verification statement in which it shall attest that there is no change in the ownership, revenue eligibility or control of that business.

If the business fails to submit the annual verification statement by the anniversary date, the registration will lapse and the business will be removed from the SAVI that lists registered small businesses. If the business seeks to be registered again, it will have to reapply and pay the \$100 application fee. In this case, a new application must be submitted prior the expiration date of this registration.



Andrew Pantelides
Assistant Director

Issued: 3/25/2013
Certification Number: A0004-71

Expiration: 3/25/2016

CERT-1

03/26/08

Taxpayer Identification# [REDACTED]

Dear Business Representative:

Congratulations! You are now registered with the New Jersey Division of Revenue.

Use the Taxpayer Identification Number listed above on all correspondence with the Divisions of Revenue and Taxation, as well as with the Department of Labor (if the business is subject to unemployment withholdings). Your tax returns and payments will be filed under this number, and you will be able to access information about your account by referencing it.

Additionally, please note that State law requires all contractors and subcontractors with Public agencies to provide proof of their registration with the Division of Revenue. The law also amended Section 92 of the Casino Control Act, which deals with the casino service industry.

We have attached a Proof of Registration Certificate for your use. To comply with the law, if you are currently under contract or entering into a contract with a State agency, you must provide a copy of the certificate to the contracting agency.

If you have any questions or require more information, feel free to call our Registration Hotline at (609) 292-1730.

I wish you continued success in your business endeavors.

Sincerely,

James J. Bruscone
Director
New Jersey Division of Revenue

STATE OF NEW JERSEY		DEPARTMENT OF TREASURY
BUSINESS REGISTRATION CERTIFICATE		DIVISION OF REVENUE
		PO BOX 282
TAXPAYER NAME:		TRADE NAME:
TCBA WATSON RICE LLP		
ADDRESS:		SEQUENCE NUMBER:
301 ROUTE 17 NORTH		1254144
RUTHERFORD NJ 07070		ISSUANCE DATE:
EFFECTIVE DATE:		03/26/08
03/25/08		
		Director New Jersey Division of Revenue
FORM 282-08-01		

**State of New Jersey**

CHRIS CHRISTIE
Governor

DEPARTMENT OF THE TREASURY
DIVISION OF REVENUE & ENTERPRISE SERVICES
P.O. BOX 026

KIM GUADAGNO
Lt. Governor

TRENTON, NJ 08625-034
PHONE: 609-292-2146 FAX: [REDACTED]

ANDREW P. SIDAMON-ERISTOFF
State Treasurer

APPROVED

under the

Small Business Set-Aside Act and Minority and Women Certification Program

This certificate acknowledges The TCBA WATSON RICE LLP as a Category 2 approved Small Business Enterprise that has met the criteria established by N.J.A.C. 17:13 and/or 17:14.1

This registration will remain in effect for three years. Annually the business must submit, not more than 20 days prior to the anniversary of the registration notice, an annual verification statement in which it shall attest that there is no change in the ownership, revenue eligibility or control of that business.

If the business fails to submit the annual verification statement by the anniversary date, the registration will lapse and the business will be removed from the SAVI that lists registered small businesses. If the business seeks to be registered again, it will have to reapply and pay the \$100 application fee. In this case, a new application must be submitted prior the expiration date of this registration.



Handwritten signature of Andrew Pantelides in black ink.

Andrew Pantelides
Assistant Director

Issued: 12/19/2012
Certification Number: A0001-44

Expiration: 12/19/2015

01/13/10

Taxpayer Identification# [REDACTED]

Dear Business Representative:

Congratulations! You are now registered with the New Jersey Division of Revenue.

Use the Taxpayer Identification Number listed above on all correspondence with the Divisions of Revenue and Taxation, as well as with the Department of Labor (if the business is subject to unemployment withholdings). Your tax returns and payments will be filed under this number, and you will be able to access information about your account by referencing it.

Additionally, please note that State law requires all contractors and subcontractors with Public agencies to provide proof of their registration with the Division of Revenue. The law also amended Section 92 of the Casino Control Act, which deals with the casino service industry.

We have attached a Proof of Registration Certificate for your use. To comply with the law, if you are currently under contract or entering into a contract with a State agency, you must provide a copy of the certificate to the contracting agency.

If you have any questions or require more information, feel free to call our Registration Hotline at (609)292-9292.

I wish you continued success in your business endeavors.

Sincerely,



James J. Fruscione
Director
New Jersey Division of Revenue

STATE OF NEW JERSEY
BUSINESS REGISTRATION CERTIFICATE

DEPARTMENT OF TREASURY/
DIVISION OF REVENUE
PO BOX 252
TRENTON, N J 08646-0252

TAXPAYER NAME:

TWILIGHT INVESTIGATIONS INC

TRADE NAME:

ADDRESS:

1360 CLIFTON AVE PMB 225
CLIFTON NJ 07012

EFFECTIVE DATE:

01/13/10

SEQUENCE NUMBER:

1535901

ISSUANCE DATE:

01/13/10


Director
New Jersey Division of Revenue

FORM-BRC

This Certificate is NOT assignable or transferable. It must be conspicuously displayed at above address.

(04-08) (5205946)



State of New Jersey

CHRIS CHRISTIE
Governor

DEPARTMENT OF THE TREASURY
DIVISION OF REVENUE & ENTERPRISE SERVICES
P.O. BOX 026

KIM GUADAGNO
Lt. Governor

TRENTON, NJ 08625-034
PHONE: 609-292-2146 FAX: [REDACTED]

ANDREW P. SIDAMON-ERISTOFF
State Treasurer

APPROVED

under the

Small Business Set-Aside Act and Minority and Women Certification Program

This certificate acknowledges The TWILIGHT INVESTIGATIONS INC as a Category 1 and 4 approved Small Business Enterprise that has met the criteria established by N.J.A.C. 17:13 and/or 17:14.1

This registration will remain in effect for three years. Annually the business must submit, not more than 20 days prior to the anniversary of the registration notice, an annual verification statement in which it shall attest that there is no change in the ownership, revenue eligibility or control of that business.

If the business fails to submit the annual verification statement by the anniversary date, the registration will lapse and the business will be removed from the SAVI that lists registered small businesses. If the business seeks to be registered again, it will have to reapply and pay the \$100 application fee. In this case, a new application must be submitted prior the expiration date of this registration.



Andrew Pantelides
Assistant Director

Issued: 3/28/2013
Certification Number: A0004-89

Expiration: 3/28/2016

Appendix B – Detailed Resumes

Core Engagement Team & Resource Pool Resumes

Below are individual detailed resumes for the personnel who will comprise our core engagement team and resource pool.

These individuals are available to work on Pools 1, 2, and 3.



Qualifications





Helping the State of New Jersey Revive. Rebuild. Recover.



Proposal to serve the State of New Jersey Volume II: Price Schedule

Response to RFQ No. 768892S -

Pool 1: Program and Process Management Auditing,
Pool 2: Financial Auditing and Grant Management, &
Pool 3: Integrity Monitoring/Anti-Fraud Services

April 8, 2013



April 8, 2013

State of New Jersey
Department of the Treasury
Division of Purchase & Property
Procurement Bureau
33 W. State Street, 9th Floor
P.O. Box 230
Trenton, NJ 08625-0230

**Deloitte Financial Advisory
Services LLP**
100 Kimball Drive
Parsippany, NJ 07054
USA

Tel: +1 973 602 6000
Fax: [REDACTED]
www.deloitte.com

Attn: Kelly Anderson-Thomas

**Re: Response to Request for Quotation for Program and Process Management Auditing,
Financial Auditing and Grant Management, & Integrity Monitoring/Anti-Fraud Services**

Dear Ms. Anderson-Thomas,

On behalf of the entire client service team at Deloitte¹, I am pleased to present our collective response to the State of New Jersey's (the "State")² Request for Quotation ("RFQ") No.768892S for Financial Auditing Services³ for Program and Process Management Auditing (Pool 1), Financial Auditing and Grant Management (Pool 2), and Integrity Monitoring/Anti-Fraud Services (Pool 3). We appreciate the opportunity to propose our services and are committed to earning your trust and your business.

Our response is structured to align with your RFQ requirements; as requested, this volume, Volume II: Price Schedule, is being submitted separately for your consideration.

We trust you will find our proposal conveys our understanding of your needs. We believe Deloitte can provide unmatched insight in creating a comprehensive and collaborative approach to recovery and redevelopment. Please feel free to contact me at +1 215 246 2543 or via email at lpichini@deloitte.com with questions about this proposal or any aspect of our service. We look forward to building a valuable relationship with you that supports the rapid recovery of the State of New Jersey.

Sincerely,

Louis Pichini, Director
Deloitte Financial Advisory Services LLP

Ron Rickles, New Jersey Managing Partner
Deloitte & Touche LLP

¹ As used in this document, "Deloitte" means Deloitte & Touche LLP, Deloitte Consulting LLP and Deloitte Financial Advisory Services LLP. These entities are separate subsidiaries of Deloitte LLP. Deloitte & Touche LLP will be responsible for the services and the other subsidiary may act as subcontractors. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries.

² As used in this document, "the State" refers to the New Jersey Division of Purchase and Property, Department of the Treasury on behalf of the State of New Jersey Governor's Office.

³ The services Deloitte will perform are consulting services in accordance with the American Institute of Certified Public Accountants (AICPA) Standards for Consulting Services and do not constitute an engagement to provide audit, compilation, review or attest services as described in the pronouncements on professional standards issued by the AICPA.

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Section 2: Price Schedule

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RFQ Selection Criteria Matrix

To assist with the State’s evaluation of Deloitte’s proposal on Pools 1, 2, and 3, we have provided the matrix below to demonstrate how fully we responded to your RFQ requests, as well as where you can find the information within our proposal.

Technical Evaluation Criteria	Proposal Reference	
	Section #	Page #
Criterion 4 (RFQ 7.0d)		
✓ Cost Proposal		
✓ GSA FABS Schedule SIN 520-1 Rates	2.1	4

Section 2 – Price Schedule

2.1 GSA FABS Schedule SIN 520-1 Rates

**RFQ
6.0**

The bidder shall provide an hourly rate for each staff position listed in Exhibit A, Cost Schedule. As part of its proposal the bidder is to set forth how its GSA hourly rates will be applied to the various services requested within the RFQ. The bidder may offer hourly rates more competitive than its GSA pricing but may not increase said rates.

Our fee structure for this engagement is intended to convey our strong interest to work with the State in this important role. In evaluating our proposed rate structure, we have considered our previous disaster recovery related services provided to similar clients, as well as your focus on cost containment. These rates, based on time-and-materials, represent a discount (3%) from our General Services Administration (GSA) Financial and Business Solutions (“FABS”) Schedule Contract Number GS-23F-8132H under Special Item Number (“SIN”) 520-1 (Program Financial Advisor). We have elected to participate in GSA’s Disaster Recovery Purchasing Program, which allows state and local governments to purchase off our GSA contract in advance or following a presidentially-declared major disaster.

Due to nomenclature differences between the GSA FABS Schedule SIN 520-1 labor categories and the general labor categories provided by the State of New Jersey, we are proving a mapping between the two, as per the table below:

GSA Labor Category Name (As per GSA SIN 520-1)	GSA Title (As per GSA SIN 520-1)	Corresponding Title(s) (As per NJ RFQ768892S)
SPD	<ul style="list-style-type: none"> Senior Partner / Principal / Director 	<ul style="list-style-type: none"> Partner / Principal / Director & Subject Matter Expert (SME) & Program Manager
SM II	<ul style="list-style-type: none"> Senior Manager II 	<ul style="list-style-type: none"> Project Manager
SM I	<ul style="list-style-type: none"> Senior Manager I 	<ul style="list-style-type: none"> Project Manager
M II	<ul style="list-style-type: none"> Manager II 	<ul style="list-style-type: none"> Project Manager
M I	<ul style="list-style-type: none"> Manager I 	<ul style="list-style-type: none"> Project Manager
SA	<ul style="list-style-type: none"> Senior Associate 	<ul style="list-style-type: none"> Supervisory/Senior Consultant
A	<ul style="list-style-type: none"> Associate 	<ul style="list-style-type: none"> Consultant
JA	<ul style="list-style-type: none"> Junior Associate 	<ul style="list-style-type: none"> Associate/Staff

Price schedule

Please refer to the tables below for our response to your request for our proposed hourly rates:

Bidder's Name: Deloitte Financial Advisory Services LLP

POOL 1: PROGRAM AND PROCESS MANAGEMENT AUDITING

LINE #	STAFF CLASSIFICATIONS	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
1	Partner/Principal/Director	\$ 402.64	\$414.71	\$427.16
2	Program Manager	\$347.28	\$357.70	\$368.43
3	Project Manager	\$301.98	\$311.04	\$320.37
4	Subject Matter Expert	\$ 402.64	\$414.71	\$427.16
5	Supervisory/Senior Consultant	\$226.49	\$233.28	\$240.27
6	Consultant	\$201.32	\$207.37	\$213.58
7	Associate/Staff	\$161.06	\$165.89	\$170.87
8	Administrative Support Staff	\$140.92	\$145.15	\$149.51

Bidder's Name: Deloitte Financial Advisory Services LLP

POOL 2: FINANCIAL AUDITING & GRANT MANAGEMENT

LINE #	STAFF CLASSIFICATIONS	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
9	Partner/Principal/Director	\$ 402.64	\$414.71	\$427.16
10	Program Manager	\$347.28	\$357.70	\$368.43
11	Project Manager	\$301.98	\$311.04	\$320.37
12	Subject Matter Expert	\$ 402.64	\$414.71	\$427.16
13	Supervisory/Senior Consultant	\$226.49	\$233.28	\$240.27
14	Consultant	\$201.32	\$207.37	\$213.58
15	Associate/Staff	\$161.06	\$165.89	\$170.87
16	Administrative Support Staff	\$140.92	\$145.15	\$149.51

Bidder's Name: Deloitte Financial Advisory Services LLP

POOL 3: INTEGRITY MONITORING & ANTI-FRAUD

LINE #	STAFF CLASSIFICATIONS	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
17	Partner/Principal/Director	\$ 402.64	\$414.71	\$427.16
18	Program Manager	\$347.28	\$357.70	\$368.43
19	Project Manager	\$301.98	\$311.04	\$320.37
20	Subject Matter Expert	\$ 402.64	\$414.71	\$427.16
21	Supervisory/Senior Consultant	\$226.49	\$233.28	\$240.27
22	Consultant	\$201.32	\$207.37	\$213.58
23	Associate/Staff	\$161.06	\$165.89	\$170.87
24	Administrative Support Staff	\$140.92	\$145.15	\$149.51