

CITY COUNCIL

The City of Orange Township, New Jersey

DATE August 2, 2023

AMENDED

NUMBER 298-2023

TITLE: RESOLUTION APPROVING OPERATIONS CONTRACT WITH WOODARD & CURRAN, 50 MILLSTONE ROAD, BUILDING 400, SUITE 201, EAST WINDSOR, NJ 08520, FOR THE OPERATION AND MANAGEMENT OF A WATER SUPPLY TREATMENT, TRANSMISSION AND DISTRIBUTION SYSTEM, WASTEWATER COLLECTION SYSTEM, STORM WATER SYSTEM, 24 HOUR CUSTOMER SERVICE, AND METER READING AND BILLING SERVICES FOR FIVE YEAR WITH AN ESTIMATED COST PLUS BASIS ANNUAL FEE OF \$2,887,217.00 WITH TWO YEAR OPTION AND FIVE-YEAR EXTENSION OPTIONS

WHEREAS, the City of Orange Township ("City") entered into a 1-year extension agreement with Veolia Water Contract Operation USA, Inc. (Veolia) that will expire during the 2023 calendar year; and,

WHEREAS, the City will not seek to renew the contract with Veolia; and,

WHEREAS, the City of Orange Township in accordance with N.J.S.A 40a:11-4.1 the City initiated a competitive contracting process; and,

WHEREAS, the City only received one bid package during the competitive contracting process, which was reviewed and scored by an evaluation committee; and,

WHEREAS, the evaluation committee recommended the contract be awarded to Woodard & Curran pursuant to terms set forth in contract; and,

WHEREAS, the Chief Financial Officer of the City of Orange Township has prepared the necessary Certificate of Availability of Funds, a copy of which is attached hereto certifying that funds will be available for this purpose in Account No.3-05-55-502-192-510, contingent upon Council approval and inclusion of said item in the Temporary Budget and adopted 2023 and 2024 Budget, there will be sufficient funds to contract Woodard & Curran, Inc.

NOW, THEREFORE, BE IT RESOLVED BY THE MUNICIPAL COUNCIL OF THE CITY OF ORANGE TOWNSHIP authorize The Mayor and his designee to execute a one-year contract with Woodard & Curran Inc. with a cost plus annual fee of \$2,887,217.00 is authorized with two-year & five-year extensions options.

Adopted: August 2, 2023

Joyce L. Lanier
Municipal Clerk

Tency A. Eason
Council President



CITY OF ORANGE TOWNSHIP
FINANCE DEPARTMENT

CERTIFICATION OF FUNDS
NEXT WATER OPERATING BUDGET

I, Nile Clements, Chief Financial Officer for the City of Orange Township, do hereby confirm that based on the Quote or RFP, RFQ, bid results or "extraordinary unspecifiable services" without competitive bids for 2023 service contract, and the resolution to be presented to the Council for approval, and contingent upon Council approval and inclusion of said item in the Temporary Budget and adopted 2023 & 2024 Budget, there will be sufficient funds to contract with:

Vendor Name: Woodard & Curran, Inc.

Address: 41 Hutchins Drive

City: Portland

State: Maine

Zip Code: 04102

Purpose: Water Utility Operating & Maintenance Services

Vendor ID: WOODA005

Fund: Water Operating Fund

Line Description WTR - Water Operating - Contractual Services

Account Numbers(s): CY'23 3-05-55-502-192-528 \$ 2,887,217.00

Purchase Order # : 23-01373

Amount not to exceed: \$ 2,887,217.00

Division Head

Date

Nile Clements

7/31/2023

Chief Financial Officer

Date

Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type. See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
Woodard & Curran, Inc.

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.

Individual/sole proprietor or single-member LLC C Corporation S Corporation Partnership Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) ▶ _____

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.
41 Hutchins Drive

6 City, state, and ZIP code
Portland, ME 04102

7 List account number(s) here (optional)

Requester's name and address (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			-					
--	--	--	---	--	--	--	--	--

or

Employer identification number

0	1	-	0	3	6	3	2	2	2
---	---	---	---	---	---	---	---	---	---

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here

Signature of U.S. person ▶

Andrew Stankey

Date ▶ **1/4/2022**

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

AUG 27 REC'D

08/13/09

Taxpayer Identification# 010-363-222/000

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. Fruscione

James J. Fruscione
Director
New Jersey Division of Revenue

STATE OF NEW JERSEY
BUSINESS REGISTRATION CERTIFICATE

DEPARTMENT OF TREASURY/
DIVISION OF REVENUE
PO BOX 282
TRENTON, NJ 08646-0282

TAXPAYER NAME:
WOODARD & CURRAN, INC.

TRADE NAME:

ADDRESS:
41 HUTCHINS DR
PORTLAND ME 04105-1931
EFFECTIVE DATE:

SEQUENCE NUMBER:
137348

06/25/91

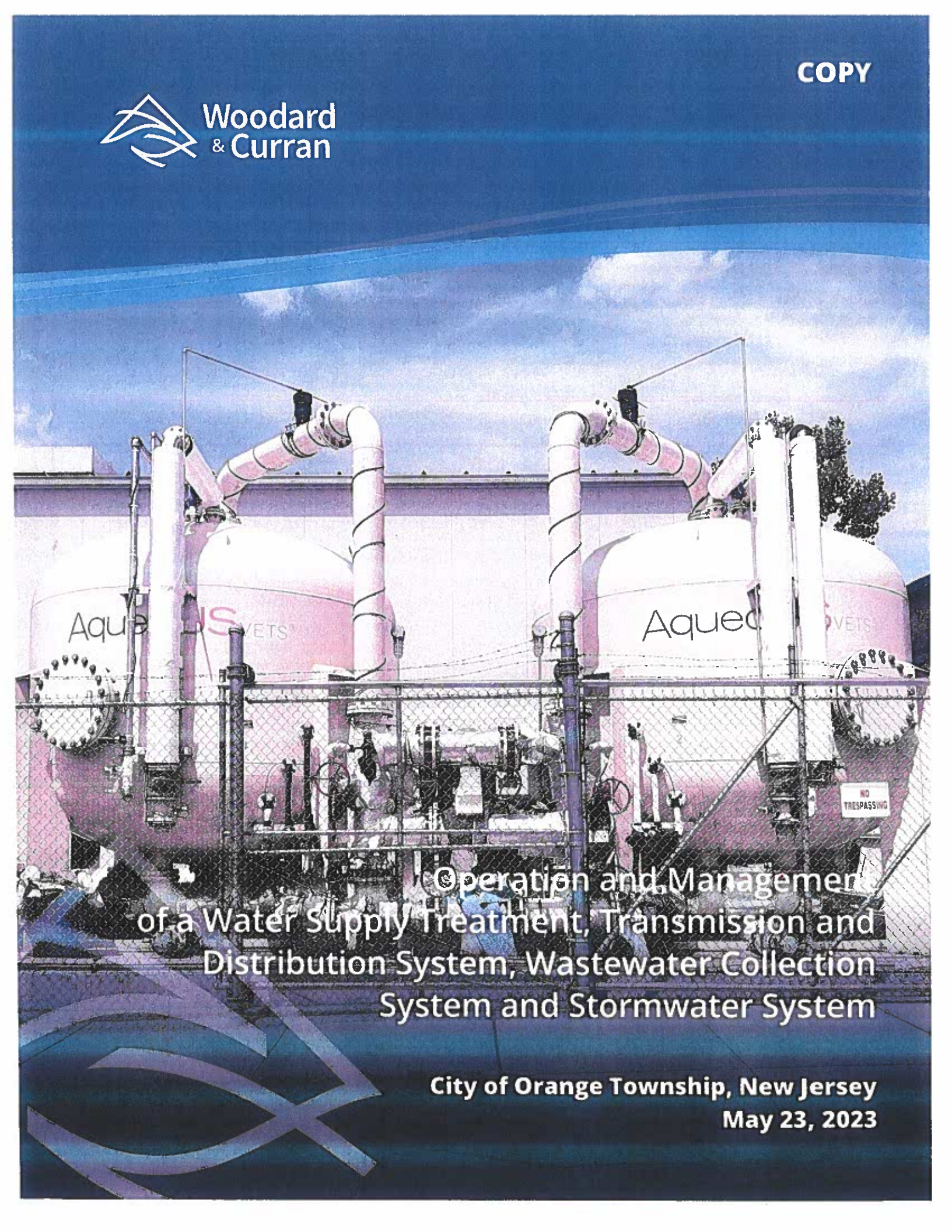
ISSUANCE DATE:
08/13/09

James J. Fruscione
Director

COPY



**Woodard
& Curran**

A photograph of a water treatment facility. Two large, cylindrical, light-colored tanks are the central focus, each with a complex network of pipes and valves on top. The tanks have the words 'Aqueo' and 'S VETS' printed on them. The facility is enclosed by a chain-link fence. In the foreground, there is a large, stylized graphic of a water drop or wave. A 'NO TRESPASSING' sign is visible on the fence to the right.

**Operation and Management
of a Water Supply Treatment, Transmission and
Distribution System, Wastewater Collection
System and Stormwater System**

**City of Orange Township, New Jersey
May 23, 2023**

50 Millstone Road
Building 400 | Suite 201
East Windsor, NJ 08520
www.woodardcurran.com

T 800.426.4262
T 609.448.8110
F 609.448.8118

May 23, 2023



Christopher Hartwyk, Business Administrator
City of Orange Township
29 North Day Street
Orange, New Jersey 07050

Re: Operation and Management of a Water Supply Treatment, Transmission and Distribution System, Wastewater Collection System and Stormwater System

Dear Mr. Hartwyk:

Woodard & Curran appreciates the opportunity to provide the City of Orange Township (City/Orange) with a proposal for professional operations and management (O&M) services. As one of the premier contract operations firms in the United States, we are selective in our pursuit of new projects to ensure our clients' goals and vision are aligned with Woodard & Curran's, and that we can provide value to the overall community. Our model of providing O&M services has been crafted over the past 30 years, and over that time, it has become clear that the key to success for these projects is the development of a truly vested partnership between the municipality and the contract operator.

As our team has learned about the City's needs and goals, spent time getting to know key individuals within the City, and learned more about the current operations of the utility, we believe that Woodard & Curran is the ideal partner for Orange that can bring tremendous value to the City as it faces the most growth its seen in decades. As you decide which firm to transition the City's water, wastewater, and collection system operations to, it is critical identify a group that will protect your infrastructure assets, provide the on-site staff a productive and safe work environment, and build a transparent, trusting relationship with the City. Woodard & Curran understands the City's needs, is built on a foundation of commitment and integrity, and is ready to serve the staff and residents of Orange.

When the City partners with Woodard & Curran, you can expect the following benefits:

We will put the City of Orange and the existing staff first: Woodard & Curran understands that excellence begins with our people, and we believe that if we take care of our team members, they will take care of our clients. We have a robust support network for our people that starts with our local project team that is backed by a strong area manager who is supported by operations specialists, an asset management team, a funding/grant team, process innovators, SCADA experts, professional engineers, and many more. We have gotten to know your existing utility staff, and we are excited to make offers of employment to all current employees. This decision stems from our firm belief in the value of institutional knowledge and the importance of retaining valuable employees. By bringing aboard the current utility staff, we ensure that the wealth of experience and expertise they possess remains an integral part of the utility operation. Moreover, we are committed to fostering continuous improvement and development.



within our team. We are dedicated to providing comprehensive management, unwavering support, and extensive training to enhance their skills and capabilities in the field. Our goal is not only to optimize efficiency within the utility but also to empower our staff to reach their full potential.

We are a stable, employee-owned firm for over 40 years: The water utility sector is changing quickly with tremendous consolidation within the traditional contract operations players. The last two years have been the most active ever for mergers and acquisitions in the U.S. contract operations market. We have seen two of the top three largest companies merge, another top three firm get purchased by a private equity firm, and yet another in the top five acquire dozens of small contract operators. These mergers and acquisitions rarely seem to improve the level of service to the client. Woodard & Curran is fortunate to be privately held and employee-owned, meaning we will never have to be accountable to Wall Street or investors, but only to our clients and people. Utility staff that make the transition to Woodard & Curran will have the opportunity to become owners of Woodard & Curran, if they desire, with no fear of being acquired.

We specialize in operations of mid-sized utilities: Woodard & Curran is a national firm with over 1,270 employees in 27 offices, and over 95 treatment/public works operations for over 50 clients throughout the country. As operators of many mid-sized public facilities, we bring large firm resources to our projects, while maintaining a local perspective. We focus on a personal approach to supporting utility staff, optimizing maintenance/capital costs, and developing creative and innovative, yet practical, real-world solutions. Our clients benefit from a wide array of resources that small utilities would not normally have access to.

We find the engineering & financial solutions to help our clients do more for less: Woodard & Curran has in-house engineering and a full-time funding team dedicated to developing the best technical solutions for the right price by securing grants and loans for our municipal clients. We understand that communities are facing unprecedented technical and financial pressures, especially as costs of equipment and services are steadily rising. Unlike other contract operations firms, we have turned our attention from solely developing technical solutions, to also delivering financial results. Our full-time funding team will work relentlessly to ensure that the City benefits from our proven expertise and experience in capturing additional funds. This team has captured more than \$2.4B for our clients over the past five years alone, and we would love to support Orange in sharing in this success.

We assure you that Woodard & Curran will truly be your operations partner and not simply another contractor. Our detailed proposal will outline the wealth of resources that will become available to the City and ensure that this project is a long-term success. Additionally, our proposal includes several requests to deviate from the Request for Proposals (RFP) that was released, specifically with regards to the terms and conditions, alternative pricing structure, and other miscellaneous components. In our experience, our clients, and the communities we serve, tend to see more favorable outcomes and a long-term, successful **partnership** when we use



these requested deviations as a starting point for further negotiations. We encourage the City to contact our clients to get their opinion of our performance and their overall relationship with Woodard & Curran. We are confident that you will conclude that choosing Woodard & Curran as a partner will benefit the City of Orange and all its businesses and residents.

We greatly appreciate the opportunity to demonstrate to you how we provide high-value contract operations services, and hope this proposal exceeds your expectations. Please contact me directly at 973.896.8132 or by email at rjsullivan@woodardcurran.com with any questions.

Sincerely,

WOODARD & CURRAN, INC.

A handwritten signature in blue ink that reads "Ryan Sullivan".

Ryan Sullivan
Area Manager

| Table of Contents

Section 1.	Executive Summary.....	1
Section 2.	Qualification Evaluation.....	7
Section 3.	Project Understanding & Approach.....	23
Section 4.	Experience & Technical Qualifications.....	39
Section 5.	Transition Management & Care of Employees	51
Section 6.	Project Support & Resources Availability.....	57
Section 7.	Price.....	65
Section 8.	Terms and Conditions.....	71
Section 9.	Required Forms.....	73
Appendix		
	A. Facility Matrix.....	A-1
	B. Meter Replacement Experience.....	B-1
	C. Technology Offerings.....	C-1
	D. Monthly Operating Report.....	D -1
	E. Resumes.....	E-1
	F. Operations Specialists Skills Matrix	F-1

1 | Executive Summary

Woodard & Curran is excited to build a partnership with the City of Orange Township. Our company is unique within our industry in our ability to deliver upon the commitments that we make to our clients and staff. Woodard & Curran is a fully integrated engineering, science, and operations firm that is privately held and has steadily grown from a small, regional start-up firm in 1979 to a national firm in 2023 (with 27 offices and over 1,270 employees). One thing that has remained constant throughout our growth is a focus upon bringing value to communities very similar in size to Orange Township. Woodard & Curran has maintained the same mission of providing a rewarding work environment to our employees so that they can focus upon delivering results for our clients. A tribute to that focus is that nearly 90% of our business is repeat business with existing clients.



What did we hear from the City of Orange Township?

In our time researching and visiting the City, we learned that the City Council is committed to attracting commercial and residential development, improving community amenities, and increasing the overall quality of life for the City's residents. Meeting these goals hinges on the ability to continually provide quality water service to the residents and businesses within the City. To do this, you need to protect your infrastructure assets, provide the existing staff a productive and safe work environment with both career opportunities and technical support, all while continuing to provide exceptional customer service to the community. The values of the City and its staff require a contract operations partner that will

Support and Protect all City Assets

Provide Stability and Ownership Predictability for a Long-Term Partnership

Be able to Support the City's Technical and Financial Needs, including Capturing Grants

Be more than a "Payroll Service" by bringing Tangible Value and Depth of Resources

We look forward to showing you how Woodard & Curran will match these values



Why Woodard & Curran?

We believe that when your evaluation team considers the following items, you will agree that selecting Woodard & Curran as your next operations partner is in the very best interest of the City, residents, local businesses, and your current employees. As an employee-owned company, with bylaws that mitigate the possibility of an acquisition, you can rest assured that the Woodard & Curran you partner with today will continue to serve the City with trust, transparency, and integrity long into the future. Additionally, our employee-focused mission statement has remained largely unchanged for 44 years, and we are confident that when the current staff joins Woodard & Curran, they will appreciate how we treat members of our team.

Our Mission

To develop and perpetuate a safe, enjoyable, gratifying, and fulfilling place to work with the important objectives of growth, freedom, challenge, recognition, and reward.

To deliver to our clients and the community a continually expanding range of high-quality consulting engineering, science, and operations services, and.

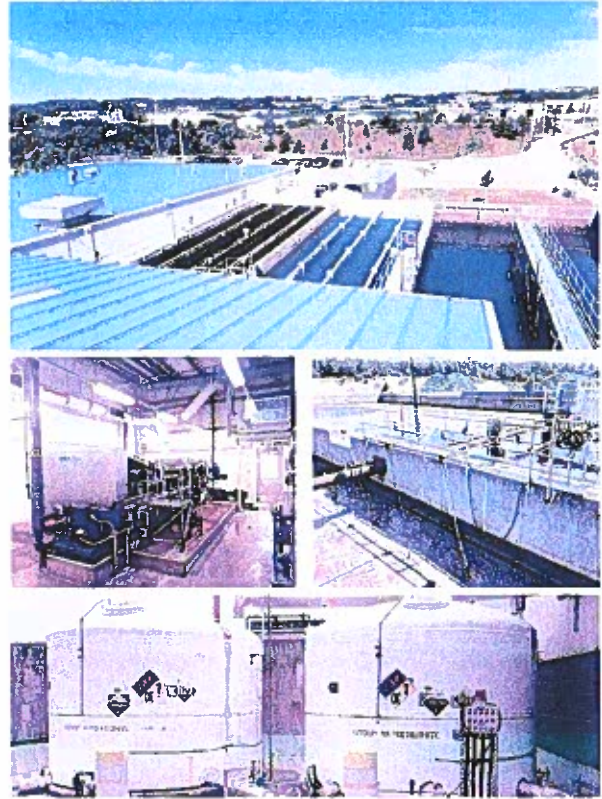
In all endeavors of the company to act in a character of good faith and fairness, and at all times, hold protection of the environment in a regard superior to that of all other interests.

Smooth transition of personnel and operations responsibility will minimize the impact on the City

When transitioning between operations firms, special care must be taken to minimize impacts to the City, employees, and residents, and our team excels at transitioning operations through development of a robust transition plan. This plan for the City will focus on hiring operators, ideally among the current staff; establishing an effective customer service and billing plan, and ensure continuity of operations to ensure residents' service continues uninterrupted. With many of our resources located in the Mid-Atlantic and New England regions, we intend to leverage significant backup support services from our regional operations and engineering resources, as well as our broader national team. Through a detailed transition plan, Woodard & Curran takes the time to assume operations in a responsible manner to build a vested partnership with the community and add value to the systems we operate. Our focus on our clients' needs, value for our employees, and unique approach to partnerships has resulted in Woodard & Curran having one of the lowest project turnover rates in the industry.

One recent example of a transition similar in nature to the challenges presented with the City is our project located in the Town of Plymouth, MA. On September 1, 2020, Woodard & Curran assumed the operations responsibilities of the City's wastewater treatment and collections system from another contract operations firm, and after a lengthy negotiation timeline, our team only had four days to transition the project over to Woodard & Curran operations. With a full-time staff of eleven operators, we retained eight of the existing employees, leveraging their extensive knowledge of the infrastructure. While the Project Manager and Assistant Project Manager were identified, they were not available to be at the facility for several weeks after Woodard & Curran assumed operations. To meet these challenges, the staff at Plymouth was augmented an Interim Project Manager and Interim Assistant Project Manager until the full-time personnel were in place.

Additionally, our dedicated support staff, to include leadership from Health & Safety, Human Resources – Talent Management, and IT Support, prioritized Plymouth to quickly conduct required health and safety training, on-boarding of employees, and establish internet and communications networks for the project. Although the departure of the previous contract operator was contentious at times, Woodard & Curran worked collaboratively with the Town and existing employees to ensure the transition occurred as efficiently and streamlined as possible. Nearly three years later, the Town has seen tremendous improvements to their systems operations, due in large part to the collaborative, trusting, and transparent relationship that Woodard & Curran quickly established with the Town prior to the commencement of operations. We encourage you to reach out to Jonathan Beder, Director of Public Works, from the Town of Plymouth to better understand their decision to partner with Woodard & Curran and the benefits the Town as seen from this partnership.



Woodard & Curran will work collaboratively with the City to transition to a new customer service and billing process

Woodard & Curran will conduct a detailed assessment of the current procedures for meter reading, customer service, and billing. It is our understanding that there have been instances where customers have experienced deficiencies in their water bills that result in significant additional costs to the customers. To remedy this, we will assess the quality and condition of the meter reading equipment, and validate the data relative to occupied and vacant properties to develop a tailored plan for the City. Woodard & Curran will partner with a quality billing service provider to ensure a seamless transition of data from the meters into the billing system to provide accurate water usage and ensure customers are paying the appropriate amounts of money. Additionally, our billing partner will have a customer service call center for residents to contact with any questions, comments, or concerns. Woodard & Curran understands the business aspects of a utility, and we will strive to ensure a seamless transition for the City and the customers while mitigating negative financial impacts to the customers.

The City will gain access to the best O&M practices in the water and wastewater industry

Woodard & Curran currently operates over 95 water and wastewater systems across the United States with clients from both the public and private sectors. In addition to the systems where we provide full O&M services, our integrated operations and engineering team also provides several clients with consulting advice on improving the efficiencies within their water and wastewater utilities infrastructure.

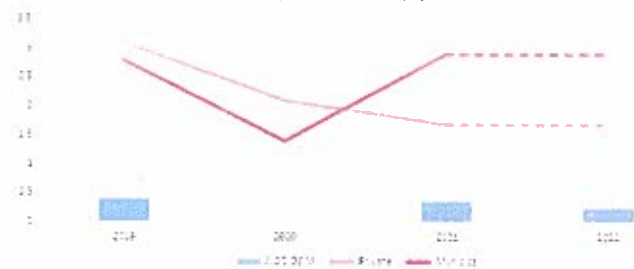
Woodard & Curran's operations team will look to optimize the performance of your existing water, sewer, and stormwater assets, while assisting the City in developing and making the right capital investments to ensure safe, compliant, and cost-effective operation. When applicable, we will introduce new technologies to the City's utility to further optimize and increase efficiencies. Annual work plans are developed to prioritize tasks and to establish goals for assisting the City's utility in meeting their current compliance needs, as well as to plan for the impact of any anticipated residential and commercial growth.

As the City's management partner, we will implement our Health & Safety program and policies which ranks as one of the best in the industry as measured by industry metrics Total Incident Rate (TIR) and Days Away Restricted Time (DART). A detailed Health & Safety Audit of the facilities and assets by our certified management team will take place within the first 30 days of the contract start date. Our team of technical services and asset management professionals will evaluate the current maintenance practices, providing recommendations for improvement to extend the useful life of existing equipment and prioritize equipment for consideration in a Capital Improvement Plan (CIP). Finally, Woodard & Curran will implement our Power Business Intelligence platform where we can properly manage and communicate timely data to the City on information specific to environmental compliance, maintenance work orders, and budget management specific to operations and revenue collections.

TIR Data (2019 - 2022)
Historical TRIR Trend



DART Data (2019 - 2022)
Historical DART Trend



Orange will benefit from Woodard & Curran's planning and funding teams

Woodard & Curran's National Fiscal Solutions team collaboratively works with municipal agencies to identify, plan for, and apply for a variety of grants and low-interest loans to facilitate critical infrastructure improvements. In the last 5 years, Woodard & Curran has secured over \$2.4B in grants and low interest loans for clients across the United States to fund over \$4B worth of capital improvement projects. Funding programs are supported by state and federal agencies that provide monies for water, wastewater, stormwater, and resiliency projects. Our capture rate exceeds 70% of grant and loan applications for our clients, and we anticipate that any potential construction projects with the City would stand a great chance of receiving funding for capital improvements, infrastructure expansion, and optimization.



FUNDING & FINANCIAL SERVICES

Stability in your operational partner will provide a steady business relationship for City officials

Woodard & Curran has been in business for 44 years with the same name, same ownership structure, and the original mission statement. **We have never been merged with nor acquired by another firm, and our employees are our only owners.** Our company is a U.S.-based, privately held firm that has an ownership structure that is very stable and allows us to manage our business to meet the expectations of our clients and not that of Wall Street or Foreign Stock Exchanges. Our operations and engineering executives **Jay Sheehan, Paul Roux,** and **Ryan Sullivan** are empowered to make significant financial and operational decisions, without the need to go through levels of bureaucracy to respond to immediate needs. The partnership that we will build with the City will be evident by the way in which we approach all aspects of water, wastewater, and stormwater operations from producing high quality drinking water, to employee health and safety, environmental compliance, assisting with funding processes, planning, and ultimately, achieving the most cost-effective and environmentally compliant operation for the City of Orange Township.



Jay Sheehan



Ryan Sullivan



Paul Roux

In addition to these benefits, the City will also get the following support, which is built into our overhead:

- **Innovation & Technology Support Manager:** Greg Parks is charged with routinely auditing all projects nationwide, looking for opportunities to innovate, improve, and save money. If a new technology can benefit our clients, Greg works with local staff to develop and implement a plan for a free test pilot of the technology at the utility. If it works and we prove it can save money, we look for funding to pay for the improvement and build it into your capital budget.
- **Full-Service Accounting Team:** A Full-service Accounting Team can help you do Accounts Receivable, Accounts Payable, and more. This provides you with opportunities for administrative staff reductions and other cost savings.
- **Hiring & Recruiting Support:** Full-time professionals (and partnerships with outside recruiting firms) routinely attend career fairs, manage our internship programs, work state operators' associations, etc. to ensure any open positions are filled quickly and with the right staff.
- **Full-Service Engineering & SCADA:** Very few professional contract operations firms have in-house engineering support. This team provides our clients with additional resources to validate costs, review drawings, discuss technical options, and more. They work closely with our operations team to bolster our advice and ensure our clients make the best technical and financial decisions.
- **Mentoring, Training & Licensure:** Woodard & Curran has dedicated professional trainers, coaches, and formal mentor-ship programs. We provide routine state-approved training that can be used for licensure credit hours for operators, at no cost to our clients. In addition, we coach people to obtain licenses and certifications, guiding them through whatever testing challenges they are facing. Our operator certification pass rate is nearly 100%. Additionally, if any training provided to our staff is beneficial for City staff members, they will be invited to attend these training sessions at no additional cost to the City.

- **Public Outreach Support:** Woodard & Curran has a full-service marketing team in addition to former utility communications specialists at your disposal. These public outreach professionals can help you shape your message, brand, and/or public perception. We develop brochures, storyboards, websites, logos, and many more related items to help you communicate better with your community.
- **Back-up Operators:** Woodard & Curran has nearly 400 operations professionals who stand ready to descend upon the City, if needed. We routinely move our operators to utilities in need for storm events, health emergencies, natural disasters, and other circumstances that require back-up operations.

*The information that follows illustrates that **our knowledge of your system, our depth of experience in managing change, and our commitment to transparency and building a vested partnership with the City of Orange Township** are compelling reasons to select Woodard & Curran as your operations partner.*

2 | Qualification Evaluation

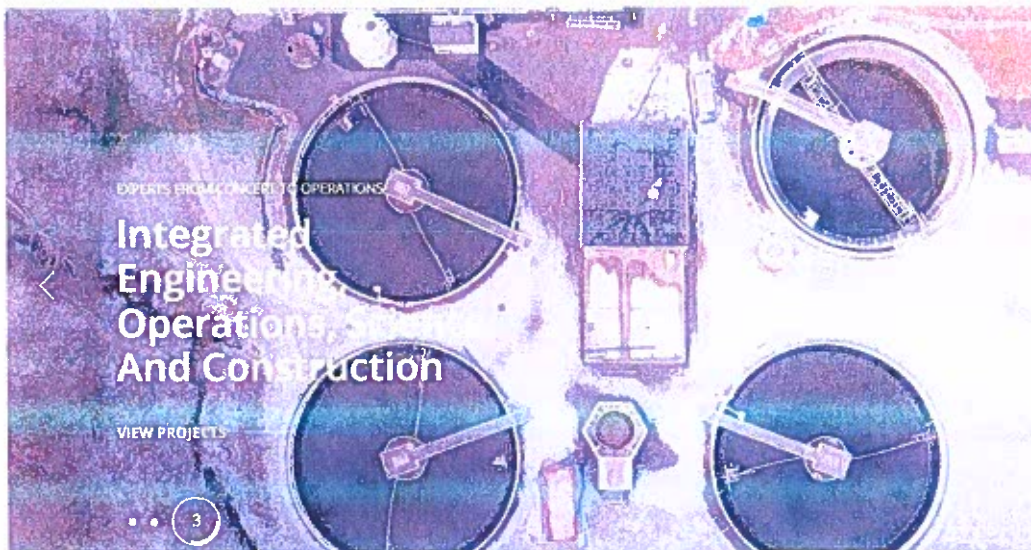
Statement of Interest

Woodard & Curran is keenly interested in a long-term community partnership with the City of Orange Township. We are pleased to submit this statement of interest and proposal for Contract Operations of the City's water, wastewater, stormwater facilities in addition to meter reading and billing. We have thoroughly researched the Orange community and we are confident that Woodard & Curran is a strong match for your customer needs. The scope of services identified is consistent with our company's strategic vision and we are committed to a relationship that is mutually beneficial.

Corporate Office Locations/Website

Woodard & Curran's corporate office is in Portland, Maine with regional offices nationwide.

- Headquarter:** 41 Hutchins Drive, Portland, ME 04102
- Local Offices:** 50 Millstone Road, Building 40, Suite 201, East Windsor, New Jersey 08520
Two Executive Campus, Suite 125, Cherry Hill, New Jersey 08002
800 Westchester Avenue, Suite N507, Rye Brook, NY 10573
- Website:** www.woodardcurran.com




General Experience

We spent 80+ years in environmental engineering and recently ranked No. 75 on the list of Engineering News-Record's "Top 500 Design Firms"



300
WATER &
WASTEWATER
Design Projects





Woodard & Curran
DIVERSITY

95+



FOUNDED IN 1979

1,270+
highly qualified
PROFESSIONALS




O&M
PROFESSIONALS

378





Company History

Woodard & Curran, Inc. was founded in 1979 by Franklin E. Woodard, PE, PhD and Albert R. Curran, PE and is incorporated in the State of Maine. The firm has engineered steady growth while holding the care of its employees, clients, and environment as core values.



The contract operations business center was started in 1992 by Doug McKeown and Steve Niro, Strategic Advisors which has grown steadily since its inception to where it represents over 30% of the firm's revenue. That growth was the result of a careful evaluation of the operation and maintenance practices of the projects we pursued and currently operate. Today, Woodard & Curran continues to be one of only a few U.S. owned and operated, employee-owned contract operations firms in the country. We are not influenced by any foreign ownership interest, nor do we operate any regulated utility subsidiaries. This stable structure serves our clients well by enabling our O&M professionals to meet client service needs without constant change and ownership turnover.

Number of Years in Business

Woodard & Curran has been in business for 44 years

Company Organization/Staff Size

The firm is currently owned by hundreds of employee stockholders (over 30% of all employees), each of whom is actively involved with managing the business and shares a commitment to finding innovative, client-oriented solutions to environmental challenges. There are currently 378 professionals in the O&M business center and over 830 environmental professionals in the Consulting engineering business center distributed throughout 27 offices, providing a variety of services to our governmental and private clients nation-wide. Those services include the planning, permitting, design, construction, and operation of utilities; corrective action and remediation of contaminated properties; GIS; electrical, instrumentation, and controls including SCADA, and water resources management. As an integrated operations and engineering company, the services noted above include professionals with expertise in each area that are available to all O&M projects. In fact, we have a dedicated Technical Delivery Group & Technical Services Group to ensure our clients, project staff, and the demands of the project are met.



Legal Actions (Past, Current, Pending)

There have been no liens or lawsuits filed against the Company with respect to the provision of operations and maintenance services in the past five years. Tangential property damage and auto liability insurance claims are not interpreted to be responsive to the request and are therefore not included.

Ownership History of the Firm

Woodard & Curran is unique among many of the firms that provide contract operations in that we are privately held and not subject to mergers and acquisitions. This ownership model and our devotion to our mission, have resulted in sustained organic growth from eight original employees in 1979 to over 1,270 employees today. There are no anticipated changes in the current ownership or management over the next five years. We are confident stating that we will neither merge nor sell our company for the duration of any potential contract with the City.

Experience with Contract Operations

Similar Clients Served to the Size of the City of Orange Township

The City's water, wastewater, and stormwater facilities include many standard processes including ground-water pumping, water treatment including disinfection, water distribution system, gravity sewers, force mains, manholes, pumps, SCADA monitoring and controls, and stormwater management. The water treatment facility does not include a technically complicated process other than disinfection, the distribution system includes meters, mains and service connections, hydrants, valves, booster pumps, and storage tanks that are common in many of the systems we manage. We have three projects where, in addition to reading meters, we bill customers, collect payments, and manage customer service inquiries. Most of our water system clients utilize the meter reads that we provide, prepare and mail bills, and collect payments. Customer complaints related to water quality are referred to field personnel for resolution. **Section 4 - Experience and Technical Qualifications** includes a listing of facilities that are similar in size and complexity of City that

Woodard & Curran currently operates under contract (an extensive listing of projects is included in Appendix A - Facility Matrix).



Value Added Services

Woodard & Curran has strong engineering capabilities that are essential to our planning, permitting, design, and construction services for our clients. We routinely deliver these services to a wide range of clients at the local, state and federal levels who also rely on our expertise to provide outsourced third-party services to supplement staff during the oversight of critical programs or projects. In this way, our clients leverage our expertise for maximum value by balancing societal needs with the protection and preservation of the environment.

It takes a vision to meet the future demands of population increases and economic development while maintaining community values. Since 1979, Woodard & Curran has partnered with clients of all sizes – from metropolitan cities to small communities – to meet their goals with tailored, cost-effective, and practical solutions. We are committed to doing what it takes to make each project a success, whether it is using new technology to optimize operations and reduce costs or leveraging funding sources to help municipalities achieve their project goals.

The areas that we have strong expertise include:

- Funding and Capital Planning
- Civil and Stormwater Engineering
- Water Supply, Storage, Treatment, and Distribution
- Wastewater Collection, Treatment, and Recycling

- SCADA/Instrumentation & Control Systems and Cybersecurity
- Asset Management Analyses and Programs
- Health & Safety Programs, Policies and Procedures

Recent Project Transitions

The smooth transition of personnel and operations responsibility will minimize the burden for the City of Orange Township's administrative staff. Our team excels at transitioning operations personnel to becoming employees of Woodard & Curran. We can leverage significant backup support services from our technical and administrative support teams that will proactively address employee, technical, or City concerns. The following are three examples of recent transitions that our firm has managed.



On September 1, 2020, Woodard & Curran assumed the operations responsibilities from Veolia for the 3.0 MGD wastewater treatment facility, 8 pump stations, septage and sludge receiving, 60 miles of gravity sewer and 1500 manholes. Prior to assuming operations, the Town of Plymouth (MA) had been experiencing severe challenges with operations, client communications, support, and compliance. In fact, Plymouth just recently settled a significant litigation matter with Veolia which

ultimately cost the Town millions of dollars. The project required the transition of nine full-time employees and the hiring of a new Project Manager and Assistant Project Manager. An immediate amendment to our contract was for additional operations and management services at a wastewater treatment facility at the Plymouth High School. The upgraded facility was previously not operational due to Veolia's difficulties dealing with the fluctuating hydraulics. We encourage your evaluation team to contact Acting Department of Public Works Director, Sheila Sgarzi, PE to better understand their decision to transition from their previous operator to Woodard & Curran.

✉ Sheila Sgarzi, PE, Acting Department of Public Works Director
☎ 508.322.3334



On May 1, 2022, Woodard & Curran assumed the operations of the City of Cashmere's (WA) water and wastewater systems, including one water treatment plant, one groundwater production wells, two storage tanks, 20 miles of water mains, one wastewater treatment plant, and 20 miles of sewer lines. The City was significantly understaffed with only two operators on staff; both of these operators transitioned to Woodard & Curran employment, and the team quickly came up to full staff with 5 full time operators. Upon assumption of operations, Woodard & Curran quickly placed an Interim Project Manager in Cashmere for a period of eight months until a permanent Project Manager was hired. Although it took time to hire the permanent employees for this project, Woodard & Curran sourced all available resources to ensure continuity of utility service and mitigate negative impacts to the City during this transition from City operations. We encourage your evaluation team to contact Mayor Jim Fletcher to better understand their decision to contract with Woodard & Curran, their experience during the transition process, and the development of a vested partnership during the first year of operations.

✉ Mayor Jim Fletcher
☎ 509.860.8560



On October 1, 2019, Woodard & Curran assumed the operations of the City of Groveland's (FL) water and wastewater system including nine water production facilities, water distribution, meter reading, wastewater collection, 54 lift stations, two wastewater treatment plants and associated reuse facilities. This project involved the transition of 18 full-time employees managing the operations activities. We encourage your evaluation team to contact Public Works Director, T.J. Fish to better understand their decision to contract with Woodard & Curran and how the transition was implemented.

✉ T.J. Fish, Public Works Director
☎ 352.429.0227



On January 1, 2023, Woodard & Curran assumed the operations responsibilities for the Seabrook Island Utility Commission's (SC) water and wastewater systems in Seabrook Island. This project entailed the transition of 14 full-time employees to perform the operation of the wastewater treatment facility, surface water treatment plant, street maintenance, distribution and collections, general city landscaping, and utility billing and customer service. We encourage your evaluation team to contact City Mayor Deanna Demuzio to better understand their decision to make a change and to discuss the transition that Woodard & Curran executed with the city

 City Mayor Deanna Demuzio
 217.854.5053

These are examples of the transitions that our operations team has performed in recent years and the onboarding of 36 employees. Woodard & Curran's commitment to the success of our employees is the single most important element in serving our clients.

Procedures for Contract and Pricing Development

Woodard & Curran approaches all potential contract operations opportunities by understanding client issues and whether we can offer a solution. Those issues include environmental, public health, and safety compliance; staffing challenges, including recruitment to fill vacancies; lack of system maintenance resulting in increased capital costs, lack of technical support in dealing with operations problems, and financial limitations in operating and capital funding. It is also necessary to understand the political support necessary to address any potential solutions. If the company feels that we can offer a solution, more detailed analysis of existing operation and maintenance procedures are evaluated along with potential changes that might address the problems. This is followed by developing changes to the staffing, if appropriate, altering operating procedures to improve efficiency that will reduce costs or achieve compliance, and developing a comprehensive maintenance plan. We can also offer our grant funding capabilities to assist with addressing capital needs. Following this approach, we meet with the client to review the proposal to see if there is support for the plan. As we move forward, proposed contract options are presented that will be best for the client and the company. Not all opportunities are viable for either Woodard & Curran or the client, and we will be honest and upfront with the client if there is not a realistic solution

Woodard & Curran provides flexible pricing structures based on the needs of the client. Items included in our pricing vary between projects, but generally includes labor, overhead, maintenance and repair, chemicals, electricity, solids disposal, other miscellaneous expenses, and a management fee. Additionally, there are various one-time costs incurred to transition a project to Woodard & Curran operations, and the amount of these costs vary depending on the immediate needs of a utility to come into compliance. To ease the burden of client to pay for these one-time costs, Woodard & Curran routinely amortizes these transition costs over the lifetime of the contract.

In some cases, such as this proposal, we provide lump sum values for our O&M services. In other cases, we provide a cost-plus fixed fee structure that provides more transparency and flexibility to our clients. In a cost-plus fixed fee pricing model, Woodard & Curran will develop an annual budget estimate with costs associated with different line items in the operating budget. If Woodard & Curran can optimize the operations in a manner that reduces the operating costs, then Orange will receive those costs savings and only pay for the actual costs to operate the utility – these cost savings do not result in additional profit for Woodard & Curran. While there are unforeseen instances that may cause operating costs to exceed the budget estimate, Woodard & Curran has a strong track record of reducing operating costs and ultimately saving the client money that can be used elsewhere.

Prior to Woodard & Curran operations, the City of Groveland, FL was forced to subsidize their Utility Fund with \$1M annually from the General Fund. Within one year of their partnership with Woodard & Curran, this subsidy was completely eliminated, and Woodard & Curran optimized operations to create an approximate \$800K surplus in the Utility Fund.

Our lump sum fee proposed is included in Section 7 - Price of this proposal. However, we would also like the opportunity to negotiate a cost-plus fixed fee pricing structure with the City to identify opportunities for cost savings to the City.

Resources and Capacity

Number of Employees Available for Support

In Section 6 - Project Support and Resource Availability, we provide a listing of the personnel available to support City's project, including licensed water and wastewater operators and registered professional engineers. Within driving distance to the City, we have over 50 professionals (water and wastewater licensed operators and registered professional engineers) that are available for this project. As a result, we are familiar with all licensing requirements of these positions. For water and wastewater operators, that includes treatment facility type, grade, and coverage, as well as education and experience minimums. This familiarity also includes requirements for professional engineers and laboratory technicians.

Capacity to Provide Engineering and Other Value Added Services

As previously stated, Woodard & Curran is unique in the industry because our ability to provide a comprehensive, coordinated team to serve our clients with operations, engineering, planning and design, SCADA design and implementation, community development, environmental remediation, and funding support services. With nine office locations stretching from Philadelphia to Eastern Massachusetts, including locations in New Jersey, New York, Connecticut, and Rhode Island, our diverse team is easily within reach of the City. This accessibility to our full spectrum of services is managed through the Client Services Team that Woodard & Curran develops for each of our clients, and this team will consist of key representatives from each service area that can bring value to the City. For Orange, your Client Services Team will include engineers experienced in the planning and design of water treatment and distribution systems, wastewater collections systems, stormwater management and infrastructure design. Additionally, **Chris Riat** is a **Senior Client Manager** with Woodard & Curran with a long-standing relationship with the City; he will serve as a conduit to



additional services, such as funding specialists, GIS specialists, and community development planners and engineers. While other firms may have similar operations and engineering capabilities, the diversity of Woodard & Curran's experts coupled with their accessibility by the City will ensure can match the right people with the right skills to every job.

Financial Stability

Woodard & Curran has the financial capacity to properly operate and maintain Orange's water, wastewater, and stormwater systems. As the company has grown since 1979, its disciplined management of financial resources has allowed steady growth to the benefit of its employees and the clients we serve.

List of Owned and/or Leased Equipment available for use on the Project

Woodard & Curran deploys a variety of maintenance professionals called O&M Specialists. These specialists are not associated with a particular facility, rather they travel to Woodard & Curran projects to assist with a variety of issues. These individuals have specific talents that are used by our projects depending on the need. These specialists include Master Electricians, Instrumentation Specialists, Mechanics, and Process experts. They have at their disposal state of the art maintenance equipment designed to prolong the life of equipment and protect the infrastructure at the projects the company manages. To better understand process problems, we have portable samplers and flow meters that are used by our process experts. This equipment includes:

- **Infrared Cameras:** Woodard & Curran has used infrared cameras to detect "hot spots" that are indicative of future problems with equipment. We continually look at and invest in newer technologies in this regard and have newer cameras that have more advanced features, higher resolution, and allow for higher quality pictures in diagnostics and reporting.
- **Airborne Ultrasound Equipment:** Airborne ultrasound equipment detects air leaks in pneumatic systems, monitoring and diagnosing mechanical equipment failures, and checking for arcing in electrical cabinets with the cabinet doors closed. It's another predictive maintenance tool that complements the infrared and vibration technology the company utilizes.
- **Laser Shaft Alignment:** The laser shaft alignment is shared between the O&M Specialists and sent to each project as needed. Proper alignment should be performed anytime a motor or pump is replaced. It is also used to check on existing equipment to ensure ongoing proper alignment in conjunction with the vibration analyzer.
- **Vibration Analyzer:** The vibration analyzer is used primarily on existing equipment to ensure that there is minimal vibration on larger pumps and motors. Excessive vibration can be indicative of bad bearings or improper shaft alignment which can lead to expensive corrective repairs in the future.
- **Portable Flow Meters:** Portable flow meters are used to quickly determine if project meters are registering properly. They can also be used to determine flows in areas of a project that are not properly metered. As a result of these diagnostics, recalibration or replacement of facility meters can lead to increased revenue and more accurate data reporting at a project.
- **Automatic Samplers:** Auto samplers can be used by O&M Specialists to gather data, without employing manpower, to determine process issues that can occur at different times throughout the day. This data can be used by our process specialists, including those in our engineering division of the company, to troubleshoot and correct potential process deficiencies.

- **Electrical Monitoring Meters and Recorders:** Electrical monitoring equipment is used to record fluctuation in power for a particular piece of equipment or an entire treatment facility. Power fluctuations can cause major damage to equipment so determining the timing and source of the issue can save significant money on a project. In the event the company does not own a particular diagnostic tool, it can rent other specialized monitoring equipment as dictated by the circumstances or contract with a company to provide a specialized service.
- **For Pipe Condition Assessments:** Woodard & Curran utilizes local contractors that have the experience and equipment to perform this work. At some projects, the company provides sewer jetting equipment where the client requires annual flushing of the collection system. If the need is significant for any project, Woodard & Curran purchases the appropriate equipment to meet the needs of the project.

Past Record of Performance

Notice of Violations (NOV) History

A key component of Woodard & Curran's approach to the facilities it operates is the risk management systems it utilizes to manage any risk. These programs include health and safety, environmental compliance, asset management, and financial management. All our project managers receive training in these programs to minimize the risk to our employees and allow us to efficiently maintain compliance with state and federal regulations. *As a result, we have not received any NOVs from state or federal regulatory agencies.*

We currently are working with several of our clients to resolve Administrative Consent Orders (ACO) they have received including tracking progress of corrective actions, preparation of reports, and transmittal of required data. For example,

Town of Hull (MA) signed an ACO in 2016 for violations that occurred before Woodard & Curran assumed project management of their wastewater treatment, collections, and stormwater facilities. The ACO was driven by a NOV, and we have prepared about a dozen of regulatory agency reports to meet the consent order requirements via change orders to our contract.

Town of Plymouth (MA) also has an ACO that was based on issues before we assumed project management responsibilities of their wastewater treatment and collections facilities. Annual reporting requirements for the ACO is in our base scope of work.

City of Lawrence (MA) water treatment plant received an ACO in 2007 from the Massachusetts Department of Environmental Protection (MassDEP) that contained 104 specific violations when we assumed responsibility for the plant operation. Working with the City, Woodard & Curran addressed all the issues and the ACO was satisfied within two years of operation.

Safety Record

Health & Safety Culture

Woodard & Curran holds in highest regard the health and safety of its employees, contractors, clients, and the public, and we are committed to providing a safe and healthful workplace. Our commitment is based on the following:

To create a working environment that places the highest value on the welfare of the individual. Our goal is to eliminate foreseeable hazards to maintain a safe and healthy work environment. We pledge to place the safety and well-being of our employees first and to embody honesty and integrity in the pursuit of our vision.

To instill a sense of personal commitment to safety. Our commitment to safety requires working in partnership with one another and our clients. While leadership's role is critical, everyone must be connected to and have personal value for creating a safe and healthy work environment. We seek employee participation while integrating our client's requirements and expectations.



Built on a philosophy that safety is a core value rather than a priority, Woodard & Curran's safety culture begins at the highest level and strives to engage and empower all our employees to work and advocate for their safety and the safety of those around them.

Woodard & Curran Safety Metrics

Woodard & Curran's emphasis on health and safety standards for our employees results in a better than average performance record for the EMR. The following table summarizes Woodard & Curran's EMR for the previous four years.

EMR

2019	2020	2021	2022
1.00	0.79	0.66	0.61

We also track the Total Incident Rate (TIR) and Days Away, Restricted Time, Transfer Rate (DART) for the O&M Group. These rates are used to benchmark our performance against both ourselves and the water and wastewater industry. As illustrated in the following table, the O&M Group's safety record is significantly better when compared to government operation of municipal facilities in the water and wastewater industry (NAICS code 221300).

TIR

2019	2020	2021	2022
1.9	1	0.6	1

DART

2019	2020	2021	2022
0.4	0	0.36	0.25

Safety & Health Awards

Woodard & Curran's safety culture and systems enables our facilities to achieve excellence in health and safety. Our people and projects have received numerous awards for safety programs and practices, including the:

- Safety Survey Award from the Missouri Water Environment Association;
- Safety Leadership Award, Corporate Safety Award, Fleet Safety Award, and Outstanding Lost Time Prevention Award from the United Safety Council;
- Operator Safety Award from the New England Water Environment Association;
- Safety Awards from the Florida Water Pollution Control Operators Association;
- Wastewater Utility Management Award; and
- Burke Safety Award from the New England Water Environment Association

Woodard & Curran places a high priority on the safety and health of our staff and the conditions at the facilities we operate. By doing so, we protect our greatest resources – our people.

References**Recent Projects Similar in Size to the City of Orange Township**

Woodard & Curran is a client-driven organization. We have developed long-term relationships with clients who are happy to attest to our past performance and commitment to deliver quality work which meets both schedules and budgets. Woodard & Curran is confident that if the City were to contact any of our current clients, they would give us high marks for the service we provide. Each reference community includes a combination of water treatment facilities, distribution system, meter reading, wastewater collection system maintenance, pump stations, and/or stormwater management. We encourage you to speak with our clients and ask them directly about our commitment to quality work and client service.

Township of Maple Shade, NJ

📞 Susan Danson, Township Manager
 📍 200 Stiles Avenue
 Maple Shade, NJ 08052
 ☎ 856.779.9610 x161
 ✉ twpmgr@mapleshade.com

Town of Plymouth, MA

📞 Sheila Sgarzi, PE, Acting DPW Director
 📍 11 Lincoln Street, Suite 1
 Plymouth, MA 02360
 ☎ 508.322.3334
 ✉ ssgarzi@plymouth.ma.gov

City of Monmouth, IL

📞 Lew Steinbrecher, City Administrator
 📍 100 E. Broadway
 Monmouth, IL 61462
 ☎ 309.734.2141
 ✉ lew.steinbrecher@cityofmonmouth.com

City of Groveland, FL

📞 T.J. Fish, Transportations & Public Works Director
 📍 156 S. Lake Avenue
 Groveland, FL 34736
 ☎ 352.429.2141 x2604
 ✉ TJ.fish@groveland-fl.gov

As part of our relationships, we have accomplished many out of scope and capital projects to assist the client in dealing with environmental issues by simplifying solutions. Additionally, many of our clients were successful in securing supplemental funding for many of the capital projects with the assistance of our full-time funding staff to offset their investments and improve their return on investment (ROI). We have implemented the company standard asset management and environmental compliance software systems where we are now able to provide real time data reporting of key performance indicators (KPIs) for compliance, as well as work order management and emergency reporting. We provide detailed monthly operating reports (MORs) and annual reports, and presentations to ensure that each client is aware of problems and progress with each project to include open book accounting where we confirm where our client's monies are being spent. We are confident that these references will reinforce how we work together to solve problems for the users in each community.

Recent Lost Contract in the Last Five Years

City of Inverness, Florida

- Wastewater Facilities
- Population: 5,700
- Employees: 5
- Collection System: 44 miles gravity, 32 pumping stations
- Treatment Facility Design Flow: 1.5 MGD
- Plant Processes: grit and screenings removal, Biological Nutrient Removal (BNR) activated sludge, chlorine disinfection, reclaimed water discharge, sludge thickening and off-site disposal. Advanced SCADA and remote monitoring
- Contract Start Date: 2008
- Contract End Date: 2018
- Client Contact: Frank DiGiovanni, City Manager; T: 352.464.1241

After 10 years of providing contract operation and maintenance of the City's water and wastewater infrastructure, we decided not to extend our contract due to an adversarial and unprofessional relationship with new City management. To ensure that the condition of the water and wastewater facilities were maintained in a professional manner, Woodard & Curran hired an independent third-party engineer to perform an audit to assess the condition of the equipment and associated systems. The engineer's conclusion was that, "W&C is compliant with the contract and has managed, operated, and maintained these facilities within industry standards. ...Generally,

I find that W&C met or surpassed (bettered) the industry standards for CONTRACT OPERATOR services in Inverness, FL."

We terminated our relationship with the City and transitioned responsibility to another operations firm.

South Sangamon Water Commission, Illinois

- 2.0 MGD water treatment facility with ten wells using aeration, membrane filtration, ion exchange softening, corrosion control, fluoridation, with chlorination and brine disposal.
- 20 miles of distribution system
- Contract Start Date: 2015
- Contract End Date: 2018
- Client Contact: Stephen Bivin, Operator; T: 217.725.9176

At the end of the three-year contract term, the Commission took the project back in-house due to financial limitations. Although we were able to improve the operation of the treatment facility and solve many distribution system water quality issues, the Commission did not increase water rates to cover their contractual obligations.

City of Nokomis, Illinois

- Water & Wastewater Facilities
- Population: 2,100
- Employees: 4
- Collection System: 6 pumping stations
- Sewer Treatment Facility Design Flow: 1.035 MGD
- Plant Processes: Imhoff Clarifiers, Trickling Filter, Secondary Clarifiers, Slow Sand Filtration, Disinfection, Excess Flow Lagoons
- Water Treatment Source: 6 Wells
- Water Plant Design: Peak Flow - 450 gpm, Avg - 250 gpm
- Water Plant Process: Oxidation via Aeration, Pressure Filtration, Ion Exchange Water Softening/Blending, Air Stripping for VOC removal
- Contract Start Date: May 1, 2019
- Contract End Date: June 30, 2020
- Client Contact: Rachel Hill, City Clerk, (217) 563-2514

The City of Nokomis partnered with Woodard & Curran to operate and maintain municipal water and wastewater facilities in the spring of 2019 for a period of 5 years. The scope of service also included reading water meters and performing utility locates. We hired the entire City workforce of three and added another operations position. In May of 2020, Woodard & Curran received word from the City's legal counsel that the Illinois Department of Labor issued an order against the City of Nokomis for improper termination of the employees hired by Woodard & Curran. As a result, the City was required to rehire the employees and have them assume their operational roles as previously held. The City chose not to dispute the ruling and decided to comply with the State's order. The City requested that the O&M agreement be terminated early. Although Woodard & Curran was not at fault, it was agreed that it was in the best interest of the City to resume operations with their prior staff. Woodard & Curran and the City of Nokomis agreed to an early termination of the contract and ended it on June 30, 2020.

Other Information

Grant Writing/Funding Experience

Most Consulting and/or Operations firms tell their clients what capital projects are needed. While this is helpful, Woodard & Curran takes it further by not only identifying our clients' capital needs, but also finding money to fund the projects. To do this, we have established a National Fiscal Solutions Team comprising financial experts that maintain relationships with federal and state funding agencies, private equity, and philanthropic organizations. Our experts assist in identifying grant opportunities, preparing grant applications, and advising on the design and implementation of projects to maximize funding competitiveness. Our Fiscal Solutions Team understands how to position our clients for the win, and this approach has resulted in the capture of \$2.45B in grant/loan funding for our public clients in the last five years alone.



Our Fiscal Solutions Team understands how to position our clients for the win, and this approach has resulted in the capture of \$2.45B in grant/loan funding for our public clients in the last five years alone.

The following summarizes a few examples of Woodard & Curran’s recent successful funding efforts with similarly sized communities to the City of Orange Township. These examples include:



City of Yonkers, New York (2021)

Woodard & Curran applied for a New York State Drinking Water WIIA grant to support construction of a redundant water main on Nepperhan Avenue in the City of Yonkers. The City was awarded the maximum grant amount of \$5M to construct the project



City of Yonkers, New York (2019)

Woodard & Curran applied for a New York State Drinking Water WIIA grant to support construction of the Lamartine-Warburton Avenue Interzone Connection with a total project cost of \$2,850,000. The City received the maximum award allowed



Village of Larchmont, New York (2018)

Woodard & Curran prepared and submitted two grant applications for the New York State Drinking Water WIIA program on behalf of the Village of Larchmont to replace water mains in the Flint Park area (total project cost \$1,431,063) and for partial lead service line replacement for 248 laterals (total project cost \$720,130).



City of Monmouth, Illinois (since 2019)

Drinking Water Program: City secured two \$500,000 grants for watermain replacement projects.

Wastewater Program: City secured \$2,300,000 in grant/loan funding for Wastewater Treatment Plant disinfection system improvements to meet new NPDES requirements. The City also secured \$2,700,000 for sewer pipe replacement in the downtown corridor.

Public/Private Collaboration: The City captured three grants totaling \$8,500,000 in collaboration with Smithfield Foods, the largest City taxpayer, to upgrade municipal Wastewater Pre-Treatment facilities to accommodate business expansion and job creation. The State grants include Rebuild Illinois Regional Economic Development, Rebuild Illinois Public Infrastructure, and a Federal US EDA Public Works and Economic Adjustment Assistance grant.

Stormwater: City anticipates a \$200,000 Illinois EPA Green Infrastructure grant that will alleviate flooding and improve stormwater runoff quality in the School District parking lot.



City of Groveland, Florida (since 2019)

Drinking Water Program: City secured \$3,143,072 in grant funding and \$2,802,000 in low interest loans for drinking water improvements. An additional \$27,811,509 for the construction of improvements has also been funded and approved by the FDEP.

Wastewater Program. City secured \$2,237,273 in grant allocation and \$2,601,307 in low interest loans for upgrades to the Sampéy Wastewater Treatment Plant to meet the needs of the community's growth. An additional \$31,471,420 for construction of improvements has also been funded and approved by the FDEP.

In-house Engineering Services

Tapping Our Pool of Experts

Our project teams do what it takes to make each project a success, whether it's using new technology to optimize operations and reduce costs or leveraging funding sources to help municipalities achieve compliance. We have the expertise and flexibility to meet the changing needs of clients and ever-increasing regulations. Because we have access to a diverse group of in-house engineers, scientists, and operations professionals, we can match the right people and skills to the job. We take advantage of innovative technologies to provide clients with cost-effective, high-performance systems that will meet their municipal engineering needs for years to come. We are one of the few environmental consulting firms that specialize in water and wastewater process design, operations, automation, and information management — four key ingredients for efficient, well-managed utilities. Clients also benefit from Woodard & Curran's experience with funding strategies, grant/loan administration, and access to short- and long-term financing sources.

Our process engineers work seamlessly with our operations experts, creating operator friendly water and wastewater treatment facilities focused on efficiency. As contract operators, we understand the business, as well as the science of water and wastewater treatment, and bring this knowledge to all our clients through operations, consulting, and operator education and training programs.

Value Added-Beyond Operations

Our project teams do what it takes to make each project a success, whether it's using new technology to optimize operations and reduce costs or leveraging funding sources to help municipalities achieve compliance. We have the expertise and flexibility to meet the changing needs of clients and of ever-increasing regulations. Because we have access to a diverse group of in-house engineers, scientists, and operations professionals, we can match the right people and skills to the job. We take advantage of innovative technologies to provide clients with cost-effective, high-performance systems that will meet their municipal engineering needs for years to come. We are one of the few environmental consulting firms that specialize in water and wastewater process design, operations, automation, and information management — four key ingredients for efficient, well-managed utilities. Clients also benefit from Woodard & Curran's experience with funding strategies, grant/loan administration, and access to short- and long-term financing sources. We leverage lesser-known sources to develop creative and tailored funding packages.

The America's Water Infrastructure Act of 2018 requires all community water systems to consider cybersecurity threats as a part of risk and resilience assessment and emergency response. That same act will also apply to wastewater systems as well and our Information Technology team provides strong cybersecurity know-how to protect the community's infrastructure. We will bring this knowledge to ensure that the City's infrastructure has limited vulnerability to attacks from the hacking community. Our SCADA technicians are knowledgeable and skilled in developing approaches to protecting the various hardware and software used in the wastewater facilities to minimize vulnerability to hackers.

Our process engineers work seamlessly with our operations experts, creating operator friendly water and wastewater treatment facilities focused on efficiency. As contract operators, we understand the business, as well as the science of water and wastewater treatment, and bring this knowledge to all our clients through operations, consulting, and operator education and training programs.

Termination for Convenience Statement

Woodard & Curran recognizes that providing operations and maintenance services to municipal governments does not always meet expectations and may result in termination of the contract. Although we consistently focus on exceeding expectations outlined in each contract, circumstances occur that result in the client deciding to terminate the contract for convenience. If this occurs, Woodard & Curran works with the client to ensure the process recognizes our obligation to transition services to the party assuming responsibility so that there is continuity and the client's customers are not impacted.

3 | Project Understanding & Approach

Woodard & Curran's approach to the operation of the City's water treatment and distribution, wastewater collection system, and stormwater system includes a thorough understanding of environmental compliance standards, review of existing procedures, full evaluation of utility processes, review of the operating strategy currently being utilized, and the condition of the equipment used to accomplish these activities. We will implement a variety of proven management tools that have been successful in other locations and utilize a broad spectrum of technical expertise to develop cost-effective strategies to achieve compliance and client satisfaction. This section is organized as follows:

Water System

- Source
- Distribution System – Mains, Storage Tanks, Booster Pumps, Valves, Hydrants, and Customer Meters
- Treatment
- Billing & Customer Service

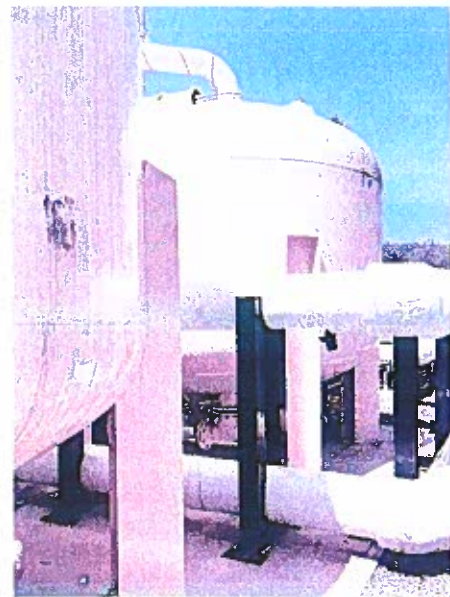
Wastewater & Stormwater

- Collection System – Gravity Sewers and Force Mains
- Stormwater

Management Systems

- Health & Safety
- Emergency Preparedness Plan
- Environmental Compliance
- Maintenance Management
- Development of Annual CIP Budget & Asset Management Plan (AMP)
- Asset Management
- Project Quality Standards

The following describes our understanding of the operation of the water and wastewater systems as well as issues and recommendations for change including innovative technologies where appropriate.

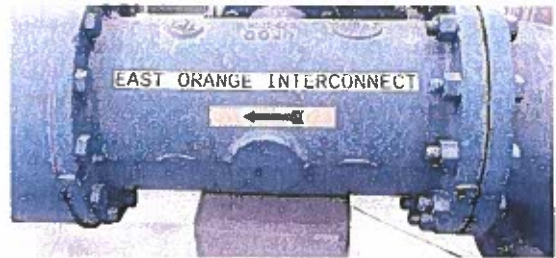


We will implement a variety of proven management tools that have been successful in other locations and utilize a broad spectrum of technical expertise to **develop cost-effective strategies to achieve compliance and client satisfaction.**

Water System

Source

Potable water is pumped from four wells and purchased from the towns of East Orange and West Orange and stored and distributed to Orange customers. The City is contracted to purchase 750,000 gallons per day from East Orange and 750,000 gallons per day from West Orange. Total water consumption by Orange is approximately 3.1-3.3 MGD. A review of Orange's Water Quality Report indicates that the water meets state and federal drinking water standards.



Distribution System

Drinking water is pumped from the treatment system to a 600,000 gallon below grade storage tank that is at an elevation approximately 500 feet above Orange, providing the necessary pressure for distribution without additional pumping. The storage tank provides capacity to meet peak demands for drinking water and fire flow. The distribution system includes approximately 560 hydrants, all of which are flushed each year. Valves in the system are exercised on a regular basis, however due to the age of the distribution system, valves that are exercised for routine or maintenance/repair reasons often need to be replaced. The distribution lines are flushed when hydrants are flow tested. There are approximately 5,600 meters that are read on a quarterly basis with the amount of water used to generate customer bills. Water meters in town are equipped with ERTs that allow contract O&M staff to read the meters by a handheld reader and tablet while driving by in a vehicle. Based on conversations with City management, funding is available to replace all the town meters with smart type, remote-read meters.



Issues

- Although the replacement of meters with radio read meters is funded and in the planning stages, it will take several years to complete the conversion of the meters. Many of the existing meters are greater than 10 years of service. After 10 years, the meters tend to run more slowly leading to revenue erosion. Therefore, accelerating the existing replacement program would be beneficial.

Recommendations

- Evaluate the operation of the booster pumps that pump treated water to the holding tank to see if the energy being used can be reduced by modifying how the pumps are being operated.
- Identify any hydraulic issues/restrictions that impact system performance and recommend corrective action.
- Replace all meters with radio read units and fund that replacement with capital dollars or using alternative financing options. This will reduce man-hours needed to perform manual reads, reduce the time it takes to generate billing, and eliminate a portion of the labor needed for reading meters each month.

- Woodard & Curran has assisted many communities managing metering conversion and would like to discuss program options with Orange. We could help develop bid specifications, evaluate proposals, and oversee the installation of the new meters as appropriate. We have been able to procure funding for these projects under a variety of state and federal programs. **Appendix B - Meter Replacement Experience** includes examples of meter replacement projects that we have managed for other communities. We can also discuss options for alternative finance for the metering program.

Treatment

Water provided by the City is treated with sodium hydroxide to adjust the pH, orthophosphate to minimize corrosion within the distribution system, and sodium hypochlorite for disinfection. Chlorine residual is measured continuously using a HACH CI-17 meter and sensor that is connected to the SCADA system and will notify operations staff of low chlorine residual. In addition to regular samples required by NJDEP, 30 samples are collected and analyzed for lead and copper 2-times per year.



Recommendations

- Evaluate the distribution flushing routes and procedures with an eye towards additional efficiencies, as appropriate.
- Verify proper operation of the system hydrants.
- Identify broken or inoperable hydrants and valves to ensure they are working at their maximum potential.
- Evaluate the types of chemical feed pumps currently in use (diaphragm) and possibly replace them with more efficient, reliable pumps. There are also efficiencies that may be realized in pumping directly from the bulk storage tanks and eliminating day tanks that need to be filled on a daily basis.
- Continue to find grants to proactively replace older and failing water lines, prioritizing replacement using a predictive model leveraging historical failures, pipe age, and other factors.

Billing and Customer Service

Billing Services

Woodard & Curran will utilize the existing hardware and meter reading equipment to collect meter readings to provide billing of water usage to the residential and commercial customers in the Orange Water System.



We will subcontract the preparation and mailing of the bills, receive payments, and issue late notices and delinquent accounts. We will transfer revenues to Orange on a regular basis and reconcile the account on a regular basis. **Ryan Sullivan (Area Manager) will meet with the existing staff to review policies and procedures to see if changes could be made to improve the operating efficiency of the billing system.**

Recommendations

- Review customization of reports for billing accuracy.
- Establish relationship/support with billing software vendor.
- Procure meter reading hardware and software, by the City, that is compatible with their meters.

Billing and Payment Processing

- Import electronic meter readings obtained by Woodard & Curran's meter reader;
- Validate the meter reading and send a work order to the meter reader if there appears to be an error;
- Calculate the consumption for each user and determine the amount due;
- Add any special billing, surcharge or override amounts requested by the Orange;
- Generate a billing register for Orange review;
- Prepare bills and mail;
- Download and post all online and Automated Clearing House (ACH) payments processed;
- Check the post office lock box daily;
- Process payments received each day, retain an image of the checks and stubs; and
- Transfer payments to Orange using Edmunds software.

Customer Service

Woodard & Curran is very sensitive to the impact that mismanaged communications can have on community relations. In all cases, customer concerns will be addressed as quickly and efficiently as possible. When a complaint is received, a Woodard & Curran employee will reply either in person or by phone in a timely fashion. Information is noted and recorded, and remedial actions are developed and implemented. Follow-ups are conducted and documentation of actions noted and presented immediately and in monthly reports to the City.

Our proposed protocol for handling complaints is outlined as follows:

1. Give serious consideration to all customer complaints
2. Educate the staff on how to treat callers with diplomacy, dignity, and respect
3. Provide a 24-hour customer service hotline and e-mail address for citizens who desire to comment on issues of immediate concern. This number can be provided on the monthly water bills sent to the customer.
4. Develop a specific customer complaint protocol to ensure that customer's concerns will be addressed in the most expedient and professional manner.
5. Develop a comprehensive complaint form housed in the project computers and tablets to capture as much information as possible
6. Follow-up the initial call with a personal call-back and/or visit within the hour
7. Document all calls, follow-ups, and remedial or corrective actions in monthly reports to the City

We will review and adjust this procedure to meet Orange's needs. Quarterly review of the complaint history will be done with Orange management in addition to reporting done in the MOR to assist in refining a public education program.

Wastewater and Stormwater Collection System – Gravity Sewers

Proper maintenance of the gravity sewers are critical for the City to meet the needs of its customers as well as general permit requirements. Preventive and corrective maintenance on the collection system will be performed by a local contractor with oversight by Woodard & Curran.

The key maintenance activities will be:

- The general plan is to clean/inspect an agreed upon percentage of the gravity sewers each year as well as inspecting the associated manholes and document the work performed using Woodard & Curran's computerized maintenance management software (CMMS) program.
- Respond to hot-spot and minor blockages to prevent wastewater from backing up into residential homes and/or restaurants due to grease buildup. This may be completed by Woodard & Curran staff or a subcontractor.



Stormwater

The stormwater catch basins (approximately 534) within the City will be maintained by Woodard & Curran as part of our Scope of Work using a subcontractor as has been common practice. Cost for catch basin cleanouts will be included in the MRRA.

Management Systems and Tools

Woodard & Curran implements programs at each project that have been developed over years of operation by adopting the latest technologies to improve project quality and protect employee safety. We listen to our clients to ensure we are meeting their needs and fulfilling our obligations under the operating contract. The following sections describe our comprehensive approach to project management that results in a cost-effective, high-quality service for our clients.

Health & Safety

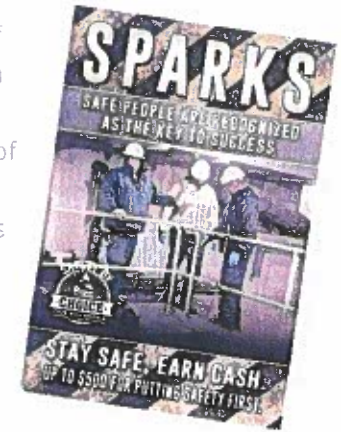


Stephen Lindemann, the O&M Safety Manager, will provide the necessary training and support to plant management and staff to ensure the health and safety of all employees. He will also ensure that regulatory requirements are adhered to, and that any formal programs that need to be developed are identified and brought to the City's attention for review and approval. At a minimum, all site-specific plans are reviewed annually for accuracy and shared with Orange. These include but are not limited to the Lock Out/

Tag Out (LO/TO) Plans, Hearing Conservation, Respiratory Protection, Vehicle Safety, Right-To-Know, Blood Borne Pathogens (BBP), and Confined Space Entry & Rescue.

OSHA Compliance Plan

It is paramount to Woodard & Curran's standards of excellence that all O&M staff members be well versed and trained in health and safety. The Woodard & Curran program includes policies and procedures, training, accident reporting systems, incentive/discipline procedures, and encouragement of a working cultural norm of safe job performance. Additionally, the Woodard & Curran Safety Committee has designed and implemented the Safe People Are Recognized as the Key to Success (SPARKS) program that encourages positive change through an accumulation of financial incentives and rewards. To provide a smooth transition of the employees and facilities into our Health & Safety Program, Woodard & Curran will initiate the following eight steps as our plan of action:



1. Conduct an Initial Comprehensive Health & Safety Audit;
2. Conduct Employee Orientation;
3. Safety Equipment;
4. Designate a Site Safety Officer (SSO);
5. Implement Manual;
6. Develop a Training/Documentation System;
7. Implement an Accident/Unsafe Condition Reporting System; and
8. Conduct Periodic Safety Audits

Employees are encouraged to participate in the audit and express concerns or satisfaction with the program. Each audit will result in an action item list that will be tracked. All reports will be shared with the City for review and all comments are welcomed. When on-site training is conducted with staff, an invite to other City staff and/or emergency response personnel shall be invited to participate in the training. Examples of such training include confined space entry and rescue, and chemical spill response.

Emergency Preparedness Plan

Contingency and emergency response plans must be relevant, meaningful, and usable. Woodard & Curran's staff participates in their development, revision, and application. Training sessions specific to their use are developed and mandated. During the first year of operation, we will perform the following actions:

- Review all existing contingency plans and revise them as year 2023-2024 versions;
- Develop a list of initial capital improvements from our vulnerability assessment that enhances the security of the managed assets;
- Define outside resource partners (fire, Hazmat teams, and clean-up contractors) that might assist in managing various emergency scenarios;
- Confirm that any and all generators owned by Orange are fully functional within the emergency plan for a power outage as hurricane and the winter season approach following the start of the contract period;
- Review the chemical storage and feed systems focused toward defining and addressing release and containment risks and solutions;
- Develop Standard Operation Procedures (SOPs) for use during emergency event; and
- Invite other Orange staff to participate in safety training sessions as convenient and relevant.

Woodard & Curran has honed our emergency response plans through our actual experiences. We have added to our Emergency Response Plans, pre-emergency tasks that fully prepare us for numerous situations; a set of actions used during the emergency; and a demobilization plan that assures that the local staff is settled back into their daily activities prior to the departure of outside support.

Environmental Compliance

Woodard & Curran will review and modify any existing site-specific Environmental Monitoring and Compliance Program (EMCP) to ensure all applicable environmental monitoring and compliance requirements applicable to Orange's water, stormwater, and wastewater systems are managed. The plan will address major environmental items, including but not limited to diesel generator fuel usage & tracking; wastewater testing and data analysis (if applicable); water and wastewater treatment chemical usage and flow data, Spill Prevention, Control, and Countermeasure (SPCC) plan requirements, and annual submission of safety data sheets (SDSs) and Tier II reports (if applicable) with the local fire department and other agencies. The documents included in this plan are intended to address applicable local, state, and federal environmental monitoring and compliance requirements.

Plant Managers are required to notify the Area Manager (Ryan Sullivan) by phone or email immediately or, as soon as they are aware of an exceedance, spill, or incident requiring correction. Incidents are reviewed and an action plan to remedy the situation is developed and implemented as quickly as design, operation, or equipment needs allow.

Maintenance Management



Because maintenance management is a high priority at all Woodard & Curran facilities, our proposal includes **Yosuan Marchante (Maintenance) to conduct a detailed evaluation of the City's equipment, develop a proactive maintenance program, train the employees, and visit Orange periodically to address any issues the staff might have.** Achieving this goal is accomplished with skilled employees and systems that provide scheduling and tracking of maintenance activities. We will utilize Cartegraph to help with scheduling and tracking to ensure the goals established by Yosuan are achieved. Our approach to maintenance is summarized below.

Preventive Maintenance

Woodard & Curran defines Preventive Maintenance as those routine and/or repetitive activities required or recommended by the equipment or facility manufacturer or our own expertise to maximize the service life of the equipment, vehicle, facility, or any operating component. Woodard & Curran will perform or subcontract all preventive maintenance for the water treatment & distribution, wastewater collection, and stormwater system.

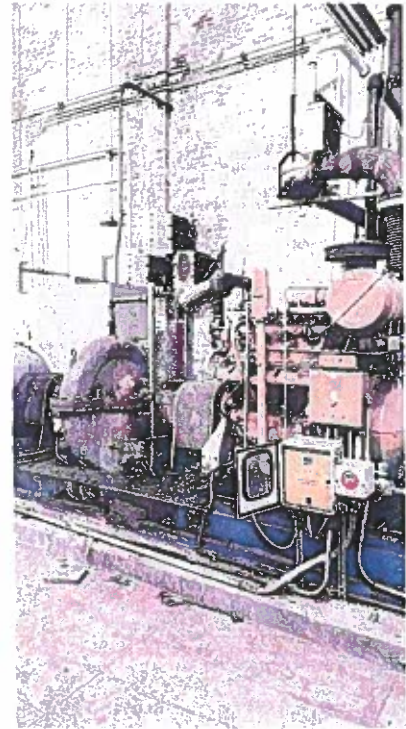
Corrective Maintenance

Woodard & Curran defines Corrective Maintenance as those non-repetitive activities required for operational continuity, safety, and performance. Repairs are generally performed because of failure of equipment, vehicles, facilities, or any component thereof. All equipment and facility repair exclusive of the cost of our on-site labor are included in the facility maintenance plan. If the anticipated repair excluding on-site labor exceeds an Orange predetermined amount, we will provide the necessary bid documentation and seek prior approval before making the repairs.

A monthly summary of activities and expenditures will be submitted as part of the monthly operating report (MOR). Annually, Woodard & Curran will develop an equipment replacement/facility maintenance capital needs report identifying equipment needs that we believe will improve system operations and maintenance or result in operational cost savings. The capital needs program will assist Orange in planning long-term capital improvements.

Predictive Maintenance

Predictive Maintenance refers to those activities that monitor the operating condition of specific mechanical and electrical components within the facilities. These activities are performed by instrument technicians using infrared detectors, vibration analyzers, temperature probes, sound level recorders, and power factor/ampere meters. Early detection and repair of these problems, usually at a slight cost, can prevent the total failure of an expensive electrical device and/or improve the efficiency of electrical usage. Within six months after project initiation, we will conduct a predictive analysis of select equipment utilizing company owned equipment and our O&M Specialists certified and licensed in using this equipment.



Maintenance Support

In addition to utilizing the talents of the existing local staff, Woodard & Curran supplements its maintenance program with full-time support personnel that have specific skills to address the unique needs of each project. These O&M Specialists provide a high level of sophisticated support across all the Woodard & Curran projects. As noted above, Woodard & Curran will provide Orange with maintenance specialists to supplement the on-site maintenance activities. Senior O&M Specialists provide field service support to our contract operated facilities

Maintenance Training Programs

The key to Woodard & Curran's success has been the quality and commitment of our personnel. One ingredient for this has been the importance placed on training programs. Woodard & Curran has established an O&M training program for facility managers, operators, and maintenance personnel.

Each year, facility personnel participate in training needs assessments with their manager. The assessment is designed to:

- Identify training necessitated to fulfill licensing requirements and specialized certifications;
- Determine educational topics desired by the individual to improve themselves and/or their contributions to the organization;
- Plan the logistics of how, when, and where that training need might be fulfilled; and
- Assist in the planning of budgets

As a minimum, each employee receives 40 hours of formal training per year. We support the resources needed by our employees to advance their certification levels and develop their skills to the fullest potential and meet specific project needs.



We will use training as part of the training process and continue to **motivate adult learning, minimize attrition, and encourage the pursuit of a career path.**

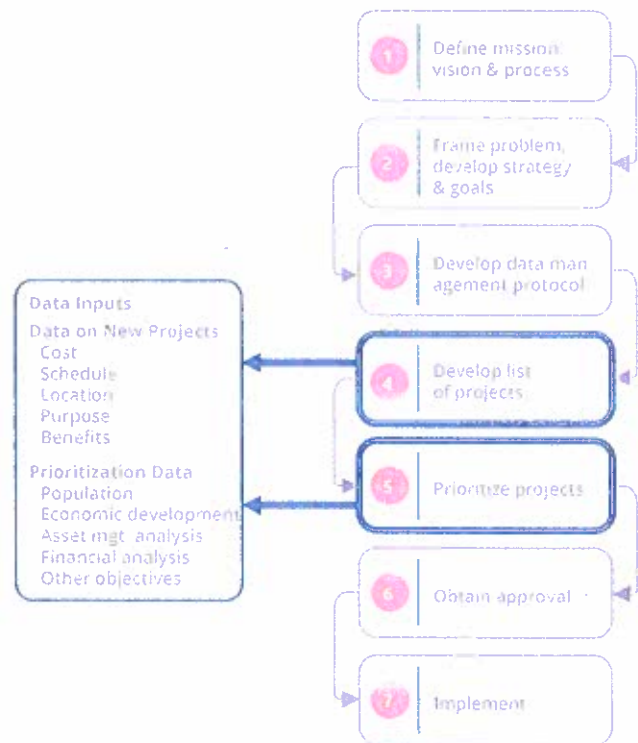
Most training programs in maintenance are provided by vendors and outside consultants. Although Woodard & Curran O&M Specialists provide some general maintenance training geared to basic procedures, the preponderance of training is equipment specific and geared to the project. Perhaps the best training opportunity occurs when vendors come on-site to perform preventive and corrective maintenance on plant equipment. In the case of CMMS programs being used by on-site maintenance staff, internal training is provided to ensure that a full understanding of the program is achieved. Project managers provide time for maintenance staff to take advantage of these training opportunities.

Development of Annual CIP Budget & AMP

Woodard & Curran recommends that the City develop a full system AMP. Our Annual CIP and budget would be developed using the AMP guidance as outlined below. Our goal would be to work with Orange to follow the outline (right) and provide our annual capital improvements recommendations.

Asset Management

Woodard & Curran's asset management program will assist the water and wastewater utilities to make informed decisions with asset maintenance, performance data, and condition assessments. The goal of asset management is to ensure the long-term stability and sustainability of equipment and facilities of the water and wastewater utilities through the elimination of unexpected events. By effectively managing the utility's assets, the City will be able to maintain long-term stable budgets; address health and safety, and environmental compliance; and achieve the desired level of service to the community.



Our asset management approach includes developing system-based asset hierarchies, analyzing systems for business risk-based priority, and establishing regular condition assessments. Our program leverages all industry standard tools such as CMMS, GIS, and inventory management in an industry leading technologically advanced method. Our practices facilitate more accurate data collection by enhancing worker experience through mobile devices for documenting inspections, preventive, and corrective maintenance.

activities, and reviewing data and information. This asset management approach helps our staff and clients with budgeting, capital improvement planning, system improvement initiatives, and compliance management. It is our understanding that mapping of the City's infrastructure (collection & distribution systems) is on paper and has not been converted to an electronic version. Woodard & Curran can assist Orange with conversion from paper to electronic/digital versions of City infrastructure and implementation of GIS.

AMP Outline Asset Inventory: This includes verifying available inventory information and expanding the inventory to include previously undocumented assets, expanding the depth of information and attributes assigned to inventoried assets, and mapping.

Level of Service: Define the City's performance goals and how they are measured. The effort may be defining initial Level of Service Goals or refining existing goals based on changing conditions (such as demand, source water quality, regulatory requirements, etc.). Energy consumption and wastewater compliance could be included as metrics. Other Level of Service activities include analyzing performance data, communicating with the public regarding goals and performance, and communicating the relationship between system performance and user rates. The ultimate objective is to provide the desired level of service at the lowest possible cost.



Criticality/Risk Analysis: Perform asset characterization and identification of critical assets. This includes analysis that contributes to the applicant's understanding of the different ways their assets might fail and the analysis of the probability of failure based on inventory data such as age, material, expected useful life, maintenance history, operational conditions, etc. Evaluations of the consequences of failure (criticality), such as replacement costs, collateral damage, and reduction in the level of service to sensitive customers should be performed. Finally, when the probability of failure and the degree of consequences over a group of assets are factored together (numeric ratings are multiplied) the resulting scores are used for prioritizing asset replacement.

Life Cycle Cost Analysis: This includes asset construction, expansion, rehabilitation, or replacement. This may involve a review of pre-existing utility master plans and capital improvement plans to ascertain if the life cycle cost (LCC) was considered in the planning process and to integrate plans like these in the overall AMP.

Funding Analysis: This includes determining the full cost of service over the long-term and creating a rate structure that is suitable for the community. This also includes periodically reviewing and revising existing rate structures based on up-to-date cost projections and community needs. Preparing a report of the results of long-term funding requirements and rate adjustments is one way to satisfy SRF Fiscal Sustainability requirements for construction projects and is an eligible activity.

Asset Management Report (AMR): Generating reports of the conclusions of various asset evaluations and prioritizations, level of service goals and performance analysis, LCC analysis, and rate structure review etc., as needed to meet the applicant's objectives for the project.

Public Education: The AM Planning should include provisions for sharing the conclusions of the AM Planning or the status and capabilities of the AMP with the public



Project Quality Standards

Woodard & Curran's Project Quality Standards are implemented at each of our projects to ensure consistent and complete delivery of the requested services. The components of the Woodard & Curran's Management Standards are summarized as follows:

- O&M technologies used in addition to maintenance programs;
- Establishing the communications protocol, including daily, weekly and monthly meetings and reports, between Woodard & Curran and the City of Orange Township;
- Identifying and delivering training to support staff license requirements and skill upgrades, and
- Developing and implementing the community relations program that includes attention to customer handling, aesthetics, and public education



All investigations, reviews, updates, plans, manuals, SOPs, protocols, etc. will be shared with Orange for review and comment. In addition to the actions listed above, Woodard & Curran is prepared to provide additional services to ensure a quality transition and provide Orange a model project

Woodard & Curran's Management Standards will ensure that Orange project will be operated and managed by the highest standards.

O&M Technologies

Woodard & Curran takes advantage of all technologies to improve the performance at each of its projects. These software programs improve the efficiency of staff by reducing time spent collecting and entering data, provide managers with information on the overall condition of the infrastructure, and help to develop operational strategies that benefit our clients and improve our performance

1. Cartegraph

Woodard & Curran utilizes Cartegraph as our CMMS and work order management system. Both are mobile GIS-based operations and maintenance management system that provides locational awareness for field staff. Users can quickly open these systems on their mobile devices, understand where they are in relation to their assets and quickly document inspections, preventive and corrective maintenance tasks in addition to updating their assets all while in the field. Both systems have the ability to interface to other systems, like Hach WIMS, which allows our staff can work more efficiently by collecting data once without the need to manually transcribe it later. Woodard & Curran will evaluate the effectiveness of these softwares in meeting our goals, and if an upgrade to a different or more robust software is appropriate, we will discuss it with Orange

2. HACH WIMS

Hach WIMS (Water Information Management System) is Woodard & Curran's standard operations database which has been implemented at all our facilities across the country. We will work with the current contract operator to seamlessly transfer this database into our existing Hach WIMS server without any down time.



Our technology services team can take your Hach WIMS to the next level through advanced reporting along with interfacing from systems like SCADA, Laboratory data, Net DMR, Cartegraph and dashboarding/data analytics systems. Hach WIMS will be hosted on a powerful cloud server for speed and security allowing staff and clients to access the system from anywhere with an internet connection.

3. doFORMS/Mobile Data Collection Systems

doFORMS is the mobile application Woodard & Curran utilizes to collect operations data at our facilities nationwide, replacing paper and pen data collection with a tablet or smartphone. By leveraging a system like doFORMS, richer data can be collected, including photos, video, signatures and automatic date and time stamping.



Woodard & Curran has developed software that interfaces doFORMS data to both Cartegraph and Hach WIMS, which eliminates the paper trail and transcription activities associated with work order management and operations data collection. Staff can quickly open doFORMS and complete an existing Utility Cloud work order and have data sent to Hach WIMS all at once.

Woodard & Curran would work with Orange water and wastewater staff to replace some, or all the paper inspection forms that exist at the facilities. Collection and distribution systems data would be managed with the Cartegraph software where GIS is available. doFORMS would be leveraged for data collection inside facility in addition to administrative data collection including Health and Safety tasks.

4. Microsoft Power BI

Power BI is a cloud-based reporting & analytics systems that connects our technology users to a broad range of data through interactive reports, dashboards, and compelling visualizations. Woodard & Curran seamlessly integrates PowerBI into our suite of technology including Hach WIMS, Cartegraph and any other available data source. Our O&M technology services team will work with the staff and client to develop customized dashboards that can be shared with Orange for collaboration.



Woodard & Curran can provide Orange the capability to monitor executive level report data and O&M contract status reports along with process control status online from a terminal at a location established by Orange. **Appendix C - Technology Offerings** includes a more detailed description of the technology systems we implement at all our contract operations.

Record Keeping/Reporting Methods

Woodard & Curran provides all its clients with regular reports based on their needs. Some clients want detailed information whereas others prefer brief summary reports that primarily address unusual or abnormal events. Most reports are generated monthly and are customized to meet client needs. At a minimum the following reports will be prepared:

- **Monthly Operations Report (MOR):** Woodard & Curran will prepare an MOR to the City that will summarize the operation and maintenance activities during the month. The format and information provided will be established by working with Orange to establish what information will be required. We have provided a copy of an MOR in **Appendix D - Monthly Operating Report** for the Township of Maple Shade (NJ) to illustrate how we might create something similar for the City.
- **Monthly Complaint Log:** All complaints will be logged in a separate book at the water and wastewater facilities. At the end of each month, they will be summarized and included as a section in the MOR and submitted by the end of the following month.
- **Physical Plant Records:** These will include design, equipment, O&M, manufacturers manuals, and technical information and histories for use by project personnel.
- **Laboratory Bench Sheets:** These worksheets will include parameter analysis, instrument readings, calibrations, temperature, maintenance checks and all QA/QC work.



As stated earlier, report formats and information required are developed by sitting down with the City and identifying areas and items that are important and establishing how much detail is required.

Effective communication with our Clients is of paramount importance. Accurate records provide the basis for making operational decisions, troubleshooting, planning, justifying, or supplying evidence of performance with compliance or regulations and establishing a trusting partnership.

Company Programs – Education, Training, and Career Development

The key to Woodard & Curran's success has been the quality and commitment of our personnel. One ingredient for this has been the importance placed on training programs. Each year, facility staff participate in a training needs assessment with their manager.

The assessment is designed to:

- Identify training needed to fulfill licensing requirements,
- Determine educational topics desired by the individual to improve themselves and/or their contributions to the organization,
- Plan the logistics of how, when, and where that training need might be fulfilled; and
- Assist in the planning of operating budgets.

At a minimum, each employee receives 40 hours of formal training per year. Of that total, at least 20 hours must be related to employee safety. We support the resources needed by our employees to advance their certification levels including achieving dual licenses and develop their skills to the fullest potential. We encourage attendance at periodic training courses and seminars to motivate adult learning, minimize attrition, and encourage the pursuit of a career path.

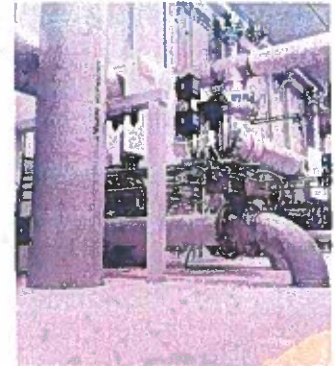


Typical training topics include Activated Sludge; Biological Nutrient Removal (BNR); Nitrification/ Denitrification; Biological Process Control; Biosolids Management; Hypochlorination; Water System O&M; Operational Mathematics; Hazard Communication, Health and Safety topics; Confined Space Entry; Stormwater Best Management Practices; Emergency Response; Vulnerability Assessments; and selective Maintenance topics (often provided by equipment vendors).

Aesthetics Management – Housekeeping

Woodard & Curran prides itself on the visual and aesthetic components of facility operation. Good housekeeping is a standard that is important to all our projects. We will immediately focus on the most obvious public issues – those that impact the senses of sight, smell, and sound. Our team will then develop a plan to implement a regimented housekeeping schedule and work plan to maintain clean facilities and surrounding grounds. Some specific activities include:

- A regimented housekeeping schedule and work plan developed to maintain clean facilities and grounds;
- Spills of wastewater or chemicals cleaned immediately;
- All equipment that may contain or come into contact with liquid or solid residuals cleaned on a regular basis and/or when not in use to reduce odors; and
- A schedule for painting assets developed during the first 90 days of the transition and adhered to annually. Water hydrants will be given priority because of public view.

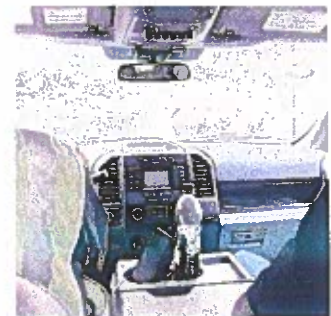


We have found through our decades of O&M that specific paint brands and applications offer the most durability and most economical cost. These experiences will be applied to Orange to assure maximum equipment protection and adherence to Orange's color guidelines.

Vehicles

Woodard & Curran would normally utilize the existing client vehicles to provide the scope of services requested but can provide company owned vehicles if Orange prefers that option. Vehicle costs have been included in our pricing model.

As with all project equipment, regardless of ownership, the rolling stock will be tracked using the Cartegraph CMMS. All Woodard & Curran employees undergo a background check prior to and during employment. This assures us that any employee operating a company or client owned vehicles are correctly licensed to do so and will be properly insured. Additionally, all Woodard & Curran vehicle drivers and equipment operators will take our safety driving courses.



Community Relations and Public Education Plan

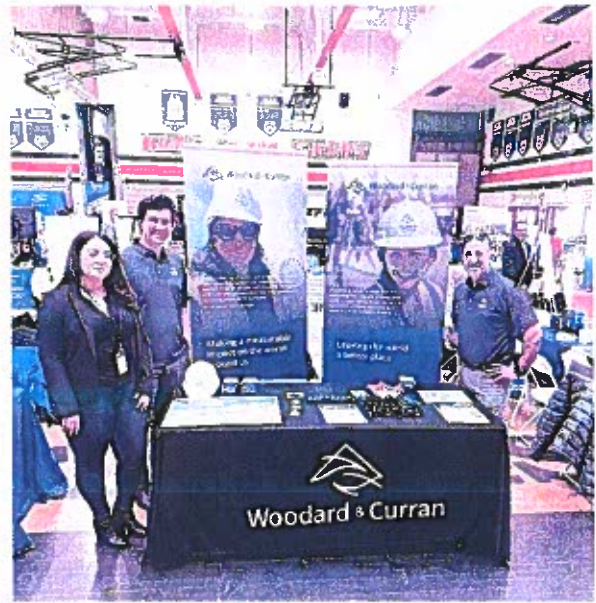
We view community relations as a critical component of our partnership. The underlying mission of a publicly owned treatment works is to serve the public. Educating the public engages their awareness which improves the chances of developing acceptable solutions to any sensitive or controversial issues that Orange could face in the future.

- Hosting an environmental education booth at community events and festivals;
- Participating in community career days, Safety Week, and Earth Day events;
- Establishing a scholarship program at strategic regional high schools to encourage graduating seniors to pursue careers in the environmental field;
- Implementing our intern program in collaboration with local schools;
- Conducting tours for environmental groups, civic organizations, or specific interested parties (as coordinated with the City); and
- Offering environmental education.

Additionally, many of our staff members enthusiastically support community awareness projects related to facility operations and environmental protection and participate whenever the opportunity presents itself.



For Earth Day, staff participated in the clean up off the coast of Portland (ME)



Tri-State Engineering Expo was in White Plains (NY).



Floodplain Management Association Conference in Sacramento (CA).

This page intentionally left blank for double-sided printing purposes.

4 | Experience & Technical Qualifications

For three decades, Woodard & Curran has offered O&M services to clients nation-wide. Our O&M team has some of the most experienced water/wastewater professionals in the industry, allowing us to deliver balanced and impactful solutions to client problems in ways few other firms can. Our projects have ranged from quick, hard-hitting operational and training assignments to comprehensive plant evaluations and process control improvements, to full contract operations.

The following table summarizes the City's utility system information and lists facilities under contract with Woodard & Curran that are similar to the City. However, it should be noted that all of the projects included are more complex technically than the City's although they aren't as large and don't all include stormwater management and billing services.

* Detailed project descriptions are provided **herein**.

City of Orange Township, New Jersey | Water, Wastewater, Stormwater, and Billing

Woodard & Curran's Services to the City

Staff Size	Subcontracted
Prepare Water Bills	11,000 Quarterly
Received Payments	Subcontracted
Handle Customer Service Inquires	Subcontracted



Water System		Wastewater System	
Population Served	34,000	Population Served	34,000
Staff Size	5	Staff Size	4
Water Source	Groundwater & Purchased	Collection	38 miles
Treatment	Disinfection	Lift Stations	2
Distribution	4.5 miles (estimated)	Treatment	None
Meters	11,000	Effluent Disposal	Discharge to Passaic Valley
Storage Tanks, No./Volume, MG	3 @ 500,000 > 1.5 MG	Sludge Disposal	None

Stormwater Management

res

Township of Maple Shade, New Jersey | Water and Wastewater*



Water System		Wastewater System	
Population Served	19,000	Population Served	19,000 (estimated)
Staff Size	6	Staff Size	5
Water Source	5 Wells	Collection	55 miles gravity, 5 miles force main
Treatment	3.4 MGD conventional, 1.5 MGD ion exchange	Lift Stations	9
Distribution	53 miles	Treatment	3.4 MGD activated sludge
Meters	4,800	Effluent Disposal	Surface water discharge, reclaimed water
Storage Tanks, No./Volume, MG	1 @ 1.0 MG	Sludge Disposal	Sludge dewatering, landfill

Stormwater Management

No

City of Monmouth, Illinois | Water, Wastewater, and Billing*

Staff Size	2
Prepare Water Bills	3,500 Monthly
Received Payments	Yes
Handle Customer Service Inquires	Yes



Water System		Wastewater System	
Population Served	9,000	Population Served	9,000
Staff Size	5	Staff Size	4
Water Source	6 Wells	Collection	55 miles
Treatment	4.0 MGD Ion Exchange Treatment Plant	Lift Stations	7
Distribution	60 miles	Treatment	4.6 MGD activated sludge
Meters	3,500	Effluent Disposal	Surface Water Discharge
Storage Tanks, No./Volume, MG	3 @ 2.25 MG	Sludge Disposal	BFP dewatering, Landfill

Stormwater Management

Yes

City of Carlinville, Illinois | Water and Wastewater*

Billing & Customer Service	
Staff Size	1.5
Prepare Water Bills	3,200 Monthly
Received Payments	Yes
Handle Customer Service Inquires	Yes



Water System		Wastewater System	
Population Served	5,700	Population Served	5,700 (estimated)
Staff Size	3	Staff Size	3
Water Source	2 Lakes	Collection	40 miles gravity, 5 miles force main
Treatment	2.5 MGD conventional treatment	Lift Stations	8
Distribution	102 miles	Treatment	3.75 MGD activated sludge
Meters	3,000	Effluent Disposal	Surface water discharge
Storage Tanks, No./Volume, MG	3 @ 1.6 MG	Sludge Disposal	Sludge thickening, land application

Stormwater Management

Yes

City of Groveland, Florida | Water and Wastewater*



Water System		Wastewater System	
Population Served	21,000	Population Served	7,500 (estimated)
Staff Size	8	Staff Size	10
Water Source	9 Wells	Collection	50 miles gravity, 35 miles force main
Treatment	4.3 MGD, Disinfection	Lift Stations	54
Distribution	100 miles	Treatment	2, 1.0 MGD activated sludge
Meters	7,400	Effluent Disposal	Percolation ponds, irrigation
Storage Tanks, No./Volume, MG	3 @ 3.1 MG	Sludge Disposal	Aerobic digestion, land application

Stormwater Management

Yes

Boston Water & Sewer Commission, Massachusetts | Stormwater*

Stormwater Pump Stations

Staff Size	9
Pump Stations	4 from 1.3-6.5 MGD
Treatment	CSO – Screening & Chemical Treatment
Effluent Disposal	Surface Water
Renewals	8: since 2008



Town of Cohasset, Massachusetts | Water and Wastewater*



Water System		Wastewater System	
Population Served	8,500	Population Served	2,000 (estimated)
Staff Size	6	Staff Size	3
Water Source	Surface water, 1 Well	Collection	24 miles gravity, 8 miles force main
Treatment	3.0 MGD conventional	Lift Stations	8 plus 335 grinder pumps
Distribution	37 miles	Treatment	0.45 MGD MBR activated sludge
Meters	5,000	Effluent Disposal	Surface water discharge
Storage Tanks, No./Volume, MG	2, 3.0 MG each > 6.0 MG	Sludge Disposal	Sludge thickening, landfill

Stormwater Management

No

Seabrook Island Utility Commission, South Carolina | Water and Wastewater

Utility Customer Service

Staff Size	2
Prepare Water Bills	500 Monthly
Received Payments	Yes
Handle Customer Service Inquires	Yes



Water System

Population Served	2,100
Staff Size	8
Water Source	9 Wells
Treatment	4.3 MGD, Disinfection
Distribution	100 miles
Meters	2,600
Storage Tanks, No./Volume, MG	3 @ 3.1 MG

Wastewater System

Population Served	4,500 (estimated)
Staff Size	10
Collection	50 miles gravity, 35 miles force main
Lift Stations	54
Treatment	2, 1.0 MGD activated sludge
Effluent Disposal	Percolation ponds, irrigation
Sludge Disposal	Aerobic digestion, land application

Stormwater Management

126

Maple Shade Township, New Jersey

Improved Service and Rates Paramount for Township

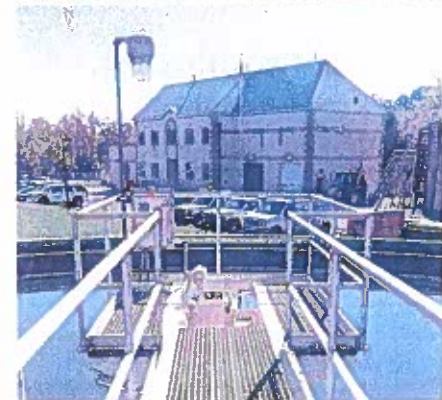
Maple Shade Township, a suburban community of Philadelphia, was deemed a "critical zone" due to its water supply being withdrawn at a significantly faster than it could be replenished. While the Township does not foresee major population growth in the next decade, it opted to improve its level of service, provide more consistent rates, and protect its water and wastewater interests. Between its designation as a critical zone and increased regulations, the community sought to partner with an operations and management firm to address the area's specialized needs.

The Township entered a 10-year contract with Woodard & Curran in 2010. The firm agreed to operate, maintain, and manage the township's water and wastewater utilities while keeping in mind the utility's need to continually deliver reliable service with stable rates.



Understanding Client Needs and Delivering Solutions

There are five water supply wells and two groundwater treatment plants, including the Main Street facility with a 3.4 MGD capacity and the Kings Highway facility with a 2.0 MGD capacity. The distribution system includes 53 miles of pipe, 280 fire hydrants, and 640 valves. A 1-MG elevated tank provides consistent pressure and storage for fire suppression. The wastewater facility has a 3.4-MGD capacity with nine pumping stations and 55 miles of collection lines.



Initially, Woodard & Curran performed a thorough evaluation of environmental compliance standards, existing procedures, utility processes, and operating strategy. The firm also assessed the condition of the equipment used within the utility system. This approach enabled the creation of a plan for operations improvement over the 10-year service agreement. This plan includes enhanced aesthetics, equipment evaluation, controls and SCADA, customer service plans for future construction, leak detection evaluation, and heightened safety procedures.

Woodard & Curran accessed the current controls system at the water plant and replaced an outdated and difficult to support control system; giving operations better control and alarming with updated Win911 software. We added high performance screen design with less use of red in normal operations allowing better situational awareness by the operations team. Installing Allen Bradley's Control Logix platform PLC and Factory Talk Site Edition HMI software. Woodard & Curran also added state-of-the-art cybersecurity measures for both water and wastewater plants enabling operations to have remote access to better manage the plant and enable quicker response to alarm and issues.

This professional partnership will create a cooperative focus on providing facility upgrades, maintaining expenses, and delivering reliable, consistent service to the community.

City of Monmouth, Illinois

Public-Private Partnership for Public Works

The City of Monmouth hired Woodard & Curran to operate and manage its entire Department of Public Works (DPW) under a 10-year contract. This public-private partnership allows the City to focus on its core services while Woodard & Curran is responsible for engineering services and right-of-way authority, water treatment, distribution, meter-reading, and billing, wastewater collection and treatment, maintaining streets, rights-of-way, signs, trees, snow removal, road repair, cemetery maintenance, and downtown beautification, landscaping, and maintenance of public grounds.

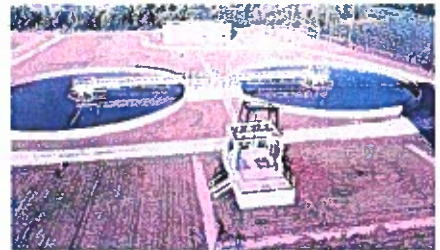
Since 2013, Woodard & Curran has leveraged its engineering resources to assist Monmouth with capital planning, allowing the City to prioritize its improvement needs against expenses and address regulatory measures. Despite increasing state property taxes stretching the City's financial burden, our team has managed to keep operational costs to less than a one percent annual increase. Additionally, Woodard & Curran provides customer service and billing to the City's customers through the on-site administrative support staff. The team utilizes the CUBIC[®] Utility Billing software to collect customer use data and generate invoices and the BUCS[®] Budgetary Control System to manage the accounting of customer payments.

Systematic Approach to Operations and Management

As part of the contract, Woodard & Curran manages both Monmouth's water and wastewater systems. Water is distributed throughout the City with approximately 60 miles of lines. Built in 2004, the water treatment plant meets an average daily demand of 2.7 MGD with maximum capacity at 5 MGD. There are five deep wells averaging 3,450 feet deep and three water towers. Raw water is pumped from the wells to two ion-exchange softening plants for treatment. Treatment processes include softening, phosphate addition to inhibit corrosion, and disinfection.

The City's wastewater treatment system includes approximately 45 miles of sanitary sewer lines, a separate stormwater system, the North Pretreatment Plant built in the 1960s and the Consolidated Treatment Plant built in 2010. The North Pretreatment Plant treats wastewater from the local pork slaughter and processing plant. To meet Illinois Environmental Protection Agency effluent standards, the plant was upgraded in 1991 and in 2012 phosphorus removal was added. This plant is designed for an average daily flow of 1.1 MGD with maximum capacity of 1.5 MGD. Effluent from this plant and flows from the City are pumped to the Consolidated Treatment Plant for final treatment and discharge. This plant is designed for an average daily flow of 4.62 MGD with a maximum capacity of 10.23 MGD.

Woodard & Curran continues to assess the capacity of the City's water and wastewater systems alongside the area's growth in population and businesses. With over 9,000 residents currently, the City can utilize growth projections to further plan for capital improvement and expansion of service as the need demands. The public-private partnership of this contract has proved to provide quality services, technical and operational improvements, sustainable cost savings, and generates responsible use of City resources.



City of Carlinville, Illinois

Regional Water Treatment Plant Site Work/Abandoned Property Mitigation

The City of Carlinville partnered with Woodard & Curran as contract operators of the City's DPW. The contract includes supporting the City through management and staffing of the department, safety and compliance, facilities operations and maintenance, engineering and technology services, and capital planning.

The facilities that Woodard & Curran operates and maintains are the water treatment plant (WTP), water distribution system, wastewater treatment plant, wastewater collections system, and seven lift stations. Additionally, Woodard & Curran is responsible for the meter reading, testing, and replacement for approximately 3,000 meters within the City. Furthermore, Woodard & Curran's team provides customer service and billing services for the City through the on-site administrative support staff and the Locis Utility Billing software. The on-site staff processes billing information to generate invoices, mails invoices to customers, and processes payments. The team is currently upgrading all the meters within the City, and upon completion will have online billing capabilities.

Through this relationship, Woodard & Curran is working with the City to install a new regional WTP including a new water supply field and transmission main to replace the existing facility. The project began with a site feasibility study and evaluation to determine the location of the new WTP. This found a blighted property adjacent to the existing WTP to be the most feasible location to site the new facility.

Woodard & Curran's funding experts identified a unique opportunity to leverage resources from the Illinois Housing Development Authority's Strong Communities Program, which helped fund the demolition of abandoned buildings and earthwork on the new WTP site, as well as the acquisition and demolition of 15 blighted properties in the City. This multi-project approach mitigates risk to public safety posed by blighted properties while also aiding vital infrastructure improvements to support current and future housing stock. This community revitalization grant was awarded in December 2020, allowing site work to progress on the project.



The City's operations contract with Woodard & Curran provides the opportunity to leverage our engineering, funding, and regulatory expertise in the design of a new regional WTP.



City of Groveland, Florida

The City of Groveland is the fastest growing city in Lake County. Situated just west of Orlando and north of Disney World, Groveland's population grew 44 percent in 2019. With that comes added demand on the City's utilities, which is why the City Council approved a \$3.17M five-year-contract with Woodard & Curran for operations and management of its five water treatment plants, two wastewater treatment plants, and a reclaimed water operation serving approximately 14,000 people.

Fiscal Forward Thinking

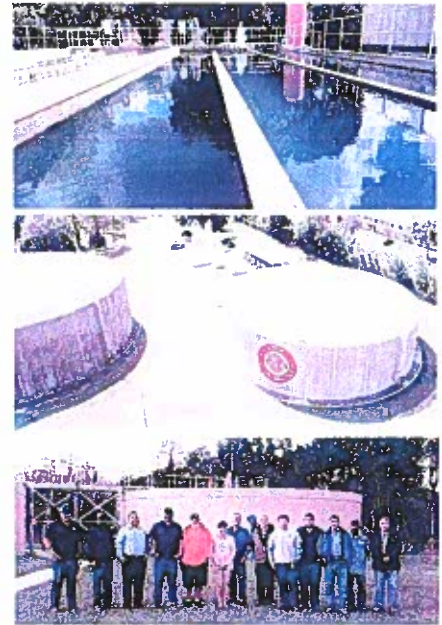
Woodard & Curran's first step in assuming operations in Groveland was to identify areas of cost savings and sources of potential funding. Operational staff was reduced from 21 to 18 employees, all of whom were required to complete training with our Health and Safety staff, including First Aid/CPR, Confined Space Entry, Qualified Electrical Worker, Hearing Conservation, Respiratory Protection, and Hazardous Material Response for Chlorine.

The team immediately employed Hach Wims, a comprehensive database, to record and store all plant process and lab numbers to facilitate reporting to the Florida Department of Environmental Protection. The City's more than 18,000 assets were uploaded to the asset management program Utility Cloud and a maintenance schedule that mirrors the manufacturer recommendations was created. Cost savings were identified by contracting a new certified laboratory with courier service to perform all required testing and analysis for compliance. Flow monitoring also found additional cost savings at the Sunshine wastewater facility, reclaimed water was substituted, reducing potable water consumption by 2 million gallons per month. At the same facility, a recirculation pump was installed, circulating flow during low periods to create a complete homogenous mix of the chlorine solution, thus lowering the chlorine feed rate by 30 percent on average.

Our finance team also secured nearly \$30M in grant funds through the FDEP toward a \$55M CIP. Several improvements to the water treatment plant and distribution system are already planned with approximately \$5.7M budgeted. Despite the capital investments, early estimates indicate Woodard & Curran will be saving the City approximately \$40,000 in the first year.

Pilot Test Site for Technology

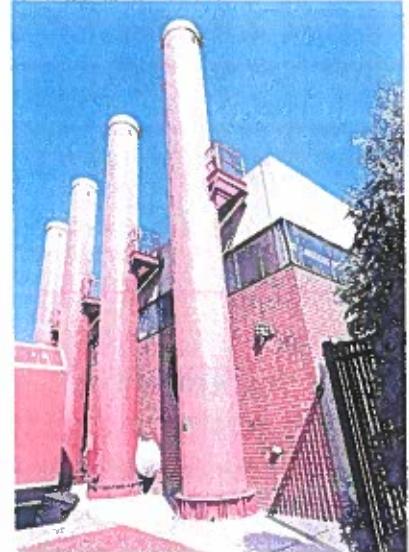
The Sampey Road wastewater treatment facility is Woodard & Curran's pilot test site for new dewatering technology by Orege. The SLG is designed to optimize conditioning of urban sludge by modifying its physio-chemical and rheological properties to improve the overall performance of sludge treatment plants, reduce sludge volumes, and lowers treatment plant operating costs. This technology has the capability of reducing chemical costs associated with dewatering and reduce sludge hauling cost. It can also be applied to rotary screen thickeners, belt presses, and gravity belt thickeners. It may also increase sludge storage capacities by providing a higher percentage total solids in the sludge. The free trial in Groveland will help Woodard & Curran determine its potential in their wastewater treatment system and in other systems we operate.



Boston Water & Sewer Commission, Massachusetts

Streamlining Operations Practices with Standard Operating Procedures and Operation and Management Manuals

The Boston Water & Sewer Commission (BWSC), which provides water, wastewater, and storm drainage services throughout Boston, wanted to ensure its facilities were professionally managed. The City was experiencing frequent flooding issues resulting in sewage backups followed by costly claims from impacted residents. The BWSC determined that optimizing operations of their stormwater collection system through improved SOPs and O&M documentation could reduce their exposure. Woodard & Curran was hired to provide services related to the management, operation, and maintenance of the 330 MGD Union Park Pumping Station (UPPS), eight sanitary/stormwater pumping stations and one water booster station. Woodard & Curran exceeded BWSC's expectations by not only reducing but eliminating sewage backups and claims. Recently, the City renewed and expanded the contract to include the new detention and treatment facility.



SOP and O&M Development

Immediately upon selection by BWSC as Contract Operator, Woodard & Curran initiated the development of new SOPs and an update of the critical O&M documentation. Being responsible for the day-to-day O&M of the pumping stations, including the provision of trained staff 24 hours a day, means that multiple people need to understand that SOPs for routine and emergency conditions. Documentation of critical best practices has been a major factor in the success of the Woodard & Curran program at BWSC.

Contract Operations Includes Predictive Maintenance Program

Another of the keys to success in Boston is the implementation of a state-of-the-art predictive maintenance management program. This program feeds directly into the administration and implementation of capital repair and replacement projects (less than \$5,000 at will and over \$5,000 with client approval), and emergency response during storm events.

Teaming with Various Public Agencies

As part of the O&M program, Woodard & Curran staff coordinate pumping activities with both the BWSC and MWRA Deer Island Wastewater Treatment Plant staff. We also work closely with the Commission on community relations issues and coordinate other BWSC functions with consultants as well as with the Boston Fire, Police, Public Safety and Emergency Management departments. Our team has a working knowledge of the Emergency Response Plans of each of these Departments and has a critical support role when these plans are activated.



Town of Cohasset, Massachusetts

Water Treatment Infrastructure Operations & Management

After infrastructure improvements, the Cohasset Water Commission awarded Woodard & Curran an operations and management contract through a competitive bid process. The contract covers operations of the Commission's water treatment and distribution, including two treatment facilities, an interconnect pump station, and stream flow release structures. The firm also handles departmental functions such as customer service and billing and maintaining regulatory compliance. Upon assuming operations, Woodard & Curran conducted a thorough evaluation of the system, including standards, procedures, processes, and operating strategy.

Water Treatment

The system's two treatment facilities include Lily Pond, operated 16 hours per day, and Ellms Meadow, operated seasonally. Woodard & Curran evaluated the conventional treatment process at Lily Pond to optimize chemical application with dosing and seasonal performance. The staffing schedule was evaluated, and improvements made to the physical appearance of the process areas, chemical feed systems, and equipment. In order to meet Massachusetts Department of Environmental Protection (MassDEP) requirements, equipment, controls, and SCADA programming was upgraded. These changes reduced costs associated with electricity and sludge residuals management.

The Ellms Meadow groundwater treatment plant supplements Lily Pond. Source water is pumped from a tubular wellfield and vacuum pump system then treated for pH, fluoridation, disinfection, and corrosion control. To achieve requirements for Ground Water Rule of 4-log, or 99.99 percent removal, Woodard & Curran replaced a section of distribution main to increase the time chlorine is in contact with the treated water.



Water Supply

Cohasset has many water supply options to ensure residents receive water, including two surface water reservoirs, a rehabilitated wellfield, and interconnects. Historically, elevated levels of organics in the surface water supply has affected water quality in the distribution system. Woodard & Curran introduced standard procedures and protocols for staff to closely monitor, measure, and manage natural organics that fluctuate seasonally and during rain or snowfall events. This includes laboratory analysis of Total Organic Content (TOC), Dissolved Organic Content (DOC), UV-254, SUVA, Total Dissolved Solids (TDS), and Turbidity. The organic matter is classified as either humic or non-humic, which determines the treatment processes. The monitoring program includes managing and graphing laboratory results and altering oxidation and coagulation processes accordingly. A hydraulic water model was also created, allowing staff to manage water age and storage tank turnover more effectively, identify low flow and low pressure areas, and leverage the system expansion for residential or commercial growth.

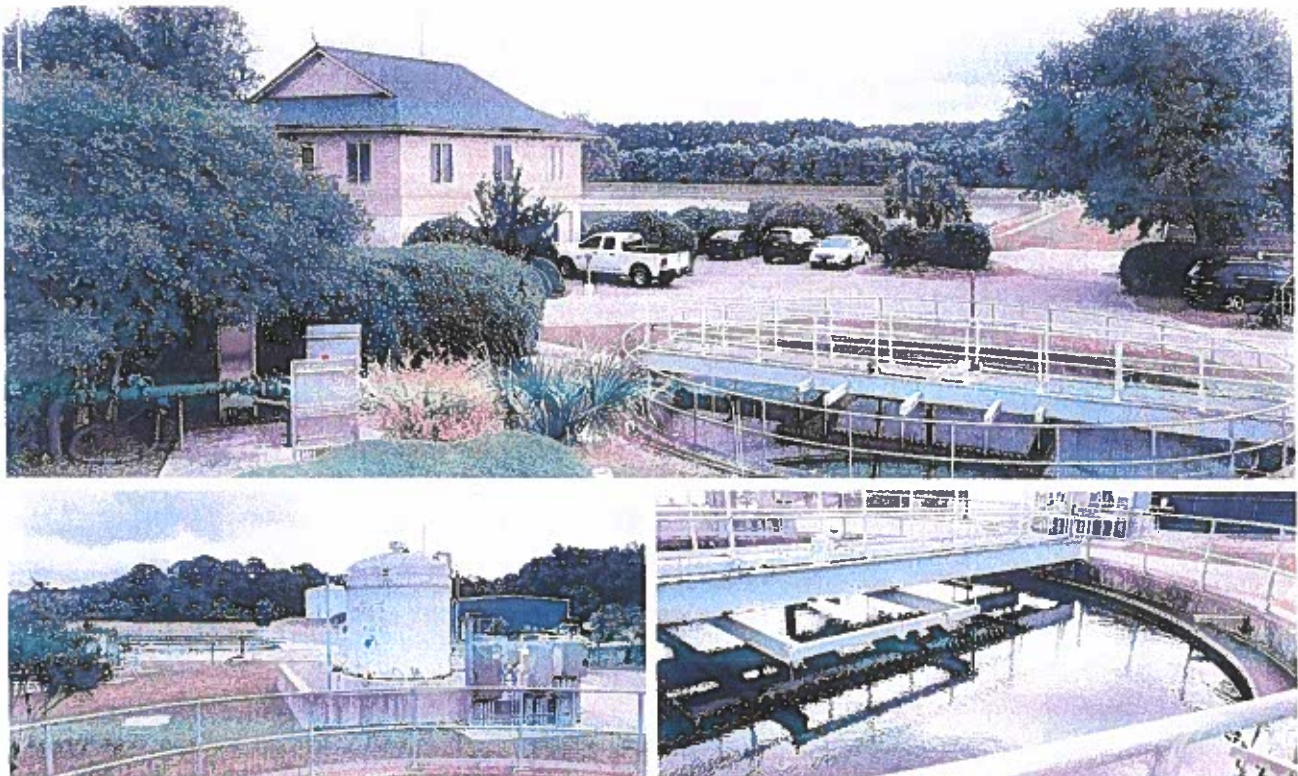
Seabrook Island Utility Commission, South Carolina

Long-Term Contract Operations Partnership

The Seabrook Island Utility Commission (SIUC/Commission) provides drinking water and sewer services to the residents of a coastal community just south of Charleston, SC. The Commission hired Woodard & Curran to operate and manage the drinking water, wastewater collection, treatment, and discharge system, which also includes water metering, customer service and billing. Woodard & Curran operates the utility using 14 total employees, which include managers, licensed operators, meter readers, maintenance, and administrative staff.

One of the unique features of the SIUC system is that the wastewater is treated to high-quality standards so it can be stored in a 16-million-gallon effluent holding pond, for eventual discharge by means of irrigation at the world-renowned Kiawah Island Golf Resort. This zero-discharge approach is not only sustainably disposing of wastewater effluent and recharging the aquifer, but it is also eliminating the need and cost of treating hundreds of millions of gallons of drinking water.

Customer service and billing was highlighted as a critical area of need for SIUC, so Woodard & Curran developed a comprehensive and customized plan to address these needs of the utility. This plan includes reading meters, importing the readings into the Edmonds software package, validating usage and trouble-shooting, preparing bills and mailing (using a subcontractor), processing payments, and securely depositing funds in the SIUC bank account. We also provide in-person availability during business hours, a 24-hour customer service hotline, and a customer service e-mail. This culminates using a formalized complaint response protocol including a maximum of one-hour call-back and other communications protocols during follow-up. Woodard & Curran summarizes this activity in a monthly report to the Commission.



5 | Transition Management & Care of Employees

When clients choose Woodard & Curran to contract operate and manage their water and wastewater utility, they can rest assured, knowing that a fully integrated firm with a diverse team of operation specialists, engineers, and scientists stands ready to solve any issues that may arise during the daily operations of a plant.

Project Staffing

Woodard & Curran focus on hiring the existing employees to ensure that we capture their understanding of the City's infrastructure and provide opportunities for career growth. Their knowledge is essential for the success of the project and achieving the quality service Woodard & Curran has built its reputation on. We encourage each employee to take advantage of training offered to enhance their value personally and to the company.

While we have not been able to fully gauge the interest level or capability of the current staff, our plan is to offer employment to all the current employees who meet project qualifications and pass a physical exam to determine their capability for the job. If some of the current employees choose not to join Woodard & Curran, we have several options for each key position. We have several water and wastewater certified O&M Specialists that can be mobilized and sent to the City to cover project duties until permanent replacements are found. Woodard & Curran also has a robust recruiting program that is well positioned to locate and hire trained professionals within the wastewater industry. Furthermore, we have strategic partnerships with specialty staffing agencies for the water and wastewater sector to further augment our recruiting staff.

Woodard & Curran is very sensitive to the current employees, and we put forth significant efforts in working with those employees that are interested in making the transition to become part of our team. The current employees who decide to join Woodard & Curran will be offered a salary, performance bonus, and benefits package that is consistent with our comparable operations. Our philosophy is to protect employees' compensation during a transition to minimize the disruption to them and their families. We offer very competitive benefits for our employees, and pre-existing medical conditions are recognized. Additionally, we recognize years of service in the utility industry as years of service with Woodard & Curran. For example, an employee who worked ten years for the current contract operator and five years for a public or private utility, would immediately be eligible for fifteen-year employee status with Woodard & Curran. Additional details are included in the Transition Plan later in this section.

On-site Team

Woodard & Curran will provide experienced personnel to manage, operate, and maintain the water, wastewater, and stormwater systems. We propose a plan that provides enough staff for the quality operation and maintenance of the water treatment facility, distribution system, wastewater collection system, pumping stations, and stormwater facilities.

Project Manager

The on-site team will be led by a Project Manager. The Project Manager will have day-to-day responsibility for directing the activities of the staff. That individual will be the local point-of-contact for officials from the City. Our goal is to hire the existing project manager and staff that are familiar with the City's infrastructure in order to maintain stability and continuity on the project. They are familiar with local resources and project specific requirements that will provide a smooth transition between contract operations firms. The Project Manager receives considerable training from our corporate staff including health and safety, human resource management, technical subjects, information technology, and client relations with guidance from the Area Manager. The Project Manager also attends Woodard & Curran's Annual O&M Managers Seminar that provides additional opportunities for training and interaction with other managers and technical support personnel. The goal is for each attendee to better understand the values important to Woodard & Curran so they will become more effective leaders when they return to their project. In the event the existing Project Manager does not transition to Woodard & Curran employment, we will engage our technical recruiting team to quickly hire a viable candidate to serve as Orange's Project Manager. If a Project Manager is not hired prior to Woodard & Curran's assumption of operations, we will source an Interim Project Manager to fill the role until the position is filled. Furthermore, Woodard & Curran will source any additional licensed operators that are required to operate and manage the utility's operations in compliance with New Jersey Department of Environmental Protection regulations.

The Project Manager's responsibilities will include but not be limited to:

- Implementing the site's Safety Program and establishing Woodard & Curran Standards
- Managing the staff and the daily work activities.
- Assisting with the coordination of construction and training activities including preparation for commissioning and startup of any new equipment.
- Overseeing all operational tasks for the water, wastewater, and stormwater utility systems.
- Overseeing all maintenance activities
- Communicating with the City of Orange Township.
- Coordinating subcontractors, including sewer cleaning, CCTV inspection, valve exercising, catch basin cleaning, major equipment repair, instrumentation calibration, generator service, switch gear certification, and laboratory permit testing.
- Preparing regulatory compliance reports and documents including DMRs, MORs, etc.
- Attending meetings as requested
- Preparing budgets/invoices and other administrative reports
- Coordinating capital planning and any associated construction resulting from City's capital investments.

Operations Staff

Based on our preliminary review of the City's utility system, Woodard & Curran is proposing a staffing plan consistent with levels required to meet the service expectations of the City and all regulatory standards. Woodard & Curran anticipates that a full-time operational staffing level of six, dedicated exclusively to the operations and maintenance of the water, wastewater, and stormwater facilities will meet the needs of Orange's system.



An example of a proposed organization chart for the project staff is shown on page 52. The staff will have the appropriate New Jersey water and wastewater licenses and will be staffed consistent with the New Jersey approved staffing plan.

We anticipate that the Project Manager will work a normal week (Monday through Friday). The hours of work will be adjusted to accommodate the City's staff to ensure timely response to customer issues. The Project Manager provides overall direction to the staff and communicates directly with City officials. The Collection System Maintenance staff will monitor pump stations, flush sewers, work with contractors to remove blockages, and perform facility maintenance. The Water Facilities Operations staff will work seven days per week consistent with the approved New Jersey staffing plan.

Employee Equipment

In today's environment, it is extremely important to have contractors working within the community properly identified. Woodard & Curran employees wear our uniform which clearly identifies who the individual is by name and company. We can also require our employees to have photo identification badges displayed on their uniform if the City finds it appropriate to do so.

Field employees and management staff will be equipped with cell phones as required. These phones provide a multitude of services, such as a safety notification system, public awareness communications, and timely response to any alarms, customer, or other project needs. Our employees are also prepared to assist the City during any emergency and will be in full communication and coordination.

Woodard & Curran provides Smart Phones and Tablets to utilize technology to streamline data collection, identify problems, and maximize operations efficiency.

Callouts and Emergency Coverage

Woodard & Curran will utilize the existing alarm systems for Call-out and Emergency Coverage to provide timely response to water quality complaints, main breaks, wastewater pump station alarms to avoid back-ups and overflows. The following outlines Woodard & Curran's basic procedure for emergency callouts.

- Post new signs at all facilities providing appropriate contact information
- Maintain logbooks of all alarms, response times and actions.
- Respond to emergency calls within 15 minutes and will be on-site within one hour.
- Continue to provide the City with an up to date on-call list.

We are confident that our approach to managing the utility will provide a professional, high quality service that will relieve the administrative burdens of the City staff and result in a cost-effective project that meets public health and environmental standards.

Transition Plan

A key to an effective operation is a smooth transition of responsibility from the beginning of the project. Woodard & Curran has experience transitioning the O&M responsibility from other contract operators on many assignments. This proposed transition plan is based on our years of experience ensuring that project start-up goes smoothly for our employees and the client.

The Woodard & Curran Operations, Mobilization and Start-up Schedule Plan is tailored around four categories: Administrative Procedures (which includes Purchasing and Financial Procedures), Employee/Staffing, Health & Safety, and Facility Operations. Each task is assigned a specific start date, completion date, and Task Leader. Transition activities start two weeks prior to contract start date with initial employee interviews and assessments and establishing contact with several local agencies and vendors.

Upon award of the contract and during contract negotiation, Woodard & Curran will implement our plan to meet all of the City's requirements. The detailed Transition Plan will be developed after review of the permits and inspection of the water treatment plant, production wells, pumping stations, collection system facilities, and stormwater system. Our team will visit the surrounding areas to familiarize ourselves with local merchants and service companies that we will be conducting business with, as well as setting up new accounts with vendors so that there will be no interruption in service prior to the actual assumption of utility operation.

Transition Team

Drawing upon the experience that Woodard & Curran's team members have gained from performing over 100 transitions, we have assigned the most experienced staff to specific tasks. **Ryan Sullivan, Area Manager**, will lead the overall transition with strong local support from his O&M Specialists. Ryan will ensure our corporate values and experience are quickly brought to the City. Other key members of the transition team are identified in the following table:



Transition Team Assignments	
Personnel	Assignment
Transition Lead	Ryan Sullivan
Human Resources	Linsay McAuliffe
Health & Safety	Steve Lindemann
Water & Wastewater Operations	James Reilly
Project Administration	Kim Brierley
Computer Software	Celina Bland

One of Woodard & Curran's primary goals will be to implement an efficient transfer of operations and maintenance without disrupting the daily activities of delivering customer service. This will be accomplished by the Area Manager overseeing the implementation of the Health & Safety, Purchasing, Financial Procedures, and Administrative Plans. Ryan Sullivan will direct the transition of the Employees/Staffing and the Interim Project Manager will focus on Facility Operations. This team will be supported by additional technical and administrative resources. These transition team members identified in our Technical Support section will also be on-site to facilitate the transition and provide on-going technical support as needed. A more detailed discussion of key transition activities is presented below.

Employee Transitions

The first tenet of our mission statement is, “To develop and perpetuate a safe, enjoyable, gratifying, and fulfilling place to work with the important objectives of growth, freedom, challenge, recognition, and reward”. We understand that our most important asset is our staff, we go above and beyond to ensure that they are cared for. At Woodard & Curran, we believe the work we do and how we do it matters. Putting People First is our number one value, where the wellbeing of our people is our top priority.

We are experienced in facilitating smooth employee transitions with various municipalities around the country and have excelled in ensuring we communicate thoroughly and frequently throughout the transition process to minimize disruption. We recognize how these changes can create stress and the impact the uncertainty can have on the staff and their families. To address this challenging period of time and to ensure smooth support, Woodard & Curran has a dedicated Transition Team focused on the staffing, operational and cultural aspects of on-boarding a new project. A key member of the Transition Team is our **HR Talent Management Partner, Linsay McAuliffe**. Working with Ryan Sullivan, Linsay is involved from the early stages of transition discussions and is part of the team that arrives onsite for introductions. In the upcoming weeks, she will evaluate and assess their existing benefits and compensation plans. As planning begins to solidify related to operations and agreements, Linsay, in partnership with the Woodard & Curran benefits team will provide a comprehensive overview of benefit offerings, including outlining costs and addressing questions.



Toward the final stages of transition planning and contract execution, Linsay will coordinate with our recruiting team to provide job offers to transitioning staff and share what transitioning employees can expect over their first few weeks working with us. We plan to offer all project qualified staff that pass a physical exam demonstrating capability for the job a position with Woodard & Curran. Linsay, our managers, and technical support team members all double as liaisons and ambassadors to ensure that new employees and their family members' concerns are addressed, operational questions are answered, and that each transitioning staff has dedicated support from the team, as well as have all the information they require leading up to and following a contract start date.

The weeks following the contract start date continue with uninterrupted support from the transition team as operations begin under Woodard & Curran's scope of service, with the support and assistance of the newly transitioned staff. If necessary, any remaining open positions will be identified and our recruiting team will work with senior management and project staff to recruit qualified staff to fill any vacancies.

Health & Safety

The Woodard & Curran Health & Safety program will be implemented under the leadership of **Steve Lindemann, O&M Health & Safety Manager**. Once the contract has begun, Steve will perform a detailed audit and develop an action plan of items that will be addressed by the project staff. Progress in resolving any safety issues is reviewed monthly with updates provided to O&M management by the project staff.



Administration

There are many tasks associated with establishing local credit accounts, working with new vendors and setting up office operations. Additionally, we will establish billing procedures that match the expectations of the City. **Project Administration, Kim Brierley** will lead this area of project administration so that the technical managers can focus on the operations tasks. The activities related to setting up the project purchasing systems assure the City that approved financial procedures are in place and reports are prepared to meet your needs.



Facility Operations

The Facilities Operation transition covers operation and maintenance practices and laboratory procedures. These operations transition tasks will be led by the Interim Project Manager. The transition tasks will be based on our review of data and facility evaluations. The final actions will be prepared prior to start-up following another more detailed review of operations and maintenance reports and data. From these evaluations, SOPs will be updated, and training requirements will be identified and addressed. All maintenance management programs and processes will be reviewed, corrected, updated, and installed. **Celina Bland** will set up the Hach WIMS data management software, implement the Cartegraph asset management program, and provide training for the on-site staff.



As noted previously, many of the transition items are initiated prior to the proposed contract start date, such as establishing client communication channels, setting-up local accounts and credit lines, reviewing all regulations, and notifying regulators of the change of contractors, posting phone numbers, installing laboratory QA/QC procedures, and interviewing existing employees. These initial start-up tasks are financially accounted for in a transition budget. Additionally, many scheduled tasks are on-going such as employee training, community relations, and process control/facility optimization.

Woodard & Curran's commitment to the success of our employees is the single-most important element in serving our clients.

6 | Project Support & Resources Availability

Project Support

Woodard & Curran will utilize a cross-trained team of professionals to operate and maintain the City's water treatment, distribution system, wastewater collection system, pump stations, and stormwater facilities. This proposal is submitted from Woodard & Curran as one entity without any subsidiary or teaming organizations, and as such, the entire project team consists of Woodard & Curran staff.

- **Project Management Team:** Our on-site O&M staff will be guided at the top by a senior-level Project Management Team, consisting of several of the firm's owners.
- **Technical Support Team:** The project staff will be supported by a technical support team which draws on an extensive resource base and is organized to cover the key areas of health & safety, environmental compliance, maintenance management, staff training, engineering, and project administration.
- **Administrative Support Team:** Assistance with financial, personnel and other non-technical areas will come from the administrative support team.



Project Management

Technical Support

Administrative Support

In addition to the core technical support, additional functional areas that are essential to Woodard & Curran's management approach for the City include financial management, capital planning, construction coordination, customer service, communications, and information management. These areas are relevant to the way in which we collaborate with City officials to keep you fully informed and in control of your water and wastewater utility.

Consistent with our philosophy, we manage all projects on principles of employee empowerment, teamwork, and partnering. As such, we operate with a streamlined management structure to ensure senior management involvement with the Project. With Woodard & Curran as your contract operator, the City will be assured of the highest level of commitment from our organization.

Organizational Chart

An organizational chart for the entire team is shown below followed by brief biographies, a staffing plan, and project management. Detailed staff resumes are in Appendix E - Resumes.



Project Management

Area Manager
Ryan Sullivan

Operations Leader
Paul Roux

Technical Support

Technical Support Coordination
Ryan Sullivan

Water Operations
Paul Roux

Wastewater Collection
James Reilly

Stormwater System
Zach Henderson

Environmental Compliance & Training
Michael Cherniak, CET

Health & Safety
Stephen Lindemann, CSP, SMS

Maintenance
Yosuan Marchante

SCADA & Instrumentation
Adam DeFranco

Computer Software
Alan Fabiano

Technology
Celina Bland

Cybersecurity & Physical Security
Mea Clift, CISSP, PMP, CRISC, CISA, CISM, MCSE
Joseph Parks

Engineering & Client Service
Chris Riat

Water Practice Leader
Rob Little, PE

Operator Backup
James Reilly

Maintenance Backup
Matthew Nelson

Grant Funding
Laura Tessier

Administrative Support

Business Controller
Brian Ravens

Project Administration
Kimberly Brierley

Human Resources
Linsay McAuliffe

Information Technology
Jeannie Dubois

Billing and Customer Service
3rd Party Partnership

Project Management Team

Woodard & Curran's project team is led by **Ryan Sullivan, Area Manager** and **Paul Roux, Operations Leader**. Ryan and Paul are owners in the firm, and they bring extensive experience in the contract operations business with water and wastewater facilities, water reuse systems, water distribution, wastewater collection, stormwater systems, and all the components that are present in the City's utility. They bring a thorough understanding of the regulations and requirements that affect your facilities. Ryan and Paul's roles are described on the following pages.



Ryan Sullivan | Area Manager

Ryan will be the direct supervisor to the on-site Project Manager and brings over 27 years of experience in utility management. With a project of this importance, Woodard & Curran is committed to assigning management oversight to a senior manager who will provide timely response to project issues. He will coordinate technical support and project management activities to ensure that the full capabilities of the firm are available when needed. Woodard & Curran is committed to allocating as much time as required to meet with our on-site staff and with owner representatives to ensure that all Woodard & Curran standards for O&M excellence are maintained and that the City's full expectations for performance, communications, technical support, and planning are exceeded.



Paul Roux | Operations Leader

Paul Roux oversees the contract operations business for the Eastern United States. Paul is also a certified water and wastewater treatment operator. He has over 26 years of experience managing and operating water and wastewater facilities. Paul will be available to the City, as needed. He will be personally involved in project management and has ultimate responsibility for Woodard & Curran to ensure operational success and total client satisfaction.

This Management Team brings to the City highly experienced and committed wastewater professionals to ensure that our mutual goals are met and exceeded.

Technical Support Team

Woodard & Curran maintains a dedicated technical support team that can be accessed by the Project Manager. These individuals will support the local project staff when needed. They are experienced professionals and are ready to dedicate as much time as necessary to ensure that the expectations of the City are met. Key members of this team and their roles are described on the following pages under technical support or administrative support. Many of these professionals will also play a key role on the project transition team described earlier.



Ryan Sullivan | Technical Support Coordination

As Area Manager, Ryan is the key person to work with the Woodard & Curran project staff to identify what resources are needed to meet our quality goals. He is familiar with the company's technical and administrative capabilities and will coordinate those resources to assist the project staff in meeting client expectations.



Paul Roux | Water Operations

In addition to his role as Operations Leader, Paul is also an expert in evaluating water system operations including modifying treatment processes and distribution protocols to optimize efficiency and reduce operating costs. He will work with the staff to review existing procedures to see if improvements can be made.



James Reilly | Wastewater Collection System & Operator Backup

Jim brings over 40 years of experience in a wide variety of responsibilities for water and wastewater facilities. Since 2016, he has been responsible for the operation, maintenance, and management for the Maple Shade Utilities (both water and wastewater) and serves as the operator-in-responsible charge for the wastewater treatment system and collections.

system and is the NJDEP certified Laboratory Manager for the facility. Jim has operated, managed, and led teams at other types of facilities throughout New Jersey. He has performed facility start-up, prepared O&M manuals, and written start-up reports. Jim holds a New Jersey S-4 Public Wastewater Operator License and C-3 Collection System Operator License and is a Certified Laboratory Manager.



Zach Henderson | Stormwater System

Zach is Woodard & Curran's stormwater practice leader with over 20 years of experience dedicated to the management of municipal stormwater and clean water programs. He focuses on planning, compliance, and stormwater asset management and works closely with several long-standing municipal clients on building better stormwater programs. Zach is an advocate for the clean water industry and currently sits on the National Municipal Stormwater Alliance Board of Directors and an active member of the Water Environment Federation's Stormwater Institute.



Mike Cherniak, CET | Environmental Compliance & Training

Mike has 44 years of experience as an environmental consultant for the municipal and industrial sectors, offering services related to water and wastewater management. He served as Senior Vice President of Technical Services for the O&M team and oversaw environmental compliance, laboratory QA/QC, training and development, and technical support programs for Woodard & Curran. Mike will work with the project staff to assess training needs and develop programs to enhance their professional capabilities. He will also review environmental compliance and support the staff in resolving any issues that might arise. Mike is semi-retired, serves as a consultant, and travels to projects to meet with staff and address any training needs or environmental issues.



Steve Lindemann, CSP, SMS | Health & Safety

Steve is Woodard & Curran's O&M Health & Safety Manager. His current responsibilities include providing technical guidance, assistance, and consultation to internal clients regarding regulatory and company compliance requirements pertaining to occupational safety and health. Steve works with the Health & Safety Director to conduct a health and safety gap analysis and create/merge safety programs when new company projects are won. He visits projects to perform safety audits, monitor progress in addressing any OSHA compliance issues, and provides safety training to local staff.



Yosuan Marchante | Maintenance

Yosuan is an O&M support technician for multiple projects in the Mid-Atlantic region bringing over 17 years of experience in maintenance and construction services. He is a New Jersey N-1 Licensed Industrial Treatment Plant Operator, has FAA drone pilot certification, is certified in thermal image/infrared evaluations, and holds a New Jersey Black Seal Low Pressure boilers license. Yosuan has worked in both water and wastewater systems and has experience in managing both large and small maintenance projects at complex facilities. He is an electrical & mechanical maintenance specialist with Woodard & Curran and is the point person for the maintenance management support programs.



Adam DeFranco | SCADA & Instrumentation

Adam has over 15 years of experience designing, programming, and implementing SCADA systems that comprise of PLCs, HMIs and OITs for municipal and industrial water and wastewater treatment facilities. He interfaces with clients to understand their processes and instrumentation and controls technology design requirements and develops solutions tailored to their application from conceptual design, through detailed engineering and start-up. His expertise includes new system implementation, modifying control systems for process improvements and optimization, system upgrades to current standards, developing automated reports, alarm notification, networking systems through various communications media, operator/staff training, developing O&M manuals, troubleshooting faulty systems, and continued field/emergency services to clients.



Alan Fabiano | Computer Software

Alan is Woodard & Curran's O&M Technology Manager supporting Hach WIMS and Job Call, doForms, Power BI, and asset management software. He implements and monitors progress using these software programs and provides training to the O&M staff where needed. Alan customizes those programs to meet the specific needs of each project including the integration of SCADA and GIS data. He travels to projects wherever he is needed.



Celina Bland | Technology Support

Celina has over 22 years of experience working in the wastewater industry with primary focus in the operations, maintenance, and management of wastewater treatment facilities. Her strengths are commitment, creative thought process analysis, technical abilities, and eagerness to learn. She will play a key role in the on-site implementation of the various technology programs along with customizing reports for the project staff to facilitate process evaluation and performance. Celina will ensure the implementation of the technology programs is completed, as well as providing ongoing training.



Mea Clift, CISSP, PMP, CRISC, CISA, CISM, MCSE, FAIR | Cybersecurity

Mea is a versatile cybersecurity professional with over 20 years of computer systems engineering, cybersecurity risk management, and project management experience in large-scale, high-value projects, initiatives, and contracts. She has thorough knowledge of security control frameworks, risk management frameworks, and auditing and compliance procedures. Mea has a keen interest in maturing client organizations by developing security postures to reduce vulnerabilities, identify threats, and enhance cyber defenses. With extensive project management experience around cyber initiatives, she can successfully manage simultaneous projects with evolving priorities and aggressive timelines.



Joseph Parks | Cybersecurity & Physical Security

Joseph has over 14 years of experience protecting critical infrastructure as well as proprietary and intellectual property against outside and inside cyber threats in the military, public, private, and international sectors. He leads the cyber and physical security efforts for Woodard & Curran's operations & management group nationwide.



Chris Riat | Engineering and Client Service

Chris has over 30 years of management experience and over 15 years of managing complex water and wastewater systems in northern New Jersey. He has worked on all aspects of water resources that provides him with a unique ability to lead large complex multi-disciplinary projects. Chris leads Woodard & Curran's client relationship efforts in New Jersey and Pennsylvania. His experience includes asset management, infrastructure delivery, business technology transformation and change management for water and wastewater utilities. Additionally, Chris has a long-standing professional relationship with the City of Orange Township and a robust understanding of the City's overall needs.



Rob Little, PE | Water Practice Leader

Rob has over 28 years of experience with the evaluation, planning, design, and construction of water works facilities. He has worked on a wide variety of projects ranging from hydraulic modeling, distribution system analysis and infrastructure planning to water treatment facility, pumping station, storage tank, and water main design. He is experienced in evaluating water treatment, pumping, and storage facilities and has a thorough knowledge of current and known future drinking water regulations. Rob is the Leader of Woodard & Curran's water practice and is a senior technical expert in hydraulics, pumping, treatment, and storage.



Matthew Nelson | Maintenance Backup

Matt has utilized his background in automotive mechanics and his training as a New Jersey N-1 Industrial Wastewater Treatment Operator to become a valuable addition to operations. He will support the project team on special projects and assist Yosuan during the transition phase. In this capacity, Matt will ensure that all maintenance tasks are properly recorded in the project's computerized maintenance management system.



Laura Tessier | Grant Funding

Laura has over 35 years of municipal and environmental planning experience in both the public and private sectors, specializing in federal, state, and local legislative and regulatory affairs, water resources program and plan development, project management, and program administration. She identifies and works to secure funding for infrastructure, community, and economic development projects in collaboration with federal, state, and municipal government staff. Laura is a member of the American Planning Association (APA), the Association of Floodplain Managers, the Ecological Society of America, and the Society of Wetland Scientists.

Administrative Support Team

To keep focused on the business of operating and maintaining the facility, project managers also need support with non-technical functions such as those outlined below. This team will ensure that personnel, financial and other issues get handled professionally.



Brian Ravens | Business Controller

Brian is the SBU Controller for the Operations & Management business unit at Woodard & Curran. In this role, he serves as a strategic financial partner to the O&M SBU Leader, managing reporting and budgeting functions, including the development of monthly financial statements, financial forecasts, and annual budget files. Brian works in collaboration with the CFO to ensure the accuracy and integrity of financial information in support of overall business objectives. Since 1997, his experience includes work as an analyst and accountant with a demonstrated expertise in financial modeling around projects and the preparation and analysis of reports that summarize and forecast financial position. In addition, he has been a key contributor to the implementation and efficient operation of payroll processing systems, utility billing systems, and essential benefit reporting.



Kim Brierley | Project Administration

Kim has over 25 years of experience in contract and administrative management in long-term, multi-assignment contracts. Her responsibilities include cost/schedule tracking and analysis, budget preparation, subcontractor invoice management, variance analyses, project set-up, project transitions, and project financial reporting. Additionally, she provides training and education to project staff on a wide variety of financial issues including cost reporting and analysis. Through her oversight and monitoring of each contract's scope and budget, she provides the review and coordination necessary to promote the highest level of efficiency and communication. Kim travels to projects when needed, especially during the project startup when it is critical to ensure the financial systems are set up so that vendors are identified and paid in a timely manner.



Linsay McAuliffe | Human Resources

Linsay is a Talent Management Partner assisting plant staff and management with a wide range of personnel issues such as benefits, recruiting, personnel relations, and payroll. She also supports the team with management training on non-technical topics. Linsay will play a key role in the transition of the existing employees to become part of the Woodard & Curran team. Linsay will evaluate existing employee benefits, compare them to Woodard & Curran's program, and make recommendations on any wage adjustments needed to compensate for differences.



Jeannie Dubois | Information Technology Support

Jeannie has over 15 years of experience in Information Technology. She will be available to assist in developing communication links that enable City officials to have direct access to the plant operation and maintenance programs. Jeannie leads the Information Systems team in their support of O&M projects to ensure that all managers can access the firm's network and resources. Jeannie travels to projects when needed and will have a hands on role in transitioning the City's operations to Woodard & Curran.

Partnering with Local Subcontractors

To ensure a smooth transition of project responsibility to Woodard & Curran with no disruption of service to the City customers, we will utilize the existing vendors and subcontractors to continue to provide services to the utility. Once we have achieved a stable operation, we will evaluate each vendor and subcontractor based on Woodard & Curran's standard of practice. Vendors will be evaluated on cost-effective service. Subcontractors will need to meet the criteria established in our Project Quality Assurance standards policy. Although there may not be any changes to existing vendors or subcontractors, a thorough review will confirm those choices. Woodard & Curran will meet with critical vendors and subcontractors that currently provide services for/to emergency generators, SCADA, online instrumentation, meters, valves, piping & fittings, rolling stock, health & safety supplies, treatment chemicals, certified laboratory analysis, process control laboratory equipment, mechanical pump maintenance, electrical maintenance of all types, odor control systems, etc. This list is not meant to be all inclusive but rather provides the City the level of detail Woodard & Curran will provide in evaluating current subcontractors to ensure they are providing cost effective service.

Resources Availability

Project Team Available to Support the City

Woodard & Curran has developed a team of O&M Specialists that travel to projects to support the on-site staff with skills and licenses that result in improved performance and ensure that client needs are met. **Appendix F - O&M Specialist Skills Matrix** provides a comprehensive listing of Woodard & Curran personnel that are not attached to a project but travel to all our sites to support local staff when needed.

In addition to the O&M Specialists skills noted in the matrix, we have over 35 professionals (water and wastewater licensed operators and registered professional engineers) that are within driving distance of the City that would be available to support this project.

This section outlines our price for the operation and maintenance of the City's Water, Wastewater, Stormwater Utility, and Meter Reading and Billing. Woodard & Curran's cost to operate the Water Treatment Plant, Distribution System, Wastewater Collection System, and Stormwater Facilities reflects our understanding of the City utility. It includes the day-to-day operation and maintenance of these facilities consistent with the existing New Jersey Permits, USEPA drinking water standards, and industry standards.

As described more completely in our Proposal, Woodard & Curran's price includes all labor and project expenses associated with the management of the utility facilities, excluding those costs paid by the City of Orange Township.

1. Annual Fee

The attached description of costs provides the basis for Woodard & Curran's Annual Fee for the First Year of any Agreement.

System Operations: Woodard & Curran's goal is to provide professional management of the City's utility system that will result in cost-effective service to the residents and commercial establishments. As detailed in **Section 4** we have provided our approach to the operation and maintenance of your utility. The following comments provide more detailed information included in the various cost **categories**.

System Management and Staffing: Wages reflect the salaries of the Project Manager, one Licensed Operator of Direct Responsible Charge, three field technicians, and one Administrative Assistant directly involved in the operation and maintenance of the utility. This category also includes technical support provided by Woodard & Curran employees from other locations. As presented in the Technical Proposal this budget is based on six (6) full-time employees permanently assigned to the project. Overtime covers scheduled work on holidays and for vacation coverage as well as call-ins for alarms or other work above and beyond the normal schedule. The person on-call will receive pager pay. We have also included additional management and technical oversight that has been built into our base budget to assist the Project Manager. The personnel services line item includes Woodard & Curran's fringe benefits which include insurance for medical and dental coverage, holiday, sick leave, vacation pay, education assistance, and 401K retirement plans.

Training: Includes costs for on-site staff to attend job appropriate training for registration, travel, and lodging. It also covers professional development for the Project Manager to attend company sponsored management training courses.

Safety: Includes PPE, safety shoes, and charges for Pure Safety internet-based training.

Computer Software: As noted in **Section 3**, we will install Hach WIMS, Cartegraph, and doForms software to manage the data and maintenance activities. This category includes software license fees as well as cell phone data charges. It also includes cybersecurity software to protect utility data and communications.

Testing and Lab Analysis: Includes lab chemicals and expendable supplies for process control testing of the drinking water treatment facility, distribution chlorine monitoring, wastewater, and stormwater discharges. It does not include outside lab costs for certified laboratories. Those costs are covered in the Utility account.

Vehicles: We will provide four new vehicles for the staff to conduct operation and maintenance activities. This category includes amortization of the vehicle purchase, registration, insurance, and taxes.

Office: Includes miscellaneous supplies, computer supplies, postage and freight costs, and maintenance of the onsite trailer.

Miscellaneous Expenses: Includes dues and subscriptions for the employees, technical support expenses for off-site individuals when visiting the project, and uniforms for the employees. Transition costs to assume transfer of responsibility to Woodard & Curran. The Transition costs are incurred during the first six months and amortized over the life of the contract.

Overhead/Profit: Woodard & Curran's overhead costs cover allocated costs for human resources, finance and accounting, legal services, amortization of debt, information technology, insurance and bonds, and executive charges. Profit covers the risk and incentive for each project to ensure proper execution.

2. Utility Account

The following costs will be charged to the Utility Account annual allowance and do not require pre-approval. Where appropriate, multiple competitive bids will be obtained to ensure cost effective expenditures of City funds. All expenditures will be passed through to the city without markup.

Electricity: This line item includes power for the water system and associated building utilizing the Public Service Enterprise Group (PSEG) schedules currently in effect.

Chemicals: The water treatment plant uses liquid sodium hypochlorite for disinfection of drinking water before pumping to the distribution system. Small amounts are used in the laboratory for process testing and distribution testing for chlorine residual to ensure the safety of finished water.

Laboratory Analysis: In addition to process testing in the lab, certified laboratory subcontractors are used to perform special tests not done in-house. These include permit testing for wastewater and testing for stormwater discharges.

Gasoline: Covers the cost of purchasing fuel for the vehicles provided by Woodard & Curran.

3. Maintenance, Repair, and Replacement Account

The Maintenance, Repair, and Replacement Account (MMRA) allowance is critical to the long-term success of the utility. Maintaining all components of the infrastructure not only ensures the viability of the City's investment but it also is the most cost-effective way to minimize costs to the customers. The account provides an opportunity to proactively ensure that preventive maintenance is performed as opposed to emergency expenditures that are much more costly. We understand that the City's need to require prior authorization to maintain confidence in the work that is done, and Woodard & Curran will make sure that work performed under the MMRA is accomplished with competent subcontractor that are procured competitively.

As standard practice, Woodard & Curran follows a Contractor Management Policy to pre-qualify contractors for each maintenance specialty that addresses experience, insurance, safety procedures, and compliance with local and state regulations. Because a contractor's work can potentially affect Woodard & Curran employees, clients or property, we are committed to hiring contractors who take safety and the environment seriously as we do. Once a contractor is pre-qualified, they are then invited to submit bids for the work to be performed. This pre-qualification procedure is also used to establish contractors that provide emergency services, e.g. sewer blockages. We are confident that the city will come to appreciate the procedures Woodard & Curran uses to ensure that monies spent in the MRRRA are in the best interest of your customers and are consistent with the City's purchasing procedures.

Maintenance and Repair Expenses: Includes costs for materials and supplies for the water distribution system including pipe, valves, fire hydrants, and corporation cocks, lubricants, parts, and piping necessary for the proper implementation of the preventive, and corrective maintenance program for the water treatment facility, water distribution system, wastewater collection system, and stormwater system. All maintenance costs under Maintenance and Repair are used in the day-to-day activities of the facilities. These costs are for materials and supplies under \$2,000.

Reporting: We will prepare a report each month detailing how the MRRRA funds were used and the results of those expenditures. Annually we will prepare a report that summarizes the monthly reports with significant accomplishments and the total MRRRA funds used. If that total is less the amount invoiced, the unused funds will be returned to the City. Expenditures that exceed the MRRRA allowance shall be reimbursed by the City.

4. Meter Reading and Billing

Woodard & Curran will provide billing of water usage to the residential, commercial, and industrial customers in the city. We will subcontract the preparation and mailing of the bills, receiving payment, transferring the money to the City account each day following the mailing of bills, providing options for payment, internet access to individual accounts, and issuing late notices and delinquent accounts. We have included the cost of water billing and customer service from a proposal submitted by MuniBilling. Their proposal includes technology offerings that will meet all the required services identified in the RFP plus the latest customer information options via the internet. If selected to provide customer billing, MuniBilling will need an opportunity to meet with the City to ensure that their software is compatible with the City-maintained software provided by Edmunds GovTech.

Woodard & Curran, we will utilize the Administrative Assistant to provide local customer service and interact with the billing provider. One of the existing Field Technicians would read the meters and submit that information to the billing company. MuniBilling generates thousands of bills per month and has a complete menu of billing and payment options with the necessary security and verification processes in place there should be no issues for them to assume this contract. Their proposed services are summarized below.

Billing and Payment Processing

- Import electronic meter readings obtained by Woodard & Curran's meter reader.
- Calculate the consumption for each user and determine the amount due.
- Add any special billing, surcharge or override amounts requested by the City.
- Generate a Billing register for City review.

- Prepare bills and mail.
- Download and post all online and Automated Clearing House (ACH) payments processed.
- Check the Post Office lock Box daily following the mailing of bills.
- Process payments received each day, retain an image of the checks and stubs.
- Deposit payments into the City's bank account each day using the secured Check 21 process.

We are confident that given the need for quarterly billing and meter reading, MuniBilling will meet the City's expectations.

Attached on the following page is the Bid form with cost data included.

Bid Form

1. Annual Fee

- a. Total Yearly Lump Sum: \$ 1,353,438
- b. Equal Monthly Installment: \$ 112,786 per month

2. Utility Account

- a. Total Yearly Allowance: \$144,000.00
- b. Equal Monthly Installment: \$12,000.00 per month

3. Maintenance, Repair and Replacement Account

- a. Total Yearly Allowance: \$960,000.00
- b. Equal Monthly Installment: \$80,000.00 per month

4. Meter Reading and Billing

- a. Total Yearly Lump Sum: \$ 630,000
- b. Equal Monthly Installment: \$ 52,500 per month

5. Additional Compensation

- a. If Contractor incurs additional costs as the result of Uncontrollable Circumstances including emergencies and those costs are Substantiated Costs, Contractor is entitled to additional compensation under this Agreement except as specified below. That compensation shall be based upon the following formulas:
- b. 1.10 times all direct, non-contractor labor costs, including outside services, supplies, meals, transportation, equipment rentals, and materials,
- c. 2.15 times the base wages of OC employees who are not assigned to the Facilities on a full time basis plus the difference between any overtime wages actually paid to those employees minus their base wage rate times 1.15,
- d. The OC, at its own expense, will pay for all wages, including overtime, of its on-site employees routinely assigned to the Project that are the result of a failure to meet water quality standards.

Alternative Pricing Proposal

Woodard & Curran recommends that the City consider an alternative approach to contracting for the water, wastewater, and stormwater services requested in the RFP. We recommend consideration of a cost-plus fixed fee (CPFF) contract that would pay for the same services but with greater transparency because the actual costs are shared with the City. This approach provides the City with the flexibility to request additional services that present themselves during the year without having to deal with change orders or amendments to the contract. It also provides a simple way to deal with emergencies as they might occur. In turn, as the risk is reduced to Woodard & Curran for unknown costs and liabilities, we can reduce the profit margin we would normally require.

A CPFF contract provides monthly cost data for all labor and expenses so that the City and Woodard & Curran are confident that decisions being made are in the best interest of the utility system customers. Under the proposed contract, we will be providing the same water, wastewater, stormwater and billing/customer service but the terms will be collaborative and transparent. Woodard & Curran's costs, overhead, and profit are shared so that there are no unknowns. A proposed annual budget is negotiated each year, and the City will receive details of the costs incurred, summary of projects, recommendations, and planned activities for the upcoming months, as well as year to date expenditures. The City is then invoiced for one twelfth of the agreed total budget. At year's end, actual costs are reconciled with the budgeted costs and savings are shared with the City on a negotiated basis. On the other hand, if expenditures exceed the budgeted totals, the added costs will be shared on the same negotiated basis. Each year, we will meet with the City to establish a budget for the next fiscal year based on actual expenditures incurred.

When presented with either the lump sum or CPFF contracts, many of our clients prefer the CPFF structure due to the transparency, flexibility, and potential cost savings that are inherent in this structure. Woodard & Curran will accept a negotiated lump sum contract if the City chooses, however, we will still request the opportunity to discuss a CPFF contract in more detail.

Attached at the end of this Section is the Bid Form for a CPFF contract. You will note that the Annual Fee is less due to reduced overhead and profit.

This page intentionally left blank for double-sided printing purposes.

Bid Form

1. Annual Fee

- a. Total Yearly Lump Sum: \$ 1,271,870
- b. Equal Monthly Installment: \$ 105,989 per month

2. Utility Account

- a. Total Yearly Allowance: \$144,000.00
- b. Equal Monthly Installment: \$12,000.00 per month

3. Maintenance, Repair and Replacement Account

- a. Total Yearly Allowance: \$960,000.00
- b. Equal Monthly Installment: \$80,000.00 per month

4. Meter Reading and Billing

- a. Total Yearly Lump Sum: \$ 630,000
- b. Equal Monthly Installment: \$ 52,500 per month

5. Additional Compensation

- a. If Contractor incurs additional costs as the result of Uncontrollable Circumstances including emergencies and those costs are Substantiated Costs, Contractor is entitled to additional compensation under this Agreement except as specified below. That compensation shall be based upon the following formulas:
- b. 1.08 times all direct, non-contractor labor costs, including outside services, supplies, meals, transportation, equipment rentals, and materials,
- c. 2.11 times the base wages of OC employees who are not assigned to the Facilities on a full time basis plus the difference between any overtime wages actually paid to those employees minus their base wage rate times 1.15,
- d. The OC, at its own expense, will pay for all wages, including overtime, of its on-site employees routinely assigned to the Project that are the result of a failure to meet water quality standards.

8 | Terms and Conditions

Woodard & Curran submits this proposal expressly conditioned upon the City's acceptance of the attached standard terms and conditions (Ts and Cs) used by Woodard & Curran and its clients with great mutual success, subject to reasonable negotiations. If selected, Woodard & Curran will work with the City to identify and execute any other attendant documents.

Included herein is our Ts and Cs.

This page intentionally left blank for double-sided printing purposes.



INDEPENDENT CONTRACTOR AGREEMENT

This Independent Contractor Agreement ("Agreement") is entered into as of _____ by and between _____ ("Contractor") and Woodard & Curran, Inc. ("W&C").

1. **Scope of Services.** W&C agrees to engage Contractor as an independent contractor to provide consulting and other services as described in Attachment 1 - Scope of Services (the "Contractor Services"), Contractor agrees to perform these services in a professional manner that is consistent with other professionals performing similar work in the geographic area at the time services are rendered.
2. **Prime Contract.** If Contractor Services are to be performed as part of a Prime Contract held by W&C, the Contractor shall conform with all requirements of the Prime Contract included in this Agreement as Attachment 3 (if applicable). Contractor agrees that payments to Contractor will be made by W&C only if, when and as payments are actually received by W&C from the other party to the Prime Contract for the specific services performed by Contractor.
3. **Term and Termination.** This Agreement becomes effective on the date that both parties sign it and will continue to be in effect until the Contractor Services have been performed or until terminated. Contractor's services may be terminated with or without cause effective two weeks from notice of termination from either party to the other. Upon termination for any reason, Contractor shall only be entitled to receive accrued but unpaid compensation and reimbursement provided below as of the date of termination for authorized services actually and properly performed as of that date and payment for noncancelable commitments incurred prior to the date of termination, subject to the further limitations of Section 2, if applicable.
4. **Compensation.** As full consideration for Contractor's services, and provided that Contractor performs all of its obligations in conformance with this Agreement, W&C shall pay and reimburse Contractor as provided in Attachment 2 - Compensation, subject to the further limitations of Section 2, if applicable. Contractor shall receive no other compensation or reimbursement of any nature from W&C under this Agreement. If any local, state, or federal license, excise or other taxes are imposed on any sums due Contractor or if Contractor is acting as a subcontractor for W&C and amounts payable to W&C are so taxed, W&C is authorized to withhold or deduct

such taxes applicable or proportionate to the sums otherwise due Contractor. Contractor shall submit invoices to _____ either: woodardcurran_invoicecapture@conkursolutions.com

or by mail to W&C's lockbox at the following address:

Woodard & Curran

Attn:

Accounts
Payable

41 Hutchins Drive
Portland, ME 04102

Invoices must include a description of work performed and a reference to the W&C purchase order number. Invoices shall be submitted promptly. Invoices submitted to the lock box will take longer to process.

5. Contractor's Responsibilities.

- (a) Work to be performed in accordance with Attachment 1 - Scope of Services.
- (b) Contractor will determine the method, details and means of performing its services and may, at its own expense, employ agents or employees, except as otherwise agreed to and set forth in this Agreement. W&C may request the Contractor to submit its methods and means of performing its services for review before work is performed. Contractor shall not have the power to enter into contracts on behalf of W&C, nor shall Contractor represent that it has such power.
- (c) Contractor accepts exclusive liability for payroll taxes, self-employment taxes and social security and other contributions that are based on the compensation paid to Contractor or to any agents or employees of Contractor. Contractor shall reimburse, indemnify and defend W&C for and against any such taxes or contributions that W&C may be compelled to pay. W&C shall not be liable for any expenses or costs relating to Contractor's agents or employees except as otherwise agreed in writing by W&C.
- (d) Contractor agrees to act in a manner that will not detrimentally affect the operation or reputation of W&C.

- (e) Contractor warrants that all services performed under this Agreement shall be performed by personnel who are qualified and whose recommendations, guidance and performance reflect professional knowledge, judgment, workmanship and performance in accordance with standards generally accepted and appropriate in the industry. All services and deliverables shall be wholly original with Contractor and shall not infringe on a copyright, patent or other rights of anyone else.
- (f) Contractor hereby assigns, sells, transfers, and conveys to W&C all of Contractor's existing and future right, title and interest in and to the work performed subject to Attachment 1 - Scope of Services.
- (g) Contractor agrees that all oral or written information, computer programs, data, know-how, research, processes, designs, ideas, techniques, client lists, needs, or specifications, financial statements and documents which have been or will be disclosed directly or indirectly to it by or on behalf of W&C shall be maintained in confidence by Contractor and shall not be disclosed to anyone, without W&C's prior express written consent, except to the extent such information is or becomes publicly available through no act or omission of Contractor.
- (h) To the extent that W&C does not otherwise specifically request delivery of records or results, Contractor agrees to retain all records and results of work performed under this Agreement for a period not less than three years from the date of completion of Contractor Services or for the period specified in the Prime Contract, if applicable.
- (i) Contractor shall comply with all federal, state and local laws, codes, rules, and regulations and shall obtain all applicable licenses and permits for the conduct of its business and the performance of Contractor Services.

6. **Insurance.** Contractor shall maintain the following types and minimum limits of insurance coverage:

- (a) Employer's liability insurance policy in the amount of \$1,000,000 and worker's compensation insurance in accordance with statutory limits for Contractor's employees and agents, if any. Contractor shall indemnify and defend W&C against any and all claims, liabilities and damages arising out of any

injury, disability or death of any of Contractor's employees or agents;

- (b) A comprehensive automobile liability insurance policy in the amount of \$1,000,000 per accident covering Contractor and Contractor 's employees or agents during the term of this Agreement;
- (c) Comprehensive general liability insurance coverage of not less than \$1,000,000 per occurrence and \$2,000,000 in the aggregate for bodily injury, property damage, personal injury, products liability and contractual liability. This policy shall contain an endorsement stating that it shall be primary and non-contributory;
- (d) Professional liability coverage with a minimum coverage limit of \$1,000,000 for each claim with an annual aggregate of at least \$2,000,000 (**if applicable**);
- (e) Cyber liability coverage with a minimum coverage limit of \$1,000,000 for each claim and in the aggregate (**if applicable**); and
- (f) Pollution liability coverage with a minimum coverage limit of \$1,000,000 for each claim with an annual aggregate of at least \$2,000,000.

Contractor shall provide W&C with evidence of such insurance coverage and shall name W&C and the Owner as additional insured on the Comprehensive General Liability, automobile insurance, and Umbrella or Excess Liability policies (where applicable) prior to commencement of services under this Agreement. Each insurer providing coverage hereunder shall waive its rights to subrogate claims against W&C.

7. **Independent Contractor Status.** Contractor is under the control of W&C as to the result of the services only, and not as to the means by which such result is accomplished. Contractor agrees that it is an independent contractor and that:

- (a) W&C IS NOT PROVIDING CONTRACTOR OR ITS AGENTS OR EMPLOYEES ANY MEDICAL, LIFE, OR DISABILITY INSURANCE COVERAGE OR ANY PUBLIC, PROFESSIONAL, PRODUCT, OR OTHER LIABILITY INSURANCE TO COVER RISKS, IF ANY, TO CONTRACTOR. CONTRACTOR IS EXCLUDED FROM THE BENEFITS OF STATE WORKERS COMPENSATION INSURANCE AND STATE UNEMPLOYMENT AND DISABILITY INSURANCE BENEFITS.

- (b) W&C shall not make deductions from Contractor's compensation for federal or state income tax withholding, Federal Insurance Contribution Act, state disability funds, or Federal Unemployment Tax Act, unless required to do so by applicable law.
- (c) Contractor is not an employee of W&C and is EXCLUDED from the benefits of W&C's policies for its employees, including, but not limited to, overtime, minimum wage, accrued vacation, sick days, holiday, and other benefits of state and federal labor laws.
- (d) Contractor and its employees shall follow applicable health and safety precautions which meet federal, state, and local regulations. W&C will not implement or be responsible for the health and safety requirements of Contractor. W&C's observation of the work of Contractor on the project site shall not relieve Contractor of its responsibility for performing its work in accordance with applicable plans, specifications, and health and safety requirements.
8. **Outside Activities.** During the term of this Agreement, Contractor shall not knowingly accept employment or engage in any consulting or other services which creates a conflict of interest with Contractor Services or with the Prime Contract, if applicable, or in any way compromises the Contractor Services to be performed under this Agreement. So long as Contractor complies with the provisions of this Agreement, Contractor is free to offer its services to any other person. This Agreement shall not create an exclusive contractual relationship between Contractor and W&C.
9. **Cooperation After Notice of Termination of Agreement.** Following termination of this Agreement, Contractor shall cooperate with W&C to wind up its work and transfer pending work to other persons designated by W&C. Upon any termination of its Agreement, Contractor shall immediately deliver to W&C all of W&C's property and copies of all documentation (in written, printed, disk, and/or other form and including all applicable source and object codes) prepared by Contractor under this Agreement, whether or not previously delivered.
10. **Assignment.** The rights and obligations of W&C under this Agreement shall inure to the benefit of and shall be binding upon the successors and assigns of W&C. The rights and obligations of Contractor are personal in nature and may not be assigned without W&C's prior written consent. Contractor shall not employ any other consultants or subcontractors for services related to this Agreement, unless such consultants or independent contractors have executed an agreement under which they are bound by the terms of this Agreement.
11. **Indemnification.** Contractor shall indemnify, defend, and hold harmless W&C and its agents and affiliates against all claims, demands, actions, liabilities, losses, damages, costs, attorneys' fees, and other expenses arising out of any act or omission by Contractor or Contractor's agents or affiliates. This paragraph (11) and each other obligation of Contractor under this agreement shall survive any termination of this Agreement.
12. **Delays/Force Majeure.** Except as specifically set forth in this Agreement, neither party shall hold the other responsible or liable for damages or delays in performance caused by acts of God, interruptions in the availability of labor, or other events beyond the control of the other party, or that could not have been reasonably foreseen or prevented. For this purpose, such acts or events shall include unusually severe weather affecting performance of services, floods, epidemics, war, riots, strikes, lockouts, or other industrial disturbances, protest demonstrations, unanticipated project site conditions, and inability, with reasonable diligence, to supply personnel, equipment, or material to the project. Should such acts or events occur, both parties shall use their best efforts to overcome the difficulties arising and to resume as soon as reasonably possible the normal pursuit of the Scope of Services. Delays within the scope of this provision which cumulatively exceed thirty (30) days in any six (6) month period shall, at the option of either party, make this Agreement subject to termination or to renegotiation.
13. **Dispute Resolution. Step Negotiations.** The parties shall attempt in good faith to resolve all disputes ("Controversy") promptly by negotiation, as follows. Any party may give the other party written notice of any Controversy not resolved in the normal course of business. Managers of both parties at levels at least one level above the project personnel involved in the Controversy shall meet at a mutually acceptable time and place within five days after delivery of such notice, and thereafter as often as they reasonably deem necessary, to exchange relevant information and to attempt to resolve the Controversy. If the matter has not been resolved within thirty days from the referral of the Controversy to the managers, or if no meeting has taken place within ten days after such referral, either party may initiate mediation as provided hereinafter. All negotiations pursuant to this clause are confidential and shall be treated as compromise and settlement negotiations purposes of the Federal Rules of Evidence and state Rules of Evidence.

Mediation. In the event that any Controversy arising out of or relating to this Agreement is not resolved in accordance with the procedures provided herein, such Controversy shall be submitted to mediation with a mutually agreed upon mediator. The mediation shall be filed at the regional office of the agreed upon mediator closest to the Project site. The mediation shall take place at W&C's office unless otherwise agreed to by the parties. If the mediation process has not resolved the Controversy within thirty days of the submission of the matter to mediation, or such longer period as the parties may agree to, the mediation process shall cease. All mediation documents and discussions pursuant to this clause are confidential and shall be treated as compromise and settlement negotiations for purposes of the Federal Rules of Evidence and state Rules of Evidence. Nothing herein shall limit the rights and remedies that the parties may have under this Agreement or under other legal and equitable proceedings.

14. **Notices.** All notices authorized or required between the parties, or required by any of the provisions herein, shall be given in writing and shall be sent by certified mail, return receipt requested, and deposited with an accepted postal service, postage prepaid, and addressed to the intended party at the address set forth below. Notices sent in this manner shall be deemed given seven business days after mailed. Notices may also be given by personal delivery, sent via a regionally recognized overnight carrier (i.e. FedEx, UPS), or sent by facsimile, and shall be deemed given when delivered (if by personal delivery or overnight courier) or when faxed.

15. **Notice to Federal Contractors.** The conditions of this Independent Contractor Agreement incorporate by reference the clauses stated below. W&C is a federal contractor committed to affirmative action for minorities, females, individuals with disabilities, and protected veterans and W&C requests that Contractor take appropriate action regarding its employment practices. The Contractor shall comply with these clauses, and will include the provisions of this Article 15 in every subcontract and purchase order so that such provisions will be binding upon each subcontractor and supplier:

- (a) The Equal Opportunity Clause of 41 C.F.R. 60-1.4 (requiring Affirmative Action for Minorities/Females), the Reporting Requirements Clause of 41 CFR 61-300.10 (requiring the filing of the VETS-4212 Form), and the Employee Notice Clause of Appendix A to Subpart A of 29 CFR 471 (about Employee Rights to Organize and Bargain Collectively with Their Employers);

- (b) **This contractor and subcontractor shall abide by the requirements of 41 CFR 60-300.5(a). This regulation prohibits discrimination against qualified protected veterans, and requires affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified protected veterans; and**

- (c) **This contractor and subcontractor shall abide by the requirements of 41 CFR 60-741.5(a). This regulation prohibits discrimination against qualified individuals on the basis of disability, and requires affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified individuals with disabilities.**

16. **General Provisions.**

- (a) This Agreement shall be governed and construed in accordance with the laws of the State of Maine.

- (b) The prevailing party in any lawsuit, appeal, bankruptcy or other legal proceeding relating to this Agreement or its appendices shall be entitled to recover from the non-prevailing party all reasonable attorneys' fees, costs and expenses incurred by the prevailing party, and in all efforts to collect any recovery by the prevailing party. Any action to enforce or interpret this Agreement shall be commenced or maintained only in the judicial or administrative tribunal in the jurisdiction of the State of Maine, and each party waives any venue, convenient forum, removal, jurisdiction, or other rights to the contrary.

- (c) Section headings in this Agreement are included herein for convenience of reference only, and shall not constitute a part of the Agreement or for any other purpose.

- (d) W&C and Contractor respectively, bind themselves, their partners, successors, assigns and legal representatives to the other party to this Agreement and to the partners, successors, assigns and legal representatives of such party with respect to all covenants of this Agreement. Neither the W&C nor Contractor shall assign, sublet or transfer any interest in this Agreement without the written consent of the other.

- (e) This Agreement represents the entire and integrated Agreement between the W&C and Contractor, and



supersedes all prior negotiations, representations or agreements, either written or oral, and may be amended only by written instruments signed by both W&C and Contractor.

- (f) If any provision of this Agreement is held invalid or unenforceable by any court of final jurisdiction, it is the intent of the parties that all other provisions of this Agreement be construed to remain fully valid, enforceable and binding on the parties.

(Signatures on next page)



IN WITNESS WHEREOF, the parties have executed this Agreement on the date set forth above:

CONTRACTOR:

WOODARD & CURRAN, INC:

By: _____

Name: _____

Title: _____

Address: _____

Telephone: _____

Taxpayer I.D. Number: _____

By: _____

Name: _____

Title: _____

Address: 41 Hutchins Drive
Portland, Maine 04102

Telephone: (207) 774-2112



ATTACHMENT 1 - SCOPE OF SERVICES
to Independent Contractor Agreement Between
_____ ("Contractor") and
Woodard & Curran, Inc. ("W&C")
dated as of _____, 20__

Description of Contractor Services:

See Attached

Contractor Key Personnel:

N/A

Schedule of Deliverables:

To be determined

*** THE PARTIES AGREE THAT ANY INCONSISTENT, ADDITIONAL OR DIFFERENT TERMS, INCLUDING, BUT NOT LIMITED TO, TERMS CONTAINED IN ANY OF CONTRACTORS' VERBAL OR WRITTEN OFFERS, PROPOSALS, QUOTATIONS, INVOICES, ORDER ACKNOWLEDGMENTS, WARRANTY PROVISIONS, AND IN ANY OTHER STATEMENTS PROVIDED BY CONTRACTOR ARE NOT APPLICABLE AND ARE EXPRESSLY NOT INCLUDED IN THIS AGREEMENT.***



ATTACHMENT 2 - COMPENSATION
to Independent Contractor Agreement Between
_____ ("Contractor") and
Woodard & Curran, Inc. ("W&C")
dated as of _____, 20__

A. W&C shall pay Contractor a flat sum of \$ _____ for all services and expenses incurred in completing Contractor Services.



ATTACHMENT 3 - PRIME CONTRACT
to Independent Contractor Agreement Between
_____ ("Contractor") and
Woodard & Curran, Inc. ("W&C")
dated as of _____, 20__

Prime Contract Description:

Attach copy of Prime Contract, **if applicable**.

9 | Required Forms

The following required forms and supplemental materials are included herein:

- Checklist
- Exhibit A: Mandatory Equal Employment Opportunity
- Affirmative Action Regulations
 - » Affirmative Action Policy Statement
 - » AA302 Form: Employee Information Report
- Americans with Disabilities Act of 1990
- Exhibit B: Business Registration Certificate
 - » New Jersey Business Registration Certificate
 - » New Jersey Certificate of Authorization
 - » Certificate of Good Standing
- Certification of Non-Involvement in Prohibited Activities in Russia or Belarus
- Disclosure of Investment Activities in Iran
- Statement of Ownership Disclosure
- Experience & Qualifications Questionnaire
- Non-Collusion Affidavit
- Insurance and Indemnification Certificate¹

¹ Woodard & Curran has provided a sample insurance certificate and upon selection, an original certificate will be provided. Woodard & Curran will indemnify and hold harmless the City from all claims, suits or action, and damages or costs of every name and description to which the City may be subjected or put by reason of injury to the person or property of another, or the property of the City, including attorney's fees and costs relating to the defense of such claims, resulting from negligent acts or omissions on the part of Woodard & Curran and its the bidder, the bidder's agents, servants or subcontractors in the delivery of materials and supplies, or in the performance of the work under this agreement. The City will be named "Additionally Insured" on the contractor's commercial general liability and automobile insurance policies.


This page intentionally left blank for double-sided printing purposes.

Required With Bid If "X"	DOCUMENTATION REQUIRED OR REVIEWED	Read, Signed & Submitted Bidder's Initial
	Bid Guarantee (Bid Bond or Certified/Cashier's Check) (with POA for full amount of Bid Bond)	
	Acknowledgement of Receipt of Addenda (To be Completed if Addenda are Issued)	
X	Statement of Ownership Disclosure Form	RS
X	Required Evidence EEO/Affirmative Action Regulations	RS
X	Business Registration Certificate – Bidder and all Sub Contractors (Prior to Contract Award)	RS
X	Non-Collusion Affidavit	RS
X	Experience and Qualifications	RS
X	Insurance and Indemnification Certificate	RS
X	Disclosure of Investment Activities in Iran Form	RS
X	Disclosure of Investment Activities in Russia Form	RS
X	Americans With Disability Act of 1990 Language	RS

This checklist is provided for bidder's use in assuring compliance with required documentation; however, it does not include all specifications requirements and does not relieve the bidder of the need to read and comply with the specifications.

Bidder Name: Woodard & Curran, Inc. Date: May 19, 2023

Authorized Representative: Ryan Sullivan

Signature: 

Print Name & Title: Ryan Sullivan, Vice President | Area Manager

EXHIBIT A

MANDATORY EQUAL EMPLOYMENT OPPORTUNITY LANGUAGE

N.J.S.A. 10:5-31 et seq. (P.L. 1975, C. 127)

N.J.A.C. 17:27

GOODS, PROFESSIONAL SERVICE AND GENERAL SERVICE CONTRACTS

During the performance of this contract, the contractor agrees as follows:

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Except with respect to affectional or sexual orientation and gender identity or expression, the contractor will ensure that equal employment opportunity is afforded to such applicants in recruitment and Employment, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Such equal employment opportunity shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this nondiscrimination clause.

The contractor or subcontractor, where applicable will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex.

The contractor or subcontractor will send to each labor union, with which it has a collective bargaining agreement, a notice, to be provided by the agency contracting officer, advising the labor union of the contractor's commitments under this chapter and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with any regulations promulgated by the Treasurer pursuant to N.J.S.A. 10:5-31 et seq., as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to make good faith efforts to meet targeted county employment goals established in accordance with N.J.A.C. 17:27-5.2.

The contractor or subcontractor agrees to inform in writing its appropriate recruitment agencies including, but not limited to, employment agencies, placement bureaus, colleges, universities, and labor unions, that it does not discriminate on the basis of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions. In conforming with the targeted employment goals, the contractor or subcontractor agrees to review

all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor shall submit to the public agency, after notification of award but prior to execution of a goods and services contract, one of the following three documents:

Letter of Federal Affirmative Action Plan Approval

Certificate of Employee Information Report

Employee Information Report Form AA302 (electronically provided by the Division and distributed to the public agency through the Division's website at www.state.nj.us/treasury/contract_compliance)

The contractor and its subcontractors shall furnish such reports or other documents to the Division of Public Contracts Equal Employment Opportunity Compliance as may be requested by the office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Division of Public Contracts Equal Employment Opportunity Compliance for conducting a compliance investigation pursuant to **Subchapter 10 of the Administrative Code at N.J.A.C. 17:27.**

Vendor Signature:  _____

Date: May 15, 2023

Tel No: 800.426.4262

REQUIRED EVIDENCE

AFFIRMATIVE ACTION REGULATIONS
P.L. 1975, C. 127 (N.J.A.C. 17:27-3.2)

Before being awarded a contract, bidders are required to comply with the requirements of P.L. 1975, C.127, (N.J.A.C. 17:27-3.2). Within seven (7) days after receipt of the notification of intent to award the contract or receipt of the contract, whichever is sooner, the contractor should present one of the following to the Contact Person:

1. A photocopy of a valid letter from the U.S. Department of Labor that the contractor has an existing federally-approved or sanctioned Affirmative Action Plan (good for one year from the date of the letter);
OR
2. A photocopy of approved Certificate of Employee Information Report issued in accordance with N.J.A.C. 17:24-4;
OR
3. An initial Employee Information Report (Form AA302) provided by the Affirmative Action Office and completed by the bidder in accordance with N.J.A.C.17:27-4;
OR
4. All successful construction contractors must submit within three days of the signing of the contract an Initial Project Workforce Report (AA201) for any contract award that meets or exceeds the Public Agency bidding threshold (available upon request) in accordance with N.J.A.C.17:27-7.

NO FIRM MAY BE ISSUED A CONTRACT UNLESS IT COMPLIES WITH THE AFFIRMATIVE ACTION REGULATIONS OF P.L. 1975, C.127.

The following questions must be answered by all bidders:

1. Do you have a federally-approved or sanctioned Affirmative Action Program?

Yes _____ No X

If yes, please submit a copy of such approval

2. Do you have a Certificate of Employee Information Report Approval?

Yes _____ No X

If yes, please submit a copy of such certificate

The undersigned contractor certifies that he is aware of the commitment to comply with the requirements of P.L. 1975, C.127 and agrees to furnish the required documentation pursuant to the law.

Company: Woodard & Curran, Inc.

Signature: 

Title: Vice President of Human Resources

POLICY STATEMENT



On behalf of Woodard & Curran, this is a statement of intention to make all reasonable efforts to live up to its Equal Opportunity policy and Affirmative Action Plan. The Plan has been prepared to accurately reflect the company's current status, its actions to date, and its intentions for the future. The CEO has expressed support for the Affirmative Action policy and has assigned overall responsibility for fulfillment of the Equal Employment Opportunity policy and Affirmative Action Plan to the VP of Human Resources, who will periodically conduct analyses of all personnel actions to ensure that the company is living up to its stated intention.

The management of the company is responsible for the ongoing monitoring of all personnel actions in their respective areas of supervision and carries out the intentions of the Equal Opportunity policy and Affirmative Action Plan to the fullest extent possible.

Employment practices at the company are non-discriminatory and are based upon factors that are job-related. Factors listed below or any other classification protected by federal, state, or local laws, regulations, or ordinances are not job-related:

- Race, including hair texture, hair type, and protective hairstyles such as braids, locks, and twists
- Ancestry
- Religion or religious creed (including religious dress and grooming practices)
- Color
- Age (40 and over)
- Sex
- Gender
- Affectional or sexual orientation
- Gender identity or expression
- Height or Weight
- Political affiliation or belief
- Genetic information
- National origin (including language use restrictions)
- Citizenship status
- Marital status
- Domestic partner status
- Medical condition (including cancer and genetic characteristics)
- Physical or mental disability (including HIV and AIDS)
- Military or veteran status
- Pregnancy
- Childbirth
- Breastfeeding and related medical conditions
- Denial of Family and Medical Care leave
- Reproductive health decision making, including, but not limited to, the decision to use or access a particular drug, device, or medical service by the employee or their dependent(s)

The Affirmative Action Plan is designed to report and monitor all related procedures including, but not limited to:

1. Recruiting, hiring, training, and promoting applicants and employees in all job classifications without discrimination;



2. Basing decisions on employment to further the principle of equal employment opportunity;
3. Ensuring that promotion decisions are in accord with principles of equal employment opportunity by imposing only valid requirements for promotional opportunities; and
4. Ensuring that all other personnel actions, such as compensation, benefits, transfers, layoffs, return from layoffs, company-sponsored training, education, tuition assistance, social and recreational programs, are administered without discrimination.

Woodard & Curran promises not to retaliate against any person who files a complaint concerning Equal Opportunity or Affirmative Action and will ensure that no one harasses, intimidates, threatens, coerces, or discriminates against any individual exercising rights under this policy.

The Persons with Disabilities and Veterans Affirmative Action Plan is available for inspection in the Human Resources Department during normal business hours. Please contact Human Resources for further information.

A handwritten signature in blue ink that reads "Alyson Watson".

Alyson Watson
Chief Executive Officer

A handwritten signature in blue ink that reads "Kathleen Welter".

Kathleen Welter
Vice President of Human Resources

STATE OF NEW JERSEY
Division of Purchase & Property
Contract Compliance Audit Unit
EEO Monitoring Program

EMPLOYEE INFORMATION REPORT

IMPORTANT-READ INSTRUCTIONS CAREFULLY BEFORE COMPLETING FORM. FAILURE TO PROPERLY COMPLETE THE ENTIRE FORM AND TO SUBMIT THE REQUIRED \$150.00 FEE MAY DELAY ISSUANCE OF YOUR CERTIFICATE. DO NOT SUBMIT EEO-1 REPORT FOR SECTION B, ITEM 11. For Instructions on completing the form, go to: https://www.state.nj.us/treasury/contract_compliance/documents/pdf/forms/aa302ins.pdf

SECTION A - COMPANY IDENTIFICATION

1. FID. NO OR SOCIAL SECURITY 01-0363222	2. TYPE OF BUSINESS <input type="checkbox"/> 1. MFG <input checked="" type="checkbox"/> 2. SERVICE <input type="checkbox"/> 3. WHOLESALE <input type="checkbox"/> 4. RETAIL <input type="checkbox"/> 5. OTHER	3. TOTAL NO. EMPLOYEES IN THE ENTIRE COMPANY 1271		
4. COMPANY NAME Woodard & Curran, Inc.				
5. STREET 41 Hutchins Drive	CITY Portland	COUNTY Cumberland	STATE ME	ZIP CODE 04102
6. NAME OF PARENT OR AFFILIATED COMPANY (IF NONE, SO INDICATE) None.				
7. CHECK ONE IS THE COMPANY: <input type="checkbox"/> SINGLE-ESTABLISHMENT EMPLOYER <input checked="" type="checkbox"/> MULTI-ESTABLISHMENT EMPLOYER				
8. IF MULTI-ESTABLISHMENT EMPLOYER, STATE THE NUMBER OF ESTABLISHMENTS IN NJ 2				
9. TOTAL NUMBER OF EMPLOYEES AT ESTABLISHMENT WHICH HAS BEEN AWARDED THE CONTRACT 17				
10. PUBLIC AGENCY AWARDED CONTRACT				
CITY COUNTY STATE ZIP CODE Camden County Camden Camden NJ 08102				
Official Use Only				
DATE RECEIVED	INAUG. DATE	ASSIGNED CERTIFICATION NUMBER		

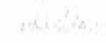
SECTION B - EMPLOYMENT DATA

11. Report all permanent, temporary and part-time employees ON YOUR OWN PAYROLL. Enter the appropriate figures on all lines and in all columns. Where there are no employees in a particular category, enter a zero. Include ALL employees, not just those in minority non-minority categories, in columns 1, 2, & 3. **DO NOT SUBMIT AN EEO-1 REPORT.**

JOB CATEGORIES	ALL EMPLOYEES			PERMANENT MINORITY/NON-MINORITY EMPLOYEE BREAKDOWN									
	COL 1 TOTAL (Cols. 2 & 3)	COL. 2 MALE	COL. 3 FEMALE	***** MALE *****					***** FEMALE *****				
				BLACK	HISPANIC	AMER. INDIAN	ASIAN	NON MIN.	BLACK	HISPANIC	AMER. INDIAN	ASIAN	NON MIN.
Officials/ Managers	7	7	0	0	0	0	0	7	0	0	0	0	0
Professionals	9	8	1	1	0	0	2	5	0	0	0	0	1
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales Workers	0	0	0	0	0	0	0	0	0	0	0	0	0
Office & Clerical	1	0	1	0	0	0	0	0	0	0	0	0	1
Craftworkers (Skilled)	0	0	0	0	0	0	0	0	0	0	0	0	0
Operatives (Semi-skilled)	0	0	0	0	0	0	0	0	0	0	0	0	0
Laborers (Unskilled)	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Workers	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	17	15	2	1	0	0	2	12	0	0	0	0	2
Total employment From previous Report (if any)	16	14	2	1	0	0	2	11	0	0	0	0	2
Temporary & Part-Time Employees	The data below shall NOT be included in the figures for the appropriate categories above.												
	0	0	0	0	0	0	0	0	0	0	0	0	0

12. HOW WAS INFORMATION AS TO RACE OR ETHNIC GROUP IN SECTION B OBTAINED: <input type="checkbox"/> 1. Visual Survey <input checked="" type="checkbox"/> 2. Employment Record <input type="checkbox"/> 3. Other (Specify)	14. IS THIS THE FIRST Employee Information Report Submitted? 1 YES <input type="checkbox"/> 2 NO <input checked="" type="checkbox"/>	15. IF NO DATE LAST REPORT SUBMITTED MO DAY YEAR 02 8 2023
13. DATES OF PAYROLL PERIOD USED From: 4/29/23 To: 5/12/23		

SECTION C - SIGNATURE AND IDENTIFICATION

16. NAME OF PERSON COMPLETING FORM (Print or Type) Rachel Gilbert	SIGNATURE 	TITLE DEI Manager	DATE MO DAY YEAR 05 15 2023		
17. ADDRESS NO & STREET 40 Shattuck Road	CITY Andover	COUNTY Essex	STATE MA	ZIP CODE 01910	PHONE (AREA CODE NO. EXTENSION) 978 - 482 - 7902

**AMERICANS WITH DISABILITIES ACT OF 1990
Equal Opportunity for Individuals with Disability**

The contractor and the City of Orange (hereafter "owner") do hereby agree that the provisions of Title 11 of the Americans With Disabilities Act of 1990 (the "Act") (42 U.S.C. 5121 01 et seq.), which prohibits discrimination on the basis of disability by public entities in all services, programs, and activities provided or made available by public entities, and the rules and regulations promulgated pursuant there unto, are made part of this contract. In providing any aid, benefit, or service on behalf of the owner pursuant to this contract, the contractor agrees that the performances shall be in strict compliance with the Act. In the event that the contractor, its agents, servants, employees, or subcontractors violates or are alleged to have violated the Act during the performance of this contract, the contractor shall defend the owner in any action or administrative proceeding commenced pursuant to this Act. *unless the alleged violation was caused by the Owner or the conditions of the Owner's premises.* The contractor shall indemnify, protect, and save harmless the owner, its agents, servants, and employees from and against any and all suits, claims, losses, demands, or damages, of whatever kind or nature arising out of or claimed to arise out of the alleged violation. The contractor shall, at its own expense, appear, defend, and pay any and all charges for legal services and any and all costs and other expenses arising from such action or administrative proceeding or incurred in connection therewith. In any and all complaints brought pursuant to the owner's grievance procedure, the contractor. *after being provided with notice and the opportunity be heard,* agrees to abide by any decision of the owner which is rendered pursuant to said grievance procedure. *unless caused by the Owner or the conditions of the Owner's premises.* If any action or administrative proceeding results in an award of damages against the owner, or if the owner incurs any expenses to cure a violation of the ADA which has been brought pursuant to its grievance procedure, the contractor shall satisfy and discharge the same at its own expense *unless caused by the Owner or the conditions of the Owner's premises.*

The owner shall, as soon as practicable after a claim has been made against it, give written notice thereof to the contractor along with full and complete particulars of the claim. If any action or administrative proceeding is brought against the owner or any of its agents, servants and employees *as a result of Contractor's failure to comply with the Act,* the owner shall expeditiously forward or have forwarded to the contractor every demand, complaint, notice summons, pleading, or other process received by the owner or its representatives.

It is expressly agreed and understood that any approval by the owner of the services provided by the contractor pursuant to this contract will not relieve the contractor of the obligation to comply with the Act and to defend, indemnify, protect, and save harmless the owner pursuant to this paragraph:

It is further agreed and understood that the owner assumes no obligation to indemnify or save harmless the contractor, its agents, servants, employees and subcontractors for any claim which may arise out of their performance of this Agreement *unless caused by the Owner or the conditions of the Owner's premises.* Furthermore, the contractor expressly understands and agrees that the provisions of this indemnification shall in no-way limit the contractor's obligations assumed in this Agreement, nor shall they be construed to relieve the contractor from any liability nor preclude the owner from taking any other actions available to it under any other provisions of the Agreement or otherwise at law.

Representative Name & Title (Print) Kathleen Welter, Vice President of Human Resources

Representative's Signature 

Name of Company: Woodard & Curran, Inc.

Telephone No.: 800.426.4262

EXHIBIT B

BUSINESS REGISTRATION CERTIFICATE (BRC)

CERTIFICATE OF REGISTRATION (P.L. 1999, C.238)

To: PROSPECTIVE BIDDERS

Re: NEW JERSEY BUSINESS REGISTRATION CERTIFICATE

I. Pursuant to P.L. 1999, c.238, et al., specifically, P.L. 2003, c.91, N.J.S.A. 34:11-56.51, all Bidders are required to be registered by the New Jersey Department of Labor at the time bids are received by the Project Owner pursuant to the Public Works Contractor Registration Act. *

II. No bidder shall list a subcontractor in a Bid Proposal for the contract unless the subcontractor is registered pursuant to P.L. 1999, c. 238 at the time of bid is made.

III. No contractor or subcontractor shall engage in the performance of any public work subject to the contract, unless the contractor or subcontractor is registered pursuant to the Act.

IV. Each contractor shall, after the bid is made and prior to the award of the contract, submit to the Project Owner the certificates of registration for the bidder and all subcontractors listed in the Bid Proposal.

*Any bidder who is not registered pursuant to the Act at the time bids are received shall be automatically disqualified and the bid shall be rejected.

08/13/09

AUG 27 REC'D

Taxpayer Identification# 010-363-222/000

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. Fruscione
Director
New Jersey Division of Revenue

STATE OF NEW JERSEY
BUSINESS REGISTRATION CERTIFICATE

DEPARTMENT OF TREASURY/
DIVISION OF REVENUE
PO BOX 282
TRENTON, NJ 08646-0282

TAXPAYER NAME:
WOODARD & CURRAN, INC.

TRADE NAME:

ADDRESS:
41 HUTCHINS DR
PORTLAND ME 04106-1331
EFFECTIVE DATE:

SEQUENCE NUMBER:

ISSUANCE DATE:

06/25/91

447348
08/13/09



NEW JERSEY DIVISION OF CONSUMER AFFAIRS

Carl Fa
Acting Director
Read More

License Information

Accurate as of October 13, 2022 9:51 AM

[Return to Search Results](#)

Name: WOODARD & CURRAN, INC

Address: Portland,ME

Profession/License Type: Engineers & Land Surveyors,Certificate of Authorization

License No: 24GA27931300

License Status: Active

Status Change Reason: License Issuance

Issue Date: 6/25/2002

Expiration Date: 8/31/2024

NO Board Actions. For more information contact the New Jersey State Board of Professional Engineers and Land Surveyors (973)504-4

Documents

No Public Documents

Division

- [Division Home](#)
- [Consumer Protection](#)
- [Licensing Boards](#)
- [File a Complaint](#)
- [Adoptions & Rule](#)
- [Proposals](#)
- [Internship](#)
- [Opportunities](#)

Department

- [OAG Home](#)
- [Contact OAG](#)
- [FAQ OAG](#)
- [OAG News](#)
- [Services A to Z](#)
- [Employment](#)

State

- [NJ Home](#)
- [Services A-Z](#)
- [Departments/Agencies](#)
- [FAQs](#)

Legal

- [Legal Statement](#)
- [Privacy Notice](#)
- [Accessibility](#)
- [Statement](#)

RSS

Sign up for New Jersey Division of Consumer Affairs RSS feeds. Select information you are interested in with your email address and you will receive the updates you want. For more information about RSS feeds.

**STATE OF NEW JERSEY
DEPARTMENT OF THE TREASURY
DIVISION OF REVENUE AND ENTERPRISE SERVICES
SHORT FORM STANDING**

WOODARD & CURRAN, INC.
0100472904

I, the Treasurer of the State of New Jersey, do hereby certify that the above-named Maine Foreign For-Profit Corporation was registered by this office on January 13, 1991.

As of the date of this certificate, said business continues as an active business in good standing in the State of New Jersey, and its Annual Reports are current.

I further certify that the registered agent and office are:

COGENCY GLOBAL INC
14 SCENIC DRIVE
DAYTON, NJ 08810



IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal at Trenton, this 19th day of March, 2021

A handwritten signature in cursive script, appearing to read 'Elizabeth Maher Muoio'.

*Elizabeth Maher Muoio
State Treasurer*

Certificate Number : 6116923856

Verify this certificate online at

https://www1.state.nj.us/TYTR_StandingCert/JSP/Verify_Cert.jsp



**CERTIFICATION OF NON-INVOLVEMENT IN PROHIBITED ACTIVITIES
IN RUSSIA OR BELARUS PURSUANT TO P.L.2022, c.3**

OPERATION AND MANAGEMENT OF A WATER SUPPLY TREATMENT,
TRANSMISSION AND DISTRIBUTION SYSTEM, WASTEWATER
COLLECTION SYSTEM AND STORMWATER SYSTEM

CONTRACT / BID SOLICITATION TITLE

CONTRACT / BID SOLICITATION No.

- -

CHECK THE APPROPRIATE BOX

I, the undersigned, am authorized by the person or entity seeking to enter into or renew the contract identified above, to certify that the Vendor/Bidder is not engaged in prohibited activities in Russia or Belarus as such term is defined in P.L.2022, c.3, section 1.e, except as permitted by federal law.

I understand that if this statement is willfully false, I may be subject to penalty, as set forth in P.L.2022, c.3, section 1.d.

I, the undersigned am unable to certify above because the person or entity seeking to enter into or renew the contract identified above, or one of its parents, subsidiaries, or affiliates may have engaged in prohibited activities in Russia or Belarus. A detailed, accurate and precise description of the activities is provided below.

Failure to provide such description will result in the Quote being rendered as non-responsive, and the Department/Division will not be permitted to contract with such person or entity, and if a Quote is accepted or contract is entered into without delivery of the certification, appropriate penalties, fines and/or sanctions will be assessed as provided by law.

Description of Prohibited Activity

If you certify that the bidder is engaged in activities prohibited by P.L. 2022, c. 3, the bidder shall have 90 days to cease engaging in any prohibited activities and on or before the 90th day after this certification, shall provide an updated certification. If the bidder does not provide the updated certification or at that time cannot certify on behalf of the entity that it is not engaged in prohibited activities, the State shall not award the business entity any contracts, renew any contracts, and shall be required to terminate any contract(s) the business entity holds with the State that were issued on or after the effective date of P.L. 2022, c. 3.

Signature of Vendor's Authorized Representative

May 18, 2023

Date

Brian Bzdawka, Executive Vice President

Print Name and Title of Vendor's Authorized Representative

Woodard & Curran, Inc.

Vendor Name

800.426.4262

Vendor Phone Number

210 S. Florida Avenue, Suit 220

Vendor Address (Street Address)

No Fax Number

Vendor Fax Number

Lakeland, Florida 33801

Vendor Address (City/State/Zip Code)

bbzdawka@woodardcurran.com

Vendor Email Address for Authorized Representative

Precluded Entities List <https://www.nj.gov/treasury/administration/pdf/RussiaBelarusEntityList.pdf>

¹ Engaged in prohibited activities in Russia or Belarus" means (1) companies in which the Government of Russia or Belarus has any direct equity share; (2) having any business operations commencing after the effective date of this act that involve contracts with or the provision of goods or services to the Government of Russia or Belarus; (3) being headquartered in Russia or having its principal place of business in Russia or Belarus, or (4) supporting, assisting or facilitating the Government of Russia or Belarus in their campaigns to invade the sovereign country of Ukraine, either through in-kind support or for profit.

CITY OF ORANGE TOWNSHIP
Disclosure of Investment Activities in Iran

Bidder Name: Woodard & Curran, Inc.

Part 1: Certification

BIDDERS ARE TO COMPLETE PART 1 BY CHECKING **EITHER BOX.**

Pursuant to Public Law 2021, c. 4, any person or entity that submits a bid or proposal or otherwise proposes to enter into or renew a contract must complete the certification below to attest, under penalty of perjury, that neither the person or entity, nor any of its parents, subsidiaries, or affiliates, is identified on the Department of Treasury's Chapter 25 list as a person or entity engaging in investment activities in Iran. The Chapter 25 list is found on the Division's website at www.state.nj.us/treasury/purchase/pdf/Chapter25List.pdf. Bidders must review this list prior to completing the below certification. Failure to complete the certification may render a bidder's proposal non-responsive. If the Director finds a person or entity to be in violation of law, s/he shall take action as may be appropriate and provided by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and seeking debarment or suspension of the party.

CHECK THE APPROPRIATE BOX:

I certify, pursuant to Public Law 2021, c. 4, that neither the bidder listed above nor any of the bidder's parents, subsidiaries, or affiliates is listed on the N.J. Department of the Treasury's list of entities determined to be engaged in prohibited activities in Iran pursuant to P.L. 2021, c. 4 ("Chapter 25 List"). I further certify that I am the person listed above, or I am an officer or representative of the entity listed above and am authorized to make this certification on its behalf. I will skip Part 2 and sign and complete the Certification below.

OR

I am unable to certify as above because the bidder and/or one or more of its parents, subsidiaries, or affiliates is listed on the Department's Chapter 25 list. I will provide a detailed, accurate and precise description of the activities in Part 2 below sign and complete the Certification below. Failure to provide such will result in the proposal being rendered as nonresponsive and appropriate penalties, fines and/or sanctions will be assessed as provided by law.

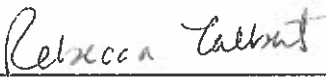
Part 2: Additional Information

PLEASE PROVIDE FURTHER INFORMATION RELATED TO INVESTMENT ACTIVITIES IN IRAN. You must provide a detailed, accurate and precise description of the activities of the bidding person/entity, or one of its parents, subsidiaries or affiliates, engaging in the investment activities in Iran on additional sheets provided by you.

Part 3: Certification

I, being duly sworn upon my oath, hereby represent and state that the foregoing information and any attachments there to the best of my knowledge are true and complete. I attest that I am authorized to execute this certification on behalf of the above-referenced person or entity. I acknowledge that the City is relying on the information contained herein and thereby acknowledge that I am under a continuing obligation from the date of this certification through the completion of any contracts with the City to notify the City in writing of any changes to the answers of information contained herein. I acknowledge that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification, and if I do so, I recognize that I am subject to criminal prosecution under the law and that it will also constitute a material breach of my agreement(s) with the City and that the City at its option may declare any contract(s) resulting from this certification void and unenforceable.

Full Name (Print): Rebecca Talbert Title: Corporate Secretary

Signature:  Date: May 16, 2023

STATEMENT OF OWNERSHIP DISCLOSURE
N.J.S.A. 52:25-24.2 (P.L. 1977, c.33, as amended by P.L. 2016, c.43)

This statement shall be completed, certified to, and included with all bid and proposal submissions. Failure to submit the required information is cause for automatic rejection of the bid or proposal.

Name of Organization: Woodard & Curran, Inc.

Organization Address: 50 Millstone Road, Building 400, Suite 201, East Windsor, New Jersey 08520

Part I Check the box that represents the type of business organization:

- Sole Proprietorship (skip Parts II and III, execute certification in Part IV)
- Non-Profit Corporation (skip Parts II and III, execute certification in Part IV)
- For-Profit Corporation (any type) Limited Liability Company (LLC)
- Partnership Limited Partnership Limited Liability Partnership (LLP)
- Other (be specific): _____

Part II

- The list below contains the names and addresses of all stockholders in the corporation who own 10 percent or more of its stock, of any class, or of all individual partners in the partnership who own a 10 percent or greater interest therein, or of all members in the limited liability company who own a 10 percent or greater interest therein, as the case may be. (**COMPLETE THE LIST BELOW IN THIS SECTION**)

OR

- No one stockholder in the corporation owns 10 percent or more of its stock, of any class, or no individual partner in the partnership owns a 10 percent or greater interest therein, or no member in the limited liability company owns a 10 percent or greater interest therein, as the case may be. (**SKIP TO PART IV**)

(Please attach additional sheets if more space is needed)

Name of Individual or Business Entity	Address

Part III DISCLOSURE OF 10% OR GREATER OWNERSHIP IN THE STOCKHOLDERS, PARTNERS OR LLC MEMBERS LISTED IN PART II

If a bidder has a direct or indirect parent entity which is publicly traded, and any person holds a 10 percent or greater beneficial interest in the publicly traded parent entity as of the last annual federal Security and Exchange Commission (SEC) or foreign equivalent filing, ownership disclosure can be met by providing links to the website(s) containing the last annual filing(s) with the federal Securities and Exchange Commission (or foreign equivalent) that contain the name and address of each person holding a 10% or greater beneficial interest in the publicly traded parent entity, along with the relevant page numbers of the filing(s) that contain the information on each such person.

Attach additional sheets if more space is needed.

Website (URL) containing the last annual SEC (or foreign equivalent) filing	Page #'s

Please list the names and addresses of each stockholder, partner or member owning a 10 percent or greater interest in any corresponding corporation, partnership and/or limited liability company (LLC) listed in Part II other than for any publicly traded parent entities referenced above. The disclosure shall be continued until names and addresses of every noncorporate stockholder, and individual partner, and member exceeding the 10 percent ownership criteria established pursuant to N.J.S.A. 52:25-24.2 has been listed. Attach additional sheets if more space is needed.

Stockholder/Partner/Member and Corresponding Entity Listed in Part II	Address

Part IV Certification

I, being duly sworn upon my oath, hereby represent that the foregoing information and any attachments thereto to the best of my knowledge are true and complete. I acknowledge: that I am authorized to execute this certification on behalf of the bidder/proposer; that the **City** is relying on the information contained herein and that I am under a continuing obligation from the date of this certification through the completion of any contracts with **City** to notify the **City** in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification, and if I do so, I am subject to criminal prosecution under the law and that it will constitute a material breach of my agreement(s) with the, permitting the **City** to declare any contract(s) resulting from this certification void and unenforceable.

Full Name (Print):	Rebecca Talbert	Title:	Corporate Secretary
Signature:	<i>Rebecca Talbert</i>	Date:	May 16, 2023

Experience & Qualifications Questionnaire

This questionnaire must be filled out and submitted as a part of the Proposal. Failure to complete this form or to provide any of the requested information will be grounds for the rejection of the bid proposal. If additional space is required, the respondent shall add additional sheets, which identify the question being answered.

Number of years in business under present name & address:

44

If less than 5 years, list previous names and address:

Within the last 5 years has the business or any officer/partner failed to complete a contract awarded to them? If yes, provide the details in on a separate page.

No.

Have any liens and lawsuits been filed against the company in the past 5 years? If yes, please provide details:

There have been no liens or lawsuits filed against the Company with respect to the provision of operations and maintenance services in the past 5 years. Tangential property damage and auto liability insurance claims are not interpreted to be responsive to the request and are therefore not included.

List similar services you are now providing for which you have signed contract, but not yet started work:

None.

List all major subcontractors to be used to complete the service and the area of their responsibility:

Experience & Qualifications Questionnaire

National Water Main: collection system and catch basin maintenance

Shauger or an equivalent contractor: below grade work and piping repairs

Customer Service and Billing contractor: firm TBD

Please provide at least 3 references below:

Name: Susan Danson Phone: 856.779.9610 x161

Address: 200 Stiles Avenue, Maple Shade, New Jersey 08052

Equipment/Service Provided: O&M of water treatment & distribution, wastewater collection & treatment

Contract Amount: \$40M (10 year contract)

Name: Sheila Sgarzi Phone: 508.322.3334

Address: 11 Lincoln Street, Suite 1, Plymouth, Massachusetts 02360

Equipment/Service Provided: O&M of wastewater treatment

Contract Amount: \$19M (5 year contract)

Name: T.J. Fish Phone: 352.429.2141 x2604

Address: 156 S. Lake Avenue, Groveland, Florida 34736

Equipment/Service Provided: O&M of water and wastewater treatment

Contract Amount: \$15M (5 year contract)

Name: Lew Steinbrecher Phone: 309.734.2141

Address: 100 E. Broadway, Monmouth, Illinois 61462

Equipment/Service Provided: O&M of water and wastewater treatment, and public works





Contract Amount: \$33M (10 year contract)

A | Facility Matrix



The following matrix is a list of plants Woodard & Curran currently operates

This page intentionally left blank for double-sided printing purposes.





Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Project Manager: Christopher Pritt 	Abingdon, VA Wolf Creek Water Reclamation Facility Wastewater Treatment, Collection System and Pump Stations, Industrial Pretreatment Program, Storm Water Prevention Pollution Plan for 8 sites Start Date: 2022 Renewals: 0	Mayana Rice Assistant Town Manager 133 West Main St. Abingdon, VA 24210 276.628.3167	4.95 MGD Population Served: 11,000	<ul style="list-style-type: none"> Primary Clarification Activated Sludge Secondary Clarification Filtration/UV Disinfection Discharge to Surface Water Anaerobic Digestion Centrifuge for Solids Dewatering 	6	16	117 Miles
Plant Manager: Bill Dickson 	Acton, MA Wastewater Treatment Facility Collection System & Pump Stations Start Date: 2001 Renewals: 6	Corey York Director of Public Works 14 Forest Road Acton, MA 01720 978.929.7740	0.299 MGD Population Served: 20,331	<ul style="list-style-type: none"> Sequential Batch Reactors UV Disinfection Advanced Secondary Treatment Groundwater Disposal 	11	2	5 Miles
Plant Manager: Jeff Fournier 	Ashland, MA Water Treatment Facility <ul style="list-style-type: none"> Distribution Compliance Sampling Regulatory Reporting Start Date: 2004 Renewals: 4	Michael Herbert Town Manager 101 Main Street Ashland, MA 01721 508.881.010	6.0 MGD Population Served: 16,593	<ul style="list-style-type: none"> Groundwater Upflow Clarification Ozonation Enhanced Coagulation Carbon Filtration Chloramination Lagoon Discharge 	5 Wells	3	N/A
Project Manager: Stephen Cushing 	Boston Water and Sewer Commission/Massachusetts Water Resources Authority Union Park Pump Station Detention and Treatment Facility Start Date: 2000 Renewals: 8	Patrick Greeley Systems Engineer BWSC 980 Harrison Avenue Boston, MA 02210 617.989.7284 Nathan Little, PE Program Manager MWRA 2 Griffin Way Chelsea, MA 02150 617.305.5846	310 MGD Remote Pump Stations: 1.3-6.5 MGD	<ul style="list-style-type: none"> CSO Chemical Treatment Pumping Stations Water - 1 Wastewater - 4 Stormwater - 4 Air Permit Compliance Carbon Odor Control 	10	9	N/A






Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Project Manager: Dan Held 	Carlinville, IL Department of Public Works Start Date: 2017 Renewals: 1	Mayor Sarah Oswald 550 N. Broad Street Carlinville, IL 62626 217.854.5053	Population Served: 6,053	<ul style="list-style-type: none"> • Management of engineering services and right of way authority • Downtown beautification, and landscaping, and maintenance of public grounds 	N/A	6	41.6 Miles of Roadway
Project Manager: Dan Held	Carlinville, IL Wastewater Treatment, Collection System and Pump Stations Start Date: 2017 Renewals: 1	Mayor Sarah Oswald 550 N. Broad Street Carlinville, IL 62626 217.854.5053	3.75 MGD Population Served: 6,053	<ul style="list-style-type: none"> • Activated Sludge • Oxidation Ditch • Clarification • Post Aeration • Chlorine Disinfection • CSO 	7	2	21.5 Miles
Project Manager: Dan Held	Carlinville, IL Water Treatment Facilities <ul style="list-style-type: none"> • Distribution Compliance Sampling • Distribution System • Meter Reading Testing and Replacement • Customer Service and Billing Start Date: 2017 Renewals: 1	Mayor Sarah Oswald 550 N. Broad Street Carlinville, IL 62626 217.854.5053	1.8 MGD Population Served: 6,053	<ul style="list-style-type: none"> • Upflow Claricones (2) • Filtration • Chlorine Disinfection • 2 Surface Retention Ponds • 6,000 Residents • 3,000 Meters 	N/A	4	102.3 Miles 2 Water Towers 1 GST
Project Manager: Dorien McElroy 	Cashmere, WA Publicly Owned Treatment Works Water & Wastewater Treatment, Collection System and Pump Stations Start Date: 2022 Renewals: Current Term	Mayor Jim Fletcher 101 Woodring Avenue Cashmere, WA 509.782.3513 509.860.8560 (c)	1.23 MGD Population Served: 3,000	<ul style="list-style-type: none"> • Modified Bardenpho • Activated Sludge • Enhance Biological Phosphorus Removal • Ultraviolet Disinfection 	4	5	20 Miles Collection System



Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Project Manager: Dorien McElroy 	Cashmere, WA Water Treatment Facility <ul style="list-style-type: none"> Distribution System, Pump Stations and 1,120 Meters Start Date: 2022 Renewals: Current Term	Mayor Jim Fletcher 101 Woodring Avenue Cashmere, WA 509.782.3513 509.860.8560 (c)	3.46 MGD Population Served: 3,000	<ul style="list-style-type: none"> Slow Sand Filtration Disinfection 	2	5	2 Storage Tanks 20 Miles Collection System
Project Manager: Jonathan Loja 	Cohasset, MA Water Treatment Facility <ul style="list-style-type: none"> SW & GW Blended System Distribution Flushing & Valve Maintenance Compliance Sampling Watershed Management Start Date: 2012 Renewals: 4	John Steinmetz Chairman, Cohasset Water Commission 339 King Street Cohasset, MA 02025 781.383.0057	3.0 MGD 0.12 MGD Population Served: 7,222	<ul style="list-style-type: none"> Corrosion Control Residuals Management Conventional Treatment Meter Reading Hydrant Flushing Streamflow Management 	1 Booster Pump Station	7	38 Miles 430 Hydrants 750 Valves 2,700 Services 3,000 Meters 2 Storage Tanks
Plant Manager: Scott Papa 	Cohasset, MA Wastewater Treatment Facility <ul style="list-style-type: none"> Submersible Membrane, Collection System Start Date: 2019 Renewals: Current Term	William McGowan, Chair of Cohasset Sewer Commission Cohasset Town Hall 41 Highland Avenue Cohasset, MA 02025 781.383.4100 781.789.3370 (c)	0.45 MGD Population Served: 6,053	<ul style="list-style-type: none"> Activated Sludge Membrane (Zenon) Filtration UV Disinfection 	8	3	24 Miles Low Pressure 8 Miles Gravity
Plant Manager: Nick Tranghese 	Concord, MA Wastewater Treatment Facility Start Date: 1995 Renewals: 5	Alan Cathcart Director of Public Works Town of Concord 135 Keyes Road Concord, MA 01742 978.318.3206	1.2 MGD Population Served: 19,211	<ul style="list-style-type: none"> Advanced Secondary Treatment Trickling Filters Phosphorus Removal - CoMag Rotary Belt Thickeners UV Disinfection 	N/A	4	N/A





Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Project Manager: Ian Carter 	Delta Air Lines Technical Operations Center/ Industrial Wastewater Treatment Facility <ul style="list-style-type: none"> Hazardous Waste Management Start Date: 1999 Renewals: 4	Josh Smith Department 885 A-2 Bldg, 1st Floor Atlanta, GA 30354-1989 404.773.5673	0.8 MGD	<ul style="list-style-type: none"> Oily Waste Treatment Plating Wastewater Treatment Hazardous Waste Collection & Shipping Plate & Frame Presses 	N/A	11	N/A
Plant Manager: John Currier 	Derby Street Shops Wastewater Treatment Plant Start Date: 2020 Renewals: Current Term	Victoria Maquire WS Development Director of Development 100 Derby Street Hingham, MA 02043 617.646.3145	54,000 GPD	<ul style="list-style-type: none"> Chemical Addition RBC Clarifier Filtration Effluent Pumping to Leach Field 	2	1	Collection System with Grease Traps
Project Manager: Dave Fields 	Doe Run Brushy Creek Wastewater Treatment System Start Date: 2014 Renewals: 3	Kevin James, PE SEMO Environmental PO Box 500 Viburnum, MO 65566 573.538.4950	4,500 GPM	<ul style="list-style-type: none"> Chemical Addition CoMag for Metals Removal Clarifier Sludge Wasting Effluent Pumping 	2 Inflow 2 Effluent	5 (total) for all of the systems	N/A
Project Manager: Dave Fields 	Doe Run Buick Wastewater Treatment System Start Date: 2016 Renewals: 1	Kevin James, PE SEMO Environmental PO Box 500 Viburnum, MO 65566 573.538.4950	10,000 GPM	<ul style="list-style-type: none"> Chemical Addition CoMag for Metals Removal Clarifier Sludge Wasting 	2 Inflow		N/A
Project Manager: Dave Fields 	Doe Run Viburnum Wastewater Treatment System Start Date: 2016 Renewals: 1	Kevin James, PE SEMO Environmental PO Box 500 Viburnum, MO 65566 573.538.4950	12,000 GPM	<ul style="list-style-type: none"> Chemical Addition CoMag for Metals Removal Clarifier Sludge Wasting 	2 Inflow		N/A





Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Project Manager: Dave Fields	Doe Run Sweetwater Wastewater Treatment System Start Date: 2017 Renewals: 1	Kevin James, PE SEMO Environmental PO Box 500 Viburnum, MO 65566 573.538.4950	12,000 GPM	<ul style="list-style-type: none"> Chemical Addition CoMag for Metals Removal Clarifier Sludge Wasting 	2 Influent		N/A
Project Manager: Dave Fields	Doe Run West Fork Wastewater Treatment System Start Date: 2017 Renewals: 1	Kevin James, PE SEMO Environmental PO Box 500 Viburnum, MO 65566 573.538.4950	18,000 GPM	<ul style="list-style-type: none"> Chemical Addition CoMag for Metals Removal Clarifier Sludge Wasting 	2 Influent		N/A
Project Manager: Dave Fields	Doe Run Glover Wastewater Treatment System Start Date: 2021 Renewals: Current Term	Gen Sutton, SEMO Environmental PO Box 500 Viburnum, MO 65566 573.538.5107	250 GPM	<ul style="list-style-type: none"> Chemical Addition Clarifier Sludge Wasting Effluent Pumping 	1 Influent 2 Effluent		N/A
Project Manager: Derek Burton 	Elijay-Gilmer County Water Pollution Control Plant Wastewater Start Date: 2020 Renewals: Current Term	Gary McVey, Director Elijay-Gilmer County Water & Sewerage Authority 1023 Progress Rd.. Elijay, GA 30540 706.276.2202	4 MGD Population Served: 1,736	<ul style="list-style-type: none"> Vertical Loop Reactors Phosphorus Removal (Alum) Aeration Basins Secondary Clarifiers AquaDisk Filtration Chlorination/Dechlorination IPP/FOG 	N/A	5	N/A
Plant Manager: Jameson Glass 	Flowers Bakery Company Industrial Wastewater Start Date: 2018 Renewals: Current Term	Tony Hall, VP of Operations PO Box 495 1067 North Main Street Crossville, TN 38555 931.484.6101	86,000 GPD	<ul style="list-style-type: none"> Pre-Equalization - pH Control Primary DAF Aerobic Activated Sludge Final Clarification 	N/A	5	N/A





Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Project Manager: Cory Hulsman 	Groveland, FL Water Treatment Facilities <ul style="list-style-type: none"> • Distribution Flushing • Compliance Sampling • Meter Reading Start Date: 2019 Renewals: Current Term	T.J. Fish Transportations & Public Works Director 156 S. Lake Avenue Groveland, FL 34736 352.429.2141 x2604	0.60 MGD 1.44 MGD 4.99 MGD 1.152 MGD 1.296 MGD Population Served: 16,327	<ul style="list-style-type: none"> • 9 Production Wells • Chlorination • 7,364 Residential Water Meters 	8	100 Miles of Water Pipelines 5 Ground Storage Tanks	
Plant Manager: Cory Hulsman 	Groveland, FL Wastewater Treatment, Collection System and Lift Stations Start Date: 2019 Renewals: Current Term	T.J. Fish Transportations & Public Works Director 156 S. Lake Avenue Groveland, FL 34736 352.429.2141 x2604	(2) @ 1 MGD Population Served: 16,327	<ul style="list-style-type: none"> • Activated Sludge • Oxidation Ditch • Clarification • Post Aeration • Filtration & Chlorination • Reclaimed Water • RIBS • IPP/FOG 	54	10	30 Miles of Reclaimed Water Lines 35 Miles of Sanitary Force Main 50 Miles of Gravity Sewer Lines
Plant Manager: Mark Hegeman 	Heartland Coca Cola Bottling Company Industrial Pretreatment Start Date: 2018 Renewals: Current Term	Teneca Clark 14021 W 101st Street Lenexa, KS 66215 913.599.9193	0.120 MGD	<ul style="list-style-type: none"> • Flow Equalization • Upflow Anaerobic Reactor • Sequential Batch Reactor 	N/A	2.5	N/A
Plant Manager: Nicholas Bingham 	H-E-B Grocery San Antonio, TX Industrial Wastewater Start Date: 2017 Renewals: 1	Kimber Mabe Environmental Compliance Manager Environmental Affairs 4300 Industry Park Seasonal Warehouse 2nd Floor San Antonio, TX 78218 210.938.6504	1.05 MGD	<ul style="list-style-type: none"> • Anaerobic Digestion • Final Clarification – DAF • Biogas Flare • Centrifuge Sludge Dewatering • Boiler Steam • Odor Control 	3	5	N/A




Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Plant Manager: Amy Weck 	The Hershey Company Robinson, IL Start Date: 2017 Renewals: Current Term	Bonnie Coulter Technical Assurance Manager 1401 W. Main Street Robinson, IL 62454 812.228.9916	120,000 GPD	<ul style="list-style-type: none"> • Pre-Equalization • Anaerobic Digestion • Anaerobic Digestion - SBR • Post Equalization • Biogas Flare/Biogas Skid • Chemical Addition • Land Application/Sludge Transfer 	N/A	2	N/A
Plant Manager: Tim Ferguson 	Hillsboro, IL Water Treatment System Start Date: 2018 Renewals: Current Term	Don Downs Mayor 447 South Main Hillsboro, IL 62049 217.532.5566	2.5 MGD Population Served: 5,829	<ul style="list-style-type: none"> • Claricones (2) • Sand Filtration Units (4) • Disinfection, Chlorine • Coagulation (Alum) 	N/A	5	N/A
Plant Manager: Tim Ferguson	Hillsboro, IL Wastewater Treatment System Start Date: 2018 Renewals: Current Term	Don Downs Mayor 447 South Main Hillsboro, IL 62049 217.532.5566	1.04 MGD Population Served: 5,829	<ul style="list-style-type: none"> • Imhoff Clarifiers (3) • Trickling Filters (2) • Secondary Clarification • Tertiary Sand Filters • Disinfection • Excess Flow Lagoons 	23	2	N/A
Plant Manager: Kirk Boulterice 	Holland, MI Industrial Wastewater Start Date: 2022 Renewals: Current Term	Matt Rueffer Engineering & Maintenance 345 E 48th St. Holland, MI 49423 616.970.2622	200,000 GPD	<ul style="list-style-type: none"> • Pre-Equalization - pH Control • Primary Clarification - DAF • Aerobic Digestion - MBR • Final Clarification - DAF • Screw Press 	1	3	N/A
Plant Manager: Michael T. Sullivan 	Hull, MA Wastewater Treatment Facility, Collection System, and Pump Stations Start Date: 2015 Renewals: Current Term	Philip E. Lemnios Town Manager 253 Nantasket Avenue Hull, MA 02045 781.925.2000	3.07 MGD Population Served: 10,475	<ul style="list-style-type: none"> • Primary Treatment • Activated Sludge • Disinfection • Ocean Outfall • Liquid Sludge Disposal 	7 WW 1 SW	6	44 Miles Gravity 4 Miles Low Pressure 175 Grinder Pumps


Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Project Manager: Troy Kepley 	LaBelle, FL Water Treatment Plant Start Date: 2021 Renewals: Current	Mayor Julie Wilkins City of LaBelle 481 W. Hickpochee Avenue LaBelle, FL 33935 863.675.2872	1.5 MGD Population Served: 5,950	<ul style="list-style-type: none"> Reverse Osmosis Degasifier Chlorination Fluoridation Deep Well Injection 	4	4	N/A
Project Manager: Troy Kepley	LaBelle, FL Wastewater Treatment Plant Start Date: 2021 Renewals: Current Term	Mayor Julie Wilkins City of LaBelle 481 W. Hickpochee Avenue LaBelle, FL 33935 863.675.2872	1.125 MGD Population Served: 5,950	<ul style="list-style-type: none"> Sequential Batch Reactors Disinfection Ground Water recharge 200 acre RIB IPP/FOG 	23	4	N/A
Project Manager: Sam Stanley 	Lake County Water Authority Nutrient Reduction Facility Start Date: 2022 Renewals: Current Term	Steve Crawford Water Resource Director LCWA 27351 SR 19 Tavares, FL 32778 352.324.6141	300 CFS	<ul style="list-style-type: none"> Alum Addition Sludge Dewatering 	N/A	6	N/A
Plant Manager: Dan DiNicola 	Lawrence, MA Water Treatment Facility <ul style="list-style-type: none"> Distribution Compliance Sampling Regulatory Reporting Start Date: 2008 Renewals: 2	Milagros Puello, PE Water Commissioner City of Lawrence 200 Common Street Lawrence, MA 01840 978.620.3110	16 MGD Population Served: 89,143	<ul style="list-style-type: none"> Chlorine Dioxide Upflow Clarification Coagulation (Alum) GAC Filtration UV Disinfection 	4	7	N/A
Plant Manager: Richard Gould 	Linden Ponds, MA Wastewater Treatment Facility Start Date: 2008 Renewals: 10	John Amonte Senior Facilities Manager Linden Ponds 300 Linden Ponds Way Hingham, MA 02043 781.534.7251	306,000 GPD	<ul style="list-style-type: none"> Influent Pumping Primary Clarifier SBRs UV Disinfection Denitrification Filters Effluent Pumping Groundwater Discharge 	2	2	1 Mile





Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Plant Manager: Bill Greaux 	Lone Pine Landfill, NJ Groundwater Remediation and Landfill Gas Extraction Start Date: 1998 Renewals: 6	Joanne M. Walker, Esq. 1950 Butler Pike, PMB 236 Conshohocken, PA 19428 610.834.3847	0.216 MGD	<ul style="list-style-type: none"> Equalization Powder Activated Carbon/Activated Sludge Plate & Frame Press 	N/A	3	N/A
Plant Manager: Ben Patten 	Manchester-By-The-Sea, MA Water Treatment Facilities GW & SW Blended System <ul style="list-style-type: none"> Distribution Compliance Sampling Regulatory Reporting Start Date: 2000 Renewals: 6	Charles Dam, Public Works Director Town Hall 10 Central Street Manchester-By-The-Sea, MA 01944 978.526.1242	3.0 MGD 0.43 MGD 0.72 MGD Population Served: 5,136	<ul style="list-style-type: none"> Coagulation (Alum) Surface Water with Trivalent Upflow Absorption Lagoon Discharge Fluoridation Corrosion Control Groundwater Transfer Groundwater Treatment 	2	2	1 Elevated Storage Tank
Project Manager: Will Gray 	Maple Shade, NJ Wastewater Treatment Facility Collection System & Pump Stations <ul style="list-style-type: none"> Surface Discharge Water Reuse Start Date: 2010 Renewals: 1	Susan Danson Township Manager 200 Stiles Avenue Maple Shade, NJ 08052 856.779.9610	3.4 MGD Population Served: 18,528	<ul style="list-style-type: none"> Orbal Treatment System Belt Press for Biosolids Dewatering PS Odor Control and Flow Management Activated Sludge Reclaimed Water SW Discharge 	9	5	55 Miles Gravity 5 Miles Force Main




Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Project Manager: Andy Jackson	Monmouth, IL Wastewater Treatment, Collection System and Pump Stations Start Date: 2013 Renewals: Current Term	Lew Steinbrecher City Administrator 100 E. Broadway Monmouth, IL 61462 309.734.2141	10.23 MGD 4.62 MGD DAF Population Served 9,724	<ul style="list-style-type: none"> Activated Sludge Oxidation Ditch Chemical Phos Removal Clarification Post Aeration 	7	4	55 Miles
Project Manager: Andy Jackson	Monmouth, IL North Plant Industrial Pretreatment Start Date: 2013 Renewals: Current Term	Lew Steinbrecher City Administrator 100 E. Broadway Monmouth, IL 61462 309.734.2141	1.5 MGD 1.1 MGD DAF Population Served 9,724	<ul style="list-style-type: none"> Anaerobic Treatment Extended Aeration Activated Sludge Clarification Chemical Phos Removal Utilizing GEMS Technology 		2	
Project Manager: Andy Jackson	Monmouth, IL Water Treatment Facilities <ul style="list-style-type: none"> Distribution Compliance Sampling Meter Reading Testing and Replacement Customer Service & Billing Start Date: 2013 Renewals: Current Term	Lew Steinbrecher City Administrator 100 E. Broadway Monmouth, IL 61462 309.734.2141	2.5 MGD Population Served 9,724	<ul style="list-style-type: none"> Ion Exchange (2) 5 Deep Wells 9,500 Residents 3,500 Meters 	9	7	60 Miles 3 Water Towers
Plant Manager: Alan Reed 	Nestle USA, UT Industrial Wastewater Facility Start Date: 2001 Renewals: 4	Rod Andrew Plant Engineer Nestle USA Prepared Foods Division, Inc. 815 West Ray Klauk Way Springville, UT 84663 801.491.5400	1.0 MGD	<ul style="list-style-type: none"> DAF Physical/Chemical 	1	5	N/A


Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Plant Manager: Craig Goulet 	Confidential Client, North Haven, CT Groundwater Remediation Facility Start Date: 2004 Renewals: 3	Nick Andreopoulos 100 Route 206 Peapack, NJ 07977 908.901.8411	0.36 MGD	<ul style="list-style-type: none"> Groundwater Remediation Hazardous Waste Handling UV Oxidation Plate & Frame Press 	3	6	16 Wells
Plant Manager: Jeff Wilkes 	Confidential Client, Bound Brook, NJ Stormwater Collection and Pumping, Site Remediation Start Date: 2010 Renewals: 2	Vince D'Aco Quantum Management Group, Inc. Main Mall Plaza 1187 Main Avenue, Suite 2B Clifton, NJ 07011 973.340.9808 Russ Downey Director, Environmental Engineering, Remediation & Transactions 100 Route 206 North Mail Stop 414 Peapack, NJ 07977 908.901.6079	0.65 MGD	<ul style="list-style-type: none"> Groundwater Remediation Hazardous Waste Handling Stormwater Pumping RCRA Landfill Maintenance 	4	10	N/A
Plant Manager: Cody Threot 	Perdue Farms Monterey, TN Wastewater Pretreatment Facility Start Date: 2012 Renewals: 1	Bill Cooper Maintenance Manager Perdue Farms 2300 Industrial Drive Monterey, TN 38574 931.839.7775	0.60 MGD	<ul style="list-style-type: none"> Primary DAF Secondary Biological Nutrient Removal Activated Sludge Final DAF Clarification Rotary Drum Thickener Plate & Frame Press 	2	5	N/A
Plant Manager: Kevin Barry 	Pinehills, LLC Wastewater Treatment Facility Start Date: 2014 Renewals: 4	Deborah E Sedares President and General Counsel Pinehills LLC 33 Summerhouse Drive Plymouth, MA 02360 508.209.9000	450,000 GPD Population Served 1,419	<ul style="list-style-type: none"> SBR Facility UV Disinfection Filtration Groundwater Disposal 	24	4	57,000 feet of gravity sewer, 7,000 feet of force main




Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Plant Manager: Sean Driscoll 	Plymouth, MA Wastewater Treatment Facility <ul style="list-style-type: none"> • Collection Systems • Pump Stations • Septage/Sludge Treatment Start Date: 2020 Renewals: Current Term	Town of Plymouth Jonathan Beder, Director of Public Works 159 Camelot Drive Plymouth, MA 02360 508.830.4162 x12105	3.0 MGD Population Served 63,042	<ul style="list-style-type: none"> • Collection Systems Inspections & Maintenance • Sequence Batch Reactors • Disinfection with chlorination/dechlorination • Effluent Discharge • Infiltration Basins • Solids Handling • Gravity Belt 	8	11	60 Miles of gravity sewer mains, 1500 man-holes, 3400 service connections
Plant Manager: Sean Driscoll	Plymouth, MA South High School Wastewater Treatment Facility Start Date: 2020 Renewals: Current Term	Town of Plymouth Christina Renaud, Director Facilities Service Office 11 Lincoln Street Plymouth, MA 02360 508.830.4158 x207	22,000 GPD	<ul style="list-style-type: none"> • Mechanical Bar Screen • BioProcess • H2O • Membrane Batch Reactor System • UV Disinfection 	1	.5	N/A
Plant Manager: Chris Rowe 	Provincetown, MA Wastewater Treatment Facility <ul style="list-style-type: none"> • Collection System & Pumping Stations Start Date: 2001 Renewals: 1	Richard Waldo Director Department of Public Works 2 Mayflower Street Provincetown, MA 02657 508.487.7060	0.75 MGD Year Round Population Served 2,947 Seasonal Population Served 45,000	<ul style="list-style-type: none"> • Vacuum and Grinder Pump Collection System • Sequential Batch Reactors (SBR) • Effluent Filtration • UV Disinfection and Groundwater Discharge • Advanced Secondary Treatment • Rotating Drum Thickener • Carbon Odor Control 	11	4	5-6 Miles 40+ Grinders 288 Valve Pits
Project Manager: Michael Pratt 	Public Water Supply District #2, MO Water Treatment Facility <ul style="list-style-type: none"> • Distribution System • Pump Stations • 38,000 Meters Start Date: 2018 Renewals: Current Term	Kevin Dunn General Manager 100 Water Drive O'Fallon, MO 63368 636.561.3737 x101	22 MGD	<ul style="list-style-type: none"> • 9 Wells • Lime Softening • Upflow Clarification • Filtration • HypoChlor. Generation • Disinfection • 75,000 Customers 	13	30	450 Sq Miles 29 Towers/ Tanks





Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Project Manager: Michael Pratt	Public Water Supply District #2, MO Wastewater Treatment Facilities • Collection System Lift Stations Start Date: 2018 Renewals: Current Term	Kevin Dunn General Manager 100 Water Drive O'Fallon, MO 63368 636.561.3737 x101	600,000 GPD 250,000 GPD 15,600 GPD to 50,000 GPD 15,000 GPD & 42,000 GPD 500,000 GPD	<ul style="list-style-type: none"> SBR (1) MBR(1) Extended Aeration (4) Oxidation Ditch (2) Aerated Lagoons (1) Disinfection C12 & UV 	48	11	
Project Manager: TBD 	Quincy, WA Municipal Wastewater Treatment Plant Lift Stations Industrial Pretreatment Program Start Date: 2017 Renewals: Current Term	Pat Haley City Administrator PO Box 338 Quincy, WA 98848 509.787.3523 x213	1.35 MGD	<ul style="list-style-type: none"> SBR activated sludge Filtration UV Disinfection Ground Water Recharge 	4 Lift Stations	4	N/A
Project Manager: TBD	Quincy, WA Reuse Treatment Facility Start Date: 2017 Renewals: Current Term	Pat Haley City Administrator PO Box 338 Quincy, WA 98848 509.787.3523 x213	1.5 MGD	<ul style="list-style-type: none"> Lime Softening Ultra-Filtration ION Exchange Reverse Osmosis Blending 	N/A	3	N/A
Project Manager: TBD	Quincy, WA Industrial Wastewater Treatment Plant Start Date: 2017 Renewals: Current Term	Pat Haley City Administrator PO Box 338 Quincy, WA 98848 509.787.3523 x213	3.23 MGD	<ul style="list-style-type: none"> SBR activated sludge Aerobic Digester Bio-Gas Production Surface Water Discharge Anaerobic Digestion 	3 Lift Stations	4	N/A
Project Manager: TBD	Quincy, WA Water Treatment Facility Start Date: 2017 Renewals: Current Term	Pat Haley City Administrator PO Box 338 Quincy, WA 98848 509.787.3523 x213	5.66 MGD	<ul style="list-style-type: none"> 5 production wells Disinfection with Sodium Hypochlorite 	6 Booster Pumps	1	7 Ground Storage Tanks




Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Plant Manager: Andy Field 	Rockport, ME Wastewater Collection System & Pump Stations Start Date: 1995 Renewals: 4	Megan Brackett Finance Director 101 Main Street Rockport, ME 04856 207.230.0180	N/A Population Served 3,330	<ul style="list-style-type: none"> Collection System 	22	2	15 Miles
Plant Manager: Tommy West 	Seabrook Island Utility Commission, SC (SIUC) Wastewater Treatment Facility Start Date: 2023 Renewals: Current Term	SIUC Water Commission Annie Smith-Jones Commission, Chair 2902A Seabrook Island Road John's Island, SC 29455 843.768.0102	1.1 MGD Population Served 5,200	<ul style="list-style-type: none"> Extended Aeration Disinfection with Sodium Hypochlorite 	32	11	37 Miles Sewer Collection System 29 Miles Water Distribution
Plant Manager: TBD	Starke, FL Wastewater Treatment Facility Start Date: 2023 Renewals: Current Term	Russel "Drew" Mullins City Manager 209 North Thompson Street Starke, FL 32091 904.368.1330	Design flow 1.65 MGD Avg. flow .70 MGD Population Served 5,800	<ul style="list-style-type: none"> Activated Sludge 		4	Miles Sewer Collection System Miles Water Distribution
Project Manager: Steve Lawrence 	St. Charles, MO Mississippi River Wastewater Treatment <ul style="list-style-type: none"> 1 Vacuum Pump Station 19 Pump Stations Industrial Pretreatment Program (IPP) Fats, Oil & Grease (FOG) Reduction Program Start Date: 2014 Renewals: Current Term	Nick Gala Director of Public Works 200 North 2nd Street St. Charles, MO 63301 636.949.3237	9.6 MGD Population Served 70,764	<ul style="list-style-type: none"> Activated Sludge UV Disinfection Gravity Belt Thickeners Belt Filter Press Landfill 	13	9	N/A



Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Project Manager: Steve Lawrence 	St. Charles, MO Missouri River Wastewater Treatment <ul style="list-style-type: none"> • Pump Stations • Industrial Pretreatment Program (IPP) • Fats, Oil & Grease (FOG) Reduction Program Start Date: 2014 Renewals: Current Term	Nick Gala Director of Public Works 200 North 2nd Street St. Charles, MO 63301 636.949.3237	7.5 MGD Population Served 70,764	<ul style="list-style-type: none"> • Activated Sludge • UV Disinfection • Centrifuge • Landfill 	13	4	N/A
Plant Manager: Jared Comer 	Troy, MO <ul style="list-style-type: none"> • Wastewater Treatment • Pump Stations • Industrial Pretreatment Program (IPP) • Fats, Oil & Grease (FOG) Reduction Program Start Date: 2018 Renewals: Current Term	Mayor Ron Sconce City Hall 800 Cap Au Gris Street Troy, MO 63379 636.528.4712	1.5 MGD Population Served 13,578	<ul style="list-style-type: none"> • Mechanical Screen • Extended Aeration Basins with Anoxic Zones • Secondary Clarifiers • Tertiary Filtration • UV Disinfection • Cascade Aeration • Aerobic Sludge Digestion • Sludge Storage • Sludge Land Applied 	12	4	N/A
Project Manager: Sean Hetherington 	University of Connecticut Start Date: 2013 Renewals: 1	Stanley Nolan University of Connecticut Director of Utility Operations and Energy Management 25 LeDoyt Road Unit 3252, Storrs, CT 06269-3252 860.486.3208	1.0 MGD Population Served 27,412	<ul style="list-style-type: none"> • Membrane Micro Filtration • UV Disinfection • Chemical Feed Systems • Reuse Water Distribution 	N/A	5	4800 Linear Feet of Reuse Force Main
Plant Manager: Tim Baker 	University of New England, ME Wastewater Treatment Facility Start Date: 1991 Renewals: 14	Alan Thibeault Director of Planning University of New England 11 Hill Beach Road Biddeford, ME 04005 207.283.0171	60,000 GPD Population Served 13,439	<ul style="list-style-type: none"> • Secondary Activated Sludge • Sequential Batch Reactors (SBR) • Ocean Discharge 	N/A	1	N/A

Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Plant Manager: Mike Sullivan 	University of New Hampshire Water Treatment Facility <ul style="list-style-type: none"> Manage 8 Pure Water Systems for University Laboratories Start Date: 2019 Renewals: Current Term	Matthew O'Keefe UNH Facilities 6 Leavitt Lane Durham, NJ 03824 603.862.0914	1.9 MGD Population Served 6,867	<ul style="list-style-type: none"> Clarification Filtration Corrosion Control Manganese Removal Fluoridation Disinfection Residuals Management Net Zero Discharge 	3	2.5	N/A
Plant Manager: Daniel Peralka 	Victorville, CA Wastewater Treatment Facility Start Date: 2010 Renewals: 1	Arnold Villareal Water Utility Manager PO Box 5001 14343 Civic Drive Victorville, CA 92393-5001 760.964.8981	2.5 MGD	<ul style="list-style-type: none"> Sanitary Waste Treatment Industrial Waste Treatment Upflow Anaerobic Sludge Bed Activated Sludge Membrane Filtration UV Disinfection Water Reuse 	N/A	5	N/A
Project Manager: Scott Ruland 	Water Conserv II, FL Water Reuse Facility Start Date: 1996 Renewals: 4	David Bass Wastewater Division City of Orlando 5100 L.B. McLeod Road Orlando, FL 32811 407.246.3221 Ray Hanson Water Reclamation Division Orange County Utilities 9150 Curry Ford Road Orlando, FL 32825 407.254.9685	50 MGD	<ul style="list-style-type: none"> Reclaimed Water Transmission; Distribution and Reuse Rapid Infiltration Basins (RIBs) 	N/A	17	74 Miles
Plant Manager: N/A	Wellesley College, MA <ul style="list-style-type: none"> Compliance Sampling & Reporting Start Date: 2006 Renewals: 15	Dave Chakraborty Asst. Vice President of Facilities and Planning 290 Central Street Wellesley, MA 02481 781.283.2767	0.44 MGD	<ul style="list-style-type: none"> Groundwater Pumping pH Adjustment Chlorination 	1	1	7 Miles

Facility Matrix

Plant/Project Manager	Facility	Owner	Size	Processes	# of Pump Stations	# Staff	Coll. Distr. Systems
Plant Manager: Russ Howe 	Wolfeboro, NH Wastewater Treatment Facility Start Date: 1996 Renewals: 7	Dave Ford Director of Public Works Town Hall 9 Union Street Wolfeboro, NH 03894 603.569.8176	0.60 MGD	<ul style="list-style-type: none"> • Secondary Treatment • Activated Sludge • Spray Irrigation • Belt Press 	N/A	3	N/A
Plant Manager: Matt Koolman 	Worthington, MN Wastewater Treatment Facility Start Date: 2022 Renewals: Current Term	Mindy Eggers City of Worthington 303 9th Street Worthington, MN 56187 507.372.8600	1.6 MGD	<ul style="list-style-type: none"> • Anaerobic Lagoons (4) • Plug Flow Aeration Basins (2) • Phosphorus Removal & Alkalinity Additional • Disk Filters (2) • Solids Handling 	3	3	N/A

B | Meter Replacement Experience

Meter Replacements | City of Lawrence, Massachusetts

Woodard & Curran has extensive experience in water meter replacement and evaluation and implementation of automatic meter reading (AMR) and advanced metering infrastructure (AMI) technologies.

Meter replacement with fixed network radio read system

The City of Lawrence hired Woodard & Curran for engineering design, bidding and construction phase services to replace all the water meters in the City, approximately 13,000 residential, commercial and industrial meters ranging in size from 5/8-inch to 8-inch. The project also included installing a fixed network AMR system for the new meters.



Woodard & Curran performed extensive research on a wide range of meter types and meter reading systems to present to the City. Based on a comprehensive study and detailed review, Woodard & Curran developed a procurement strategy in the best interest of the City.

The project was bid in two phases: 1) Furnishing and setting up a fixed network automatic meter reading system through a RFP process based on technical evaluation; and 2) Purchasing and installing water meters and installing transmitters through competitive low price bidding. This two-step process enabled the City to obtain firm pricing on preferred water meters for the lowest price and a meter reading system that meets specific evaluation criteria to best serve the needs of the City.

The benefits

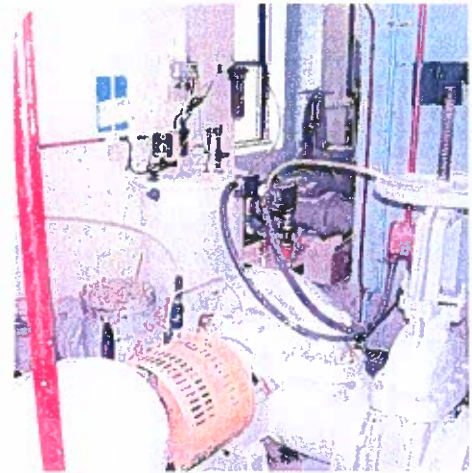
The new water meters provide a higher degree of accuracy, more reliable and consistent readings and have increased the City's annual water revenue by \$2,000,000. The new meter reading system has enhanced features such as leak detection and security that improved the efficiency and reliability of the City's water system. The two meter contracts were funded through the State Revolving Fund Loan Program.

Meter Replacements | Town of Cumberland, Rhode Island

Woodard & Curran has extensive experience in water meter replacement and evaluation and implementation of automatic meter reading (AMR) and advanced metering infrastructure (AMI) technologies.

Meter replacement with fixed network radio read system

Woodard & Curran, under a 5-year general engineering services agreement, was hired by the Town of Cumberland to oversee a system-wide meter replacement program. The firm provided engineering design and construction phase services for the replacement of approximately 9,800 residential, commercial and industrial water meters ranging in size from 5/8-inch to 6-inch. The project also included installing a fixed network automatic meter reading (AMR) system. The AMR system allowed the Town to remotely receive hourly meter read data from 100% of the new meters. The AMR system also provides real-time alarm capability and 2-way communication ability with each metered location.



Woodard & Curran performed extensive research on a wide range of meter types and meter reading systems to present to the Town. This process allowed Woodard & Curran and the Town to select the best combination of options for the Town based on a comprehensive review process.

The project was bid in two phases. First, the meter supply and installation was bid based on a competitive low price driven process. This installation work included the installation of the meter transmission units (MTUs) that were to be provided under the separate contract. The second phase included the furnishing and installing of the AMR system and supply of the MTUs. In this process, selection of the most advantageous technology was based on a RFP process.

The benefits

The new water meters provided a higher degree of accuracy, more reliable and consistent readings, and significantly increased annual revenue. The new meter reading system has enhanced features such as leak detection and security that improved the efficiency and reliability of the Town's water system. One (1) gallon resolution on the meter readings as well as 95% accuracy on flows as low as 1/8 gallon per minute, allowed the Town to easily diagnose plumbing leaks within the businesses and residences and significantly reduce unaccounted-for-water, also helping to reduce system costs.

Historically, the Water Department utilized distribution system staff to read meters twice per year. The ability to receive meter readings automatically and electronically has allowed the Water Department to reallocate this inefficient time and allow the distribution crews to focus on more critical infrastructure repairs.

The project was funded through the American Recovery and Reinvestment Act.

C | Technology Offerings

Woodard & Curran leverages revolutionary technology systems so our people can operate efficiently and provide the highest quality services to our clients. Our suite of advanced applications include asset management systems, operations and compliance databases, mobile data collection tools, reporting systems, and custom interface development. Our operations and management technology services team implements and supports these innovative resources for water, wastewater, and remediation facilities to increase efficiencies long-term.

Cartegraph

Cartegraph, a Web based operations management system is built for local government agencies including water and wastewater treatment facilities, wastewater collections systems and water distribution systems. This platform helps utilities' teams capture data, analyze, and prepare for the future through asset management, work management, inventory, fleet management, capital planning, scenario building, reporting, and much more. Cartegraph integrates with over 100 systems including 811 dig safe applications, 311 citizen engagement systems, SCADA, billing, and CCTV software. Cartegraph is a GIS centric CMMS that seamlessly integrates with existing GIS to help teams see where things are happening and how information is connected. This system has out of the box functionality you expect from an EAMS and allows for complete customization for tailoring to specific requirements.



Hach WIMS

Woodard & Curran's standard operations and compliance database is Hach Water Information Management System (WIMS). This system helps transform water quality data into useful information and knowledge. The server-based software stores data in a centralized database accessible from any computer with an internet connection. It offers excellent user interface for building customized dashboards, entry forms, reports, trends, correlations, and more.



Hach WIMS combines different data sources into one centralized database. Data can be imported from field mobile devices, SCADA systems, laboratory EDDs, Net DMRs, or other readily available data stored on a cloud platform or hard drive. This eliminates the need for staff to manually transcribe data from one system into Hach WIMS, which increases efficiency and accuracy.

The software can automatically generate customized reporting once data is imported or entered. Most state regulatory report formats are readily available in the software as well. A powerful audit trail is generated from the moment data is entered, edited, or deleted - whether these changes were made intentionally or in error. Built-in calculations ensure simple mistakes are avoided, which is not the case with traditional spreadsheet systems. Potential problems are flagged for review by facility staff with information about when and where the issue is occurring. Hach WIMS fosters collaborative analysis and decision making across business and enterprise.

doFORMS

Woodard & Curran utilizes doFORMS for data collection on a mobile device, eliminating the need for paper and pen in the field. Digitizing these data collection forms means operators can immediately validate information in the field and be notified if any entry falls outside normal or expected range. This also means richer data – including photographs, video, GPS coordinates, signatures, and automatic date and time stamping – can be collected. Real-time data uploaded instantly in doFORMS also helps improve accuracy. Woodard & Curran has integrated doFORMS with Hach WIMS which lack mobile technology. This integration of systems allows customized data collection forms to send data to operations database, CMMS, and internal reporting systems with the press of a button.



Power BI

Business Intelligence (BI) is a set of methodologies, processes, and technologies used to transform raw data into meaningful and useful information, enabling more effective operational insight and decision making. Woodard & Curran employs Microsoft Power BI to connect, integrate, analyze, and present business data beyond the capabilities of conventional reports and spreadsheets. Once linked to one or more data sources, BI software provides utilities solutions in examining data and understanding trends through derived insights, which streamlines the effort to search, merge, and query data necessary to make sound business decisions. Our operations and management group uses BI to connect CMMS, Hach WIMS, GIS, SCADA, Laboratory, and other databases to streamline reporting and analysis.



Integration Services

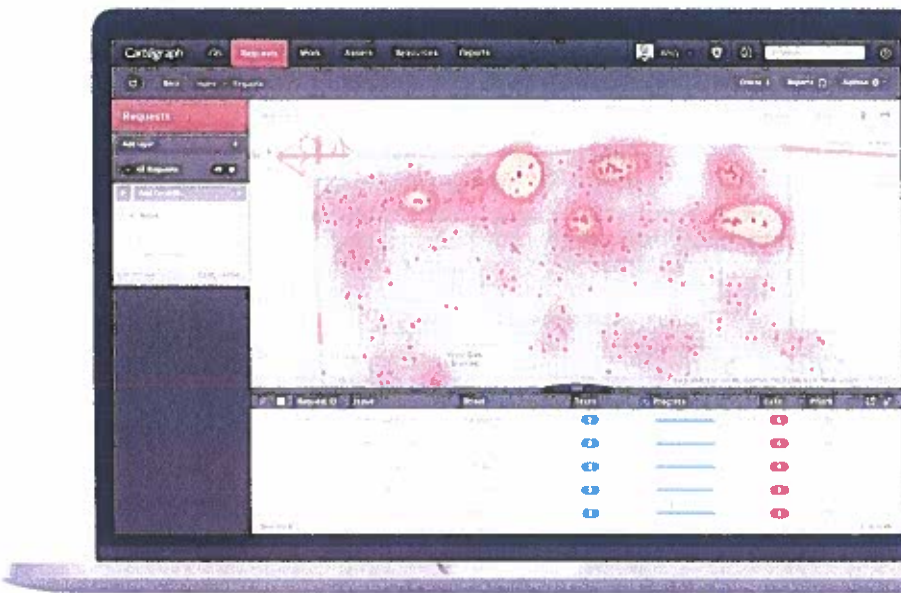
Despite the advanced technologies available, a single platform does not provide every tool necessary in operations and management. We have internal expertise in interfacing systems to accomplish specific goals. With data available in cloud storage, we are able to integrate systems with third-party platforms like PowerBI or leverage scripts to read emails and create work orders in CMMS. We collaborate with vendors to create custom applications and interfaces between systems like doFORMS, CMMS, and Hach WIMS.

Technology Services Team

Our operations and management technology services team (shown below) supports all operational technology, including Hach WIMS, Utility Cloud, PowerBI, mobile data collection, mobile devices, integrations, and more. We support projects from technology planning, implementation, and training, all the way through long-term support. We assist projects by reviewing contract and permit compliance tasks, process control data, and evaluation of all maintenance and operation workflows. Our goal through all this integration is to improve efficiency and accuracy.



Cartegraph Examples:



ASSET OVERVIEW
Sewer Force Main SFM-1897

18 in	495 ft	
Ductile Iron		
115931	Flush	5/12/2019
100990	Inspect	4/23/2020
94679	Flush	6/12/2019
94410	CCIV	8/17/2019
99910	Flush	2/7/2018

Asset 102 213
Water Hydrant

American B 84-B
Res
519h51
5/15/19%
6/21/201%

★★★★★ **\$1,890**

Hach WIMS Examples:



Wastewater Treatment Plant
Key Performance Indicator Report (KPI)

03/01/18 Through 03/31/18

Flows and Sludge

Parameter	Units	Period Total	Period Avg	Period Min	Period Max	Variable #	# of Violations	# of Violations
Wastewater Treated	MGD	42.22	1.362	1.179	1.472	200	0	0
Sludge Disposed	MGD					4	-	-

Permit Compliance

Variable Information			Permit Requirements					Results				
Parameter	Variable #	Units	Daily Max	Daily Min	Weekly Avg Max	Monthly Avg Max	Freq	Period Avg	Period Min	Period Max	# of Samples	# of Violations
Eff TSS	251	lb/day			450	300	2 Week	16.9	21.9	103.9	9	0
Eff TSS	250	mg/l			45	30	2 Week	9.4	2.0	10.0	9	0
Eff TSS Removal	252	%					2 Week	93	92	92	9	0
Eff BOD	241	lb/day			450	300	2 Week	45.9	43.6	42.1	9	0
Eff BOD	240	mg/L			45	30	2 Week	4.0	4.0	4.0	9	0
Eff BOD Removal	242	%					2 Week	97	96	96	9	0
Eff pH Min	225	SI		5.5			Daily	6.2	6.1	6.5	31	0
Eff pH Max	226	SI					Daily	6.6	6.4	6.5	31	1
Eff DO	270	mg/l		5			1 Month	19.9	10.9	11.1	4	0
Eff E.Coli	280	C/100,000	400			100	2 x Month	0.5	0.0	2.0	9	0



Wastewater Treatment Facility
Process Control Report
Saturday November 02 2019

Parameter	Units	Oct 27	Oct 28	Oct 29	Oct 30	Oct 31	Nov 01	Nov 02	7D Avg	14D Avg
Total Effluent Flow	Gallons	210,224	229,175	210,114	210,270	211,211	212,183	211,501	211,501	213,703
Influent Flow	Gallons	210,224	229,175	210,114	210,270	211,211	212,183	211,501	211,501	213,703
Influent Temp	C	11.9	11.9	11.9	11.9	11.9	11.9	11.9	11.9	11.9
Influent pH	SI	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11
Effluent pH	SI	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Effluent NO3	mg/L	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Effluent NO2	mg/L	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Effluent Ammonia	mg/L	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Effluent Ammonia	mg/L	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Nitrogen	mg/L	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PAC Usage	Gallons	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0

Parameter	Units	Oct 27	Oct 28	Oct 29	Oct 30	Oct 31	Nov 01	Nov 02	7D Avg	14D Avg
Tank Level	ft	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
MLSS	mg/L	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
30 Minute Sett	mg/L	250	250	250	250	250	250	250	250	250
60 Minute Sett	mg/L	150	150	150	150	150	150	150	150	150
SVI (30 Min Sett)	mg/L	150	150	150	150	150	150	150	150	150
SVI (60 Min Sett)	mg/L	100	100	100	100	100	100	100	100	100
Decant NO2 Nitrate	mg/L	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12
Decant NO3 Nitrate	mg/L	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Decant NH3 Ammonia	mg/L	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24
Total Nitrogen	mg/L	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65

Parameter	Units	Oct 27	Oct 28	Oct 29	Oct 30	Oct 31	Nov 01	Nov 02	7D Avg	14D Avg
Tank Level	ft	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
MLSS	mg/L	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
30 Minute Sett	mg/L	250	250	250	250	250	250	250	250	250
60 Minute Sett	mg/L	150	150	150	150	150	150	150	150	150
SVI (30 Min Sett)	mg/L	150	150	150	150	150	150	150	150	150
SVI (60 Min Sett)	mg/L	100	100	100	100	100	100	100	100	100
Decant NO2 Nitrate	mg/L	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12
Decant NO3 Nitrate	mg/L	1.24	1.24	1.24	1.24	1.24	1.24	1.24	1.24	1.24
Decant NH3 Ammonia	mg/L	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24
Total Nitrogen	mg/L	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65

Parameter	Units	Oct 27	Oct 28	Oct 29	Oct 30	Oct 31	Nov 01	Nov 02	7D Avg	14D Avg
Tank Level	ft	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
MLSS	mg/L	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65
30 Minute Sett	mg/L	250	250	250	250	250	250	250	250	250
60 Minute Sett	mg/L	150	150	150	150	150	150	150	150	150
SVI (30 Min Sett)	mg/L	150	150	150	150	150	150	150	150	150
SVI (60 Min Sett)	mg/L	100	100	100	100	100	100	100	100	100
Decant NO2 Nitrate	mg/L	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12
Decant NO3 Nitrate	mg/L	1.18	1.18	1.18	1.18	1.18	1.18	1.18	1.18	1.18
Decant NH3 Ammonia	mg/L	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Total Nitrogen	mg/L	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35

Parameter	Units	Oct 27	Oct 28	Oct 29	Oct 30	Oct 31	Nov 01	Nov 02	7D Avg	14D Avg
Tank Level	ft	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
MLSS	mg/L	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65
30 Minute Sett	mg/L	250	250	250	250	250	250	250	250	250
60 Minute Sett	mg/L	150	150	150	150	150	150	150	150	150
SVI (30 Min Sett)	mg/L	150	150	150	150	150	150	150	150	150
SVI (60 Min Sett)	mg/L	100	100	100	100	100	100	100	100	100
Decant NO2 Nitrate	mg/L	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12
Decant NO3 Nitrate	mg/L	1.18	1.18	1.18	1.18	1.18	1.18	1.18	1.18	1.18
Decant NH3 Ammonia	mg/L	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Total Nitrogen	mg/L	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35

doFORMS Example:

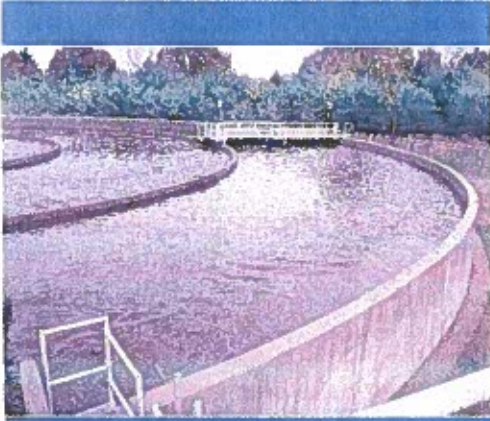
The screenshot shows a mobile application interface for a 'Water Treatment Facility' form. At the top left is a logo, and at the top right are icons for a printer and settings. The form title is 'Water Treatment Facility' with the subtitle 'Daily Turbidity Readings'. The form contains several input fields: 'Date' (pre-filled with '09/15/2017 07:08 AM'), 'Staff', 'Clarifier #1', 'Clarifier #2', 'Greenleaf Filter #1' (with sub-fields A 1, B 1, C 1, D 1), 'Greenleaf Filter #2' (with sub-fields A 2, B 2, C 2, D 2), 'CFE', 'Comments', and 'Email report'. Each field is a simple text box with a label above it.

Water Treatment Facility			
Daily Turbidity Readings			
Date			
09/15/2017 07:08 AM			
Staff			
Clarifier #1			
Clarifier #2			
Greenleaf Filter #1			
A 1	B 1	C 1	D 1
Greenleaf Filter #2			
A 2	B 2	C 2	D 2
CFE			
Comments			
Email report			

D | Monthly Operating Report

A sample MOR of Township of Maple Shade, NJ is included within this section.

This page intentionally left blank for double-sided printing purposes.



**TOWNSHIP OF
MAPLE SHADE
NEW JERSEY**

Maple Shade Utilities
Monthly Operating
Report

March 2023

TABLE OF CONTENTS

SECTION

EXECUTIVE SUMMARY

1. PERMIT COMPLIANCE

- A. TOWNSHIP OF MAPLE SHADE WATER TREATMENT
- B. TOWNSHIP OF MAPLE SHADE WASTEWATER TREATMENT

2. PLANT OPERATIONS

- A. WATER FLOWS
- B. EMERGENCY / SERVICE / MARK-OUT CALLS
- C. WATER INQUIRY CALLS

3. MAINTENANCE MANAGEMENT

- A. WATER TREATMENT
- B. DISTRIBUTION SYSTEM
- C. WASTEWATER TREATMENT
- D. COLLECTION SYSTEM
- E. VEHICLES
- F. MRRA - MAINTENANCE & REPAIR EXPENDITURES

4. HEALTH & SAFETY

5. CAPITAL IMPROVEMENTS

6. ADMINISTRATIVE ACTIVITIES

- A. PLANT STAFFING AND TRAINING
- B. CORPORATE SUPPORT

EXECUTIVE SUMMARY

Woodard & Curran is honored and proud to be operating the Township of Maple Shades' water and wastewater systems. We work hard every day to ensure the facilities are operating efficiently and improved continuously to create a great finished product. We strive to work with the Township to provide the best services for the residents of Maple Shade. The following is a detailed summary of the operations and maintenance of Maple Shade Utilities for the month of March.

- Maple Shade's water was entered into a statewide taste test on 3/23 at the NJAWWA (American Water Works Association) conference and won 1st place. This is the 2nd time Maple Shade won, with the 1st win back in 2018. Maple Shade's water will represent NJ in the nationwide taste test at the AWWA national conference in June.
- Increases in chemicals, sludge disposal and services continue to affect the utility and costs incurred by W&C.
- State Fire Inspectors completed annual site inspections at WWTP & WTP. Minor deficiencies were noted, all have been corrected. Reinspection completed in March; no further action needed.
- W&C held meeting with DHS and State Police to discuss programs offered to assess security and vulnerability of water/wastewater facilities. Follow up meeting and site tour occurred on 3/29. Site assessment tentatively scheduled for May.
- W&C has several operational initiatives planned for 2023. The Maple Shade staff is currently working on:
 - Developing procedures and plans to be used in the event of a cyber-attack. This will assist operators to run the treatment plants without SCADA or HMI interfaces.
 - Migration of assets and work order management to Cartegraph, replacing our current program (Utility Cloud). This new system will allow the utility to track all aspects of operations, compliance and reporting in one program.

Current items impacting the utility are:

- **New Lead & Copper regulations require the system owner to replace all lead lines including galvanized by July 2032. Replacement plan required to be submitted by July 22, 2022. Certified letters were mailed to residents with known lead lines (galvanized) on February 20, 2022. Second round of letters mailed to residents with unknown materials. W&C working on identifying unknowns. RVE to submit Replacement Plan.**
- The Kings Highway Water Treatment Plant is in standby, emergency use only. RVE completed study for water plant replacement. Land purchase is under consideration by Maple Shade Township. RVE drafted letter for Township to submit for possible funding/grant.
- Main St PS force main has been problematic and prone to breaks. NJDEP communicated corrective actions should be implemented to eliminate breaks and overflows. RVE working on design for phase 1 of force main replacement.
- RVE and W&C are investigating sources of I&I and has submitted to the NJDEP an action plan for the C.A.P. exceedance. Euclid PS region I&I Investigation and Remediation contract awarded to Standard Pipe Services.
- RVE and W&C are exploring opportunities for capital project funding including funding for lead pipe replacement and I&I investigation and remediation.
- The Stoney Run sanitary sewer mains continue to be problematic. The issue of ownership and maintenance responsibilities should be clearly defined and conveyed to the owners of the property.

1. PERMIT COMPLIANCE

A. TOWNSHIP OF MAPLE SHADE WATER TREATMENT

March 2023 COMPLIANCE SAMPLING			
Samples Taken	Compliant	Excursions	% Compliant for Month
27	27	0	100%

March 2023 COMPLIANCE Main Street WTP # 1		
Chlorine Residual Avg.	pH Avg.	Iron Avg.
Report	MCL 6.5 – 8.5	MCL 0.3 mg/l
0.67	7.79	Min./Max = 0.00-0.09

March 2023 COMPLIANCE Kings Highway WTP # 2		
Chlorine Residual Avg.	pH Avg.	Iron Avg.
Report	MCL 6.5 – 8.5	MCL 0.3 mg/l
N/A	N/A	N/A

*MCL=Maximum Contaminant Level

- All monthly samples for Main Street Facility were collected in a timely fashion and submitted for analysis.
- All sample results were 100% within NJDEP permit effluent limitations.
- Kings Highway WTP #2 was not run in the month of March 2023. No water from the plant entered the distribution system.
- The monthly T-2 & T-3 reports and DRR were submitted to the NJDEP by the required deadline.
- The annual running average (Jun-22 to Jan-23) for TCP at Main St WTP is 0.020 ug/l. Results for Q1 sampling were 0.02. TCP results are below:

1,2,3 – Trichloropropane Regulated Main St WTP Effluent	
Month	ug/l
Q2 (Jun-22)	0.03
Q3 (Jul-22)	0.03
Q4 (Nov-22)	<0.01
Q1 (Jan-23)	0.02
Running Average (12 mo)	0.020

B. TOWNSHIP OF MAPLE SHADE WASTEWATER TREATMENT

March 2023 COMPLIANCE SAMPLING			
Samples Taken	Compliant	Excursions	% Compliant
22	22	0	100%

March 2023 Wastewater Flows				
	Monthly Total	Daily Min	Daily Max	Daily Avg.
Influent (MG)	95.55	2.37	3.67	3.08
Beneficial Reuse Discharge (MG)	0.000	-	-	-
Effluent (MG)	94.51	2.52	3.68	3.05

2022-2023 CYTD Wastewater Flows				
	CYTD Total	CYTD Daily Min	CYTD Daily Max	CYTD Daily Avg.
Influent (MG)	679.30	1.27	6.08	3.20
Beneficial Reuse Discharge (MG)	3.901	-	-	-
Effluent (MG)	626.30	1.52	6.14	2.95

March 2023 Wastewater Concentrations				
		Monthly Average	Min	Max
BOD (mg/L)	Influent	135.20	128.0	146.0
	Effluent	<2.71	<2.16	5.00
TSS (mg/L)	Influent	192.20	106.0	304.0
	Effluent	4.80	3.00	8.00

March 2023 Wastewater Loading					
		Total	Min	Max	Avg (lbs/day)
BOD (lbs/day)	Monthly	109,365	2,813	4,189	3,528
	CYTD (2022-23)	991,815	2,454	11,784	4684.00
TSS (lbs/day)	Monthly	153,261	2,388	9,043	4,944
	CYTD (2022-23)	1,020,947	622	12,757	4807.14

March 2023 Wastewater Sludge			
	Monthly	CYTD (2022-23)	Monthly Average
Wet Metric Tons Total	261.72	1,452.68	207.53
Total Solids Average (%)	19.24	-	18.66
Dry Metric Tons Total	50.35	271.57	36.87

2022-2023 Capacity Assurance Program (CAP)			
	Average Effluent Flow	12-Month Rolling Average	CAP (%)
April 2022	3.29	2.671	78.55
May 2022	2.79	2.712	79.76
June 2022	2.82	2.726	80.19
July 2022	1.98	2.632	77.40
August 2022	1.78	2.590	76.17
September 2022	1.92	2.532	74.46
October 2022	2.65	2.554	75.11
November 2022	2.65	2.570	75.60
December 2022	3.79	2.690	79.13
January 2023	3.51	2.753	80.97
February 2023	3.08	2.754	81.01
March 2023	3.43	2.808	82.60

We continue to experience high influent flows during rain events and the high flows last for extended periods of time after the rain ends, indicating an Inflow & Infiltration problem exists within the collection system. Evidence of I&I has been obtained by the Haverford and Laurel Lanes manhole monitors and RVE and W&C are conducting additional assessment of the mains.

- **The high flows experienced during rain events in 2019 has caused the utility to exceed the Capacity Assurance Program (CAP) threshold established by the NJDEP. This permit violation will result in additional reporting requirements. A plan has been developed to effectively treat or reduce the excess flow. The CAP Threshold was exceeded from January 2019 to October 2019. The March 2023 CAP Threshold is below the limit of 95%; however, the limit could be exceeded again due to I&I if extended rain events occur. Recent trends show CAP percentage increasing.**
- CAP requirements due to exceedance of 95% of permitted flow stays in effect until permittee has decreased to below 95% of the permitted flow for 36 consecutive months. We are currently at 41 consecutive months as of 3/31. RVE to submit letter to NJDEP to have utility removed from CAP.
- All monthly samples were collected in a timely fashion and submitted for analysis.
- The monthly reports were submitted to the NJDEP in accordance with the deadline for submittal.

2. PLANT OPERATIONS

A. WATER FLOWS

March 2023				
Main St. Water Treatment Plant Effluent Flows, MGD				
Total	Min	Max	Avg	Design
38.694	0.802	1.465	1.248	3.0 MGD
Kings Highway Water Treatment Effluent Flows, MGD				
Total	Min	Max	Avg	Design
0.00	0.00	0.00	0.00	1.5 MGD

2023				
Total Diversion				
Water Allocation Used		Total Water Allocation	Water Allocation Left for Year	Water Allocation Used in Mar
MG	%	MG	MG	MG
110.637	16.6	667.532	556.895	36.288

- The average water demand at Main Street Facility for the month of March 2023 was average at 1.248 MGD.
- Kings Highway water plant did not put water into the distribution system in March 2023.
- Maple Shade Township purchased 3.363 million gallons of water in the month of March 2023 from American Water.
- We are at 16.6% of our annual allocation for the year.
- We have used 110.637 mg/yr. out of 667.532 mg/yr. of our allocation for the year.
- Annual allocation remaining is 556.895 mg/yr.

B. EMERGENCY / SERVICE / MARK-OUT CALLS

#	NATURE OF CALL	AMOUNT
1	Meters Read	28
2	Meter Installed/Replaced	1
3	Turn On Water	3
4	Shut Off Water	5
5	Check Meter / Meter Comm Issues	10
6	Locate Curb Stop/Sewer Vent	0
7	Service Line Material Check	2
8	Emergency Calls	8
9	Total Service Calls – Mar '23	21
10	Mark Outs	48
11	Sewer Blockage	3
12	Feet of Sewer Main Cleaned	850
13	Sewer/Water Main Breaks	0
14	Special/Tax Office Requests	5
15	Force Main Breaks	0

C. WATER ISSUES FROM CUSTOMERS

- There were 4 calls this month for various water issues. See table below for more details.

Call Date	Customer Address	Water Inquiry	Main Size	Main Material	Resolution
3/2	103 W Germantown Ave	Water smells like chlorine	6	ACP	Tested water for chlorine. Results were fine, resident stated no issues at the time of the visit. Informed to call back if needed.
3/5	14 Merion Ln	Water has a chemical smell after the water main was replaced.	6	ACP	New water main needed additional flushing after tie-ins were completed. W&C completed flushing.
3/7	120 N Fork Landing Rd	No water	8	CIP	Turned water on for realtor.
3/29	416 Stiles Ave	Discolored water	6	CIP	Informed resident to run water and call back if does not clear up. Fire pump was ran at Municipal Building that cause system disturbance. Resident did not call back.

3. MAINTENANCE MANAGEMENT

A. WATER TREATMENT

- Housekeeping and grounds keeping completed throughout the facility.
- Routine preventative maintenance items were completed and entered in SEMS/Utility Cloud.
- During annual PM, corrosion was noticed inside both treatment train plate collectors. Further investigation needed into tank(s) corrosion and floor plate wearing. RVE & W&C to plan for future improvements.
- W&C staff continue to have issues with Lime System failures and clogs. W&C and RVE are working on specifications to upgrade existing lime feed system to make chemical feed more reliable and consistent.
- Booster pump #3 VFD failed. Township awarded quote to Municipal Maintenance. VFD replacement has experienced severe supply chain issues. New delivery date expected April 2023.
- Treatment Train #1 was taken offline on 3/7, prior to scheduled annual maintenance on 3/13, due to mechanical issues with the drive assembly breaking shear pins. At that time, it was discovered that the drive cable and assembly had worn grooves and holes into the bottom of the tank. The tank was overlayed with new steel strips and a protective epoxy coating is scheduled to be applied on 4/7. The coating will need 8 days to cure, the treatment train will be put back online on 4/17.
- Municipal Maintenance removed solids in #1 Flocc tank on 3/10.
- Train #2 Lime actuator failed on 3/7. W&C installed new Beck actuator on 3/10. (previously purchased in 2022)

B. DISTRIBUTION SYSTEM

2023 TOWNSHIP OF MAPLE SHADE – DISTRIBUTION SYSTEMS - O&M					
	Main Breaks	Service Connection Breaks	Hydrants Flushed	Hydrants Repaired/Replaced	Valves Exercised
March 2023	0	0	1	1	1

- Spring Hydrant flushing scheduled for 4/9 – 4/27, Sunday-Thursday 10PM-6AM.
- WQAA initial 4-year cycle of valve exercising is complete. Cycle 2 is scheduled to begin Spring 2023.
- There are 7 valves that need to be replaced/repaired.
- Asterra completed satellite imagery for potential subsurface water leaks. W&C and RVE reviewed findings. RVE to plan next steps and solicit quotes.
- W&C staff identified hydrants to be replaced for annual replacement program.
- There are currently 265 unknown service lines & 177 confirmed galvanized. Prior to two rounds of letters, unknowns were 440 & galvanized were 172.
- MBA Tanks completed internal robotic inspection of water tower on 11/16/22. Report received and copy submitted to RVE. Capital planning needed in next 3-5 for internal repairs and internal/external epoxy coating (paint).
- Fire hydrant struck by vehicle on Stiles & Main St on 2/20/23. Parts received, W&C staff repaired and put back in service on 3/21.
- Booth Mechanical completed tap for new house at 524 Greenwood.

C. WASTEWATER TREATMENT

- Housekeeping and grounds keeping completed throughout the facility.
- Routine preventive maintenance items were completed throughout the facility and recorded in SEMS/Utility cloud.
- Performed preventative maintenance and lubrications on all pumps and motors and chemical feed pump.
- Beneficial Reuse System is online and ready for service.
- W&C recommends installing sludge finders on clarifiers to improve compliance and SCADA overview of process condition upsets in real time conditions. Equipment is on state contract. RVE submitted to Township for approval.
- W&C recommends installing mag meters on sludge lines to improve process control and optimize belt filter press operations. Equipment is on state contract. RVE to review.
- Complete overhaul on all three screw pumps needs to be planned as capital improvements in the future.
- Influent Parkson (rotating bar screen) is noisy. Contacted manufacturer, inspection visit completed on 1/24/23. Equipment needs complete overhaul. Township approved as capital, RVE to receive bids in April.
- Screw pump #2 was elevated for vibration and noise on 2/20/23. It was determined that the lower roller assembly bearing(s) failed. Klaus Mechanical replaced roller bearings, pump is operational but some vibration and noise still exists.
- Screw pump #2 oil solenoid replaced by Klaus Mechanical.
- Plant was in storm mode for 6 days from I&I due to two rain events.
- Neal Systems completed chlor/dechlor analyzer PM's on 3/23.
- RAS flow meter is experiencing intermit issues for flow measurements. Controller will be replaced by Complete Controls when parts arrive.
- Safety chains throughout the plant are being inspected and replaced as needed with stainless steel.
- Keystone completed annual sprinkler inspections and testing.

D. COLLECTION SYSTEM

2023 TOWNSHIP OF MAPLE SHADE - COLLECTION SYSTEMS - O&M				
	Blockages Month	Main Breaks	Feet Flushed Month	Feet Flushed YTD
March 2023	3	0	850	8,279

- Housekeeping and grounds completed at all the pump stations.
- Routine preventive maintenance at the pump stations was conducted and entered in Utility Cloud.
- EPA inspection of the collection system occurred on 8/2/21. All submittals have been delivered to the EPA and ongoing I&I mitigation should take place following outlined schedule.
- Main St PS grinder is out of service. Municipal Maintenance awarded quote to replace. Grinder due to ship from manufacturer in early April. (supply chain delay)
- W&C recommends installation of diffused air system (Wet Well Wizard) for King's Hwy, Main St & Euclid PS's wet wells. This equipment will prolong the life of force mains and pump station equipment.
- W&C installed Wet Well Wizard for Kings Hwy PS in March. Waiting for repairs to pump station crane prior to putting system online, in the event pumps become clogged with rags.
- Blockage on Rte 41 & Schoolhouse Lane on 3/22 due to excessive grease in main.
- Blockage on Rte 38 near manhole monitor on 3/2 due to excessive rags and i&i.
- Blockage on 377 Spruce on 3/21 due to rags in homeowner lateral. Sewer main jetted as courtesy, plumber cleared lateral blockage.
- Booth Mechanical cleared blockages in Pump #1 at Main St PS.

E. VEHICLES

- All vehicles in service.
- The Vactor jetter/vacuum truck has suffered repeated failures over the past several years. This vehicle is essential to utility operations and should be considered for replacement. Grant money may be available for this purchase.

F. MRRA MAINTENANCE & REPAIR EXPENDITURES

Month	Allowance	Expenditures	Variance	Allowance – CYTD	Expenditures – CYTD	Variance – CYTD
Mar 2023	\$70,000.00	\$78,225.58	-\$8,225.58	\$490,000	\$426,530.9	\$63,469.1

- The monthly MRRA expenditures were \$78,225.58.
- We were \$8,225.58 above the monthly allowance.
- We have \$413,469.1 left on the contract year allotment of \$840,000.00.

WOODARD & CURRAN
2022-2023 TOWNSHIP OF MAPLE SHADE
MRRA REPORT

Month	Allowance	Expenditures	Variance
September	70,000.00	67,092.55	2,907.45
October	70,000.00	65,568.87	4,431.13
November	70,000.00	68,763.96	1,236.04
December	70,000.00	62,919.17	7,080.83
January	70,000.00	39,725.70	30,274.30
February	70,000.00	44,235.07	25,763.07
March	70,000.00	78,225.58	-8,225.58
April	70,000.00		
May	70,000.00		
June	70,000.00		
July	70,000.00		
August	70,000.00		
Total	\$490,000.00	\$426,530.9	\$63,467.24
		Variance* YTD =	\$63,467.24
		Balance	\$413,469.1

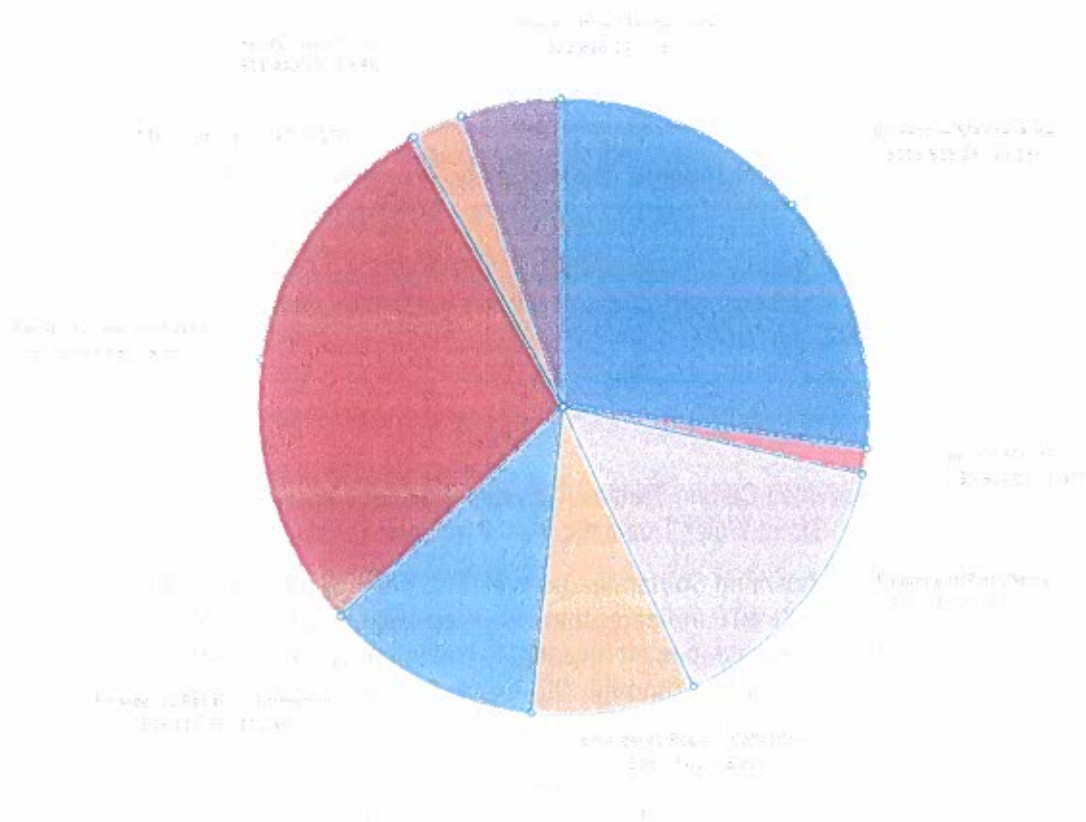
*Positive number represents a surplus; negative number represents a deficit

6-Mar-23	Amazon Business	\$239.66	Hardware for handrail repairs
6-Mar-23	Amazon Business	\$185.99	Bearing puller for BFP grinder rebuild
6-Mar-23	Amazon Business	\$543.51	SS chain and hardware for replacement of safety chains at WWTP
6-Mar-23	Billows Electric Supply	\$129.49	Wire for light replacements
6-Mar-23	Billows Electric Supply	\$72.97	Electrical fittings
6-Mar-23	Billows Electric Supply	\$184.51	Conduit for light replacements
6-Mar-23	Booth Mechanical	\$1,200.00	Tap water main for 524 Greenwood Ave
6-Mar-23	Caterina Supply	\$1,741.00	Hydrant parts
6-Mar-23	Grainger	\$236.80	Tools
6-Mar-23	Keystone Fire	\$472.00	WWTP Annual sprinkler tests and inspections
6-Mar-23	One Call Concepts	\$58.27	Feb markouts
6-Mar-23	Troup Environmental	\$12,168.00	Wet well wizard for Kings Hwy PS
6-Mar-23	USA Blue Book	\$84.95	Blueprint file folders
6-Mar-23	W&C SCADA Support	\$705.00	Troubleshoot WTP connection, XLReporter updates
6-Mar-23	Xylem	\$925.18	Repairs to bypass pump
7-Mar-23	Municipal Maintenance	\$6,183.00	Main St PS Bypass pump rental - Feb 23
7-Mar-23	Municipal Maintenance	\$6,336.00	Clean and dispose of floatable solids at all PS wet wells - Dec 22
8-Mar-23	Billows Electric Supply	\$4.05	Fitting
10-Mar-23	Grainger	\$32.04	Hardware
10-Mar-23	Xylem	\$918.75	Woodcrest backup pump PM
10-Mar-23	Xylem	\$968.75	Bypass pump PM
13-Mar-23	ADS	\$976.00	Monthly invoice for ADS manhole monitor(s) annual service contract
13-Mar-23	Amazon Business	\$53.94	Toolboxes for vehicles
13-Mar-23	Grainger	\$418.60	WTP mixer gear oil
14-Mar-23	Hach	\$6,402.33	Annual service contract on WTP & WWTP instruments
16-Mar-23	American Backflow	\$784.13	Backflow repair kits
16-Mar-23	Billows Electric Supply	\$96.99	Fittings to replace actuator Main St WTP
16-Mar-23	Complete Controls	\$600.00	Service call to troubleshoot failed lime actuator Main St WTP
17-Mar-23	Billows Electric Supply	\$69.63	Fittings to mount Wet Well Wizard
17-Mar-23	Maaco	\$900.00	Explorer painting
20-Mar-23	Contractor Services	\$1,012.19	Dewatering pump and discharge hoses for Main St WTP tank
20-Mar-23	Finish Line	\$1,036.00	Strobes and new taillights installed on 2009 Utility Truck
20-Mar-23	Grainger	\$595.24	Power saw, hardware, pry bars
20-Mar-23	Grainger	\$104.88	Tool bag, hardware

24-Mar-23	P-Card Expense	\$911.79	Service call for WTP gate opener, WTP polymer solenoid valve, tools, hardware for WWTP BFP, shelving for WWTP electrical room
27-Mar-23	Amazon Business	\$41.99	Hole punch kit
27-Mar-23	AutomaTech	\$315.00	SCADA software renewal
27-Mar-23	JWC Environmental	\$40.69	Gasket for grinder gear housing
27-Mar-23	Klaus Mechanical	\$600.00	Replace WWTP Screw pump #2 oil solenoid
27-Mar-23	Klaus Mechanical	\$16,770.00	Replace WWTP Screw Pump #2 lower bearings
27-Mar-23	Municipal Maintenance	\$1,680.00	Supply and install bypass switches for Euclid PS De-ragger system
27-Mar-23	Stevenson Supply	\$1,158.76	Main St WTP lime valves
28-Mar-23	Core & Main	\$1,118.20	Hydrant repair parts
28-Mar-23	Municipal Maintenance	\$678.06	Replace overload block at Windsor PS
30-Mar-23	Amazon Business	\$317.98	Safety chain for handrail openings at WWTP
30-Mar-23	Amazon Business	\$476.97	Safety chain for handrail openings at WWTP
30-Mar-23	AutomaTech	\$720.00	SCADA software renewal
30-Mar-23	Grainger	\$151.85	Hardware
30-Mar-23	Municipal Maintenance	\$1,980.00	Troubleshoot RAS #3, replace fuses and clear blockage in pump
30-Mar-23	Municipal Maintenance	\$2,456.25	Troubleshoot and repair electrical to WWTP Orbal weir actuator
31-Mar-23	Grainger	\$174.12	Hand tools
31-Mar-23	Meurer Research	\$2,194.07	WTP Plate Collector parts

March MRRA Total \$78,225.58

MARRA Expenses Per Type - Contract Year 13



Above is a summary of the MARRA expenses to date for Contract Year 13. W&C continues to complete preventative maintenance, but equipment and systems are reaching the end of their useful life. W&C and RVE are evaluating equipment failures to make recommendations for future capital improvements.

4. HEALTH & SAFETY

- There was no safety related incident during the month of March 2023.
- As previously stated, we had no lost time accidents for the month of March 2023. We are currently at 3,270 consecutive days without a lost time accident. Previously, the Maple Shade project had gone 4,870 consecutive days without a lost time accident or injury.
- Safety Training for the month of March included: Driving Safety. We reviewed the W&C Safety spreadsheet for all safety issues for February 2023 and discussed the February 2023 key points.
- First Aid/CPR/AED certification was completed in March at the Municipal Building. Public Works was invited to attend, with 10 employees taking advantage of the training. W&C will continue to offer these types of training to Public Works, when available.

5. CAPITAL IMPROVEMENTS

- Installation of a Granular Activated Carbon Treatment System has been technically approved by the NJDEP. This treatment is for the Main Street Water Treatment Plant to remove TCP in the treated effluent.
- **DWQI and NJDEP voted for Maximum Contaminant Level (MCL) of 0.33 ug/l for 1,4-Dioxane in December 2021. Previous testing at Main St WTP indicates that our levels will be above the MCL once this becomes a regulated contaminant. The Township must investigate treatment options to remove this contaminant in advance of it becoming regulated. Although the exact date is not yet known, this will become a regulated contaminant in the near future.**
- Main St PS force main needs to be replaced due to multiple failures. RVE working on bid specifications for phase 1 of replacement, which includes new piping and bypass from PS to rail bridge on Rte 73.
- WWTP sludge pumps and blowers awarded to A.C. Schultes. Extremely long lead times on replacement equipment. Pumps expected to ship in March and blowers expected to ship in April.
- Frederick Ave sewer main replacement project awarded to Booth Mechanical. Project started on 4/3, completion expected on 4/14.
- Standard Pipe Services awarded contract for I&I reduction study in Euclid Pump Station region. CCTV completed. Various sewer mains to be lined, project nearing completion.
- Merion Lane water main project awarded to MSP Construction. Project is complete.
- Winner Ford issued PO from Township for two F-250's.
- WWTP Chlorine Contact Tank repairs and improvements approved by Township. RVE working on bid specifications.
- WWTP Rotating Bar Screen rebuild approved by Township. RVE completed bid documents, bids due in April.
- Annual Fire Hydrant replacement program submitted to Township by RVE. Waiting approval.
- Water System Improvements to Pine Ave and Morris Ave submitted to Township by RVE. Waiting approval.

6. ADMINISTRATIVE ACTIVITIES

A. PLANT STAFFING AND TRAINING

Name	Title	Certification / Licensing
William Gray	Project Manager	T4, W3, S3, C3, N2, CPWM
Robert Gezzi	Assistant Project Manager	C1
Peter Bell	Operations Compliance Specialist	
Steven Cader	Operator	S1, T1, C1, W1
James Booth	Lead Wastewater Operator	S2, T3, C2, W2
Jake Cader	Lead Water Operator	S1, T2, C2, W2
Robert Lee Jr	Operator / Safety Coordinator	T1
Brett Dougherty	Operator	OIT
Thomas Hale	Operator Technician	S2, C2
Michael Hosgood	Operator	OIT
Nicholas Brown	Operator	OIT

B. CORPORATE SUPPORT

- All the Woodard & Curran staff listed below have been involved in the support and ongoing management of the operations of the Township's water and wastewater facilities.

Name	Title	Function
Ryan Sullivan	Area Manager	Management Support
Brian Bzdawka	Operations President	Management Support
Paul Roux	Operations Leader	Operations Support
Jackie Smith	Executive Administrative Assistant	Project Support Specialist
Alan Fabiano	Technology Manager	IT Support
Shannon Eyer	VP Health & Safety	Health & Safety
Steve Lindemann	Health & Safety Manager	Health & Safety
Rob Laird	Practice Leader	IT Services
Adam DeFranco	Project Manager	SCADA Support
Linsay McAuliffe	Talent Management Partner	Human Resources
Samantha Robbins	Recruiting Specialist	Human Resources

E | Resumes

Resumes for key staff are on the following pages.

This page intentionally left blank for double-sided printing purposes.

Ryan Sullivan

Area Manager & Technical Support Coordination



Education

- Masters, Environmental Science, New Jersey Institute of Technology
- Bachelors, Natural Resource Management and Engineering, University of Connecticut

Registrations

- Industrial Grade 4N - NJ
- 40-Hour HAZWOPER - OSHA
- CPR/First Aid Certified

Professional Associations

- New Jersey Water Environment Association (NJWEA), Member
- NJWEA Industrial Waste Committee, Former Member
- NJWEA Conference Program Committee, Former Member
- Water Environment Federation (WEF), Member

Professional Profile

Ryan has over 27 years of experience in process design, fabrication, operations, maintenance and management of water, wastewater, and groundwater treatment systems. He began his career as a treatment system operator, earning NJ Industrial Wastewater Operator's licenses and currently possesses an N-4. Prior to joining Woodard & Curran, he was a strategic leader driving growth, profitability, and market share for an international environmental services firm with a proven track record for developing, closing, and managing multi-million dollar contracts for water treatment services and technologies with Fortune 500 and enterprise accounts in the industrial, municipal, and power generation markets.

Related Experience

Woodard & Curran - Area Manager. Provides oversight of several water, wastewater, industrial wastewater, and groundwater remediation projects in the mid-Atlantic region. His background in executive management and operations of these types of systems provides a culture that delivers consistently high results to his clients in the areas of health & safety and environmental compliance, while optimizing project performance. His experience with being part of a team that delivers design/build/operate projects provides a project life-cycle perspective that emphasizes the integration of different disciplines.

Confidential Pharmaceutical Client, NJ. O&M of Groundwater Extraction System. Operations & Maintenance of a 450+ gallon per minute groundwater extraction, treatment, and reinjection system, an on-site RCRA Subtitle C landfill, stormwater pumping systems, wastewater pre-treatment system, and flood-control berms at a 435-acre site. Woodard & Curran provides a staff of 10, including 24-hour coverage provided by a security firm. Woodard & Curran also instituted a new central control monitoring system to achieve greater consistency in operations by identifying areas of inefficiency and taking corrective action.

Confidential Client, Landfill Superfund Site, NJ. Project Manager for a facility that treats 120 gpm of leachate/groundwater contaminated with semi-volatile and volatile organics.

Confidential Municipal Client, NJ. Oversees the operation, maintenance, capital planning and asset management of a 5-MGD WWTF and two 2.0 MGD water treatment facilities in New Jersey. Responsible for all aspects of the site operations and overseeing staff of 11 management and union personnel. Works closely with client and client's engineer to support and implement capital upgrades and process improvements.

Confidential Municipal Client, VA. Oversees operation, maintenance, capital planning and asset management of a 5 MGD WWTF and collection system in Virginia. Woodard & Curran took over operation of this facility in January 2021 and Ryan was responsible for transitioning all responsibilities from town employees to W&C staff. He recruited and hired a team of 14 staff that provide comprehensive O&M services for the Town's assets.

This page intentionally left blank for double-sided printing purposes.

Paul Roux

Operations Leader & Water Operations



Education

- Bachelors, Industrial Technology, University of Massachusetts

Registrations

- Risk Assessment Methodology, Water Utilities Certified (RAM-W) - ME
- Wastewater Operator Grade 3 - MA
- Water Fluoridation Systems - MA
- Water Operator Grade 3T - NH
- Water Operator Grade 4D - MA, ME
- Water Operator Grade 4T - MA

Professional Associations

- American Society of Civil Engineers
- American Water Works Association
- Massachusetts Water Works Association

- New England Water Environment Association
- New England Water Works Association
- Water Environment Federation
- Technical Expertise
- Process Optimization
- Process Evaluations
- Interpreting SCADA data points

Specialized Training

- Ocean Desalination
- Reverse Osmosis (high pressure)
- Chlorine Dioxide
- Ozone & UV

Professional Profile

As the Operations Leader for the East Region, Paul oversees the management teams responsible for contract deliverables, Health & Safety programs and policies, financial administration, and asset management & maintenance practices of facilities that are contract operated by Woodard & Curran along the East Coast. He brings over 26 years of experience managing and operating water treatment facilities. Paul has expertise with SCADA systems and performing drinking water treatment system evaluations to include advanced clarification and filtration processes. His experience with treatment systems ranges from conventional to upflow-pulsation clarifier treatment systems to micro-floc clarification for surface water facilities, and submersible membrane and pressure filtration systems on groundwater facilities. He also has experience with Ozone, UV, and Chlorine Dioxide systems for precursor and organic removal. Additionally, Paul also has over 22 years of experience with desalination and reverse osmosis treatment with the Army Reserves (retired). His experience also includes providing process troubleshooting and establishing standard operating procedures accordingly, training personnel for data collection, interpretation, and reporting; and consulting on system transitions and start-up.

Related Experience

Town of Cohasset, MA – Contract Operations. Woodard & Curran assumed operations of the Cohasset Water Department through a competitive procurement process in July of 2012. The project includes the operation and management of a 2.5 MGD conventional surface water treatment facility, geo-bag sludge residuals management, a 0.12 MGD groundwater facility, the distribution system, watershed management to include 46 rain gardens and two stream flow release structures for inter-basin water transfer provisions. The distribution component consists of performing and managing quarterly meter readings, bi-annual hydrant flushing events, two water storage tanks, distribution piping repairs, water service repairs, replacements, installations, turn-ons and shut-offs.

City of Marlborough, MA – Millham Water Treatment Plant (WTP) Contract Operations. As the Plant Manager, he managed the water treatment process at a 3.6 MGD surface water filtration plant. The process included two pulsating upflow clarifiers and four granular activated carbon filters. Also performed preventive and corrective maintenance on plant mechanical equipment and calibrated various flow meters and chart recorders. Managed the installation of an Aqua Ammonia chemical feed system for secondary disinfection, (Chloramination), and provided start-up support and troubleshooting services.

Town of Manchester-by-the-Sea, MA – Gravelly Pond Water Treatment Facility and Lincoln Street Well Contract Operations. Area Manager for (2) water treatment facilities and the distribution compliance sampling program. The surface water treatment technology includes three Trident filtration units, (micro filtration), and conventional coagulation with three sludge holding lagoons. The ground water facility consists of sodium fluoride, caustic, phosphate and hypochlorite.

Town of Ashland, MA – Howe Street Regional Water Treatment Facility. Area Manager for the full contract operations agreement. The water treatment facility is a 6.0-MGD groundwater up-flow pulsation clarification treatment facility utilizing ozone for oxidation and chloramines for residual disinfection. Treatment consists of ferric chloride with polymer addition for coagulation, caustic for pH control and potassium hydroxide as a corrosion inhibitor.

City of Cumberland, RI – Surface Water Treatment Facility. Assisted with the troubleshooting and optimization of the surface water treatment facility after an extensive capital upgrade. The water treatment facility utilizes conventional treatment to include coagulation, flocculation sedimentation and gravity filtration via an ABW filter unit. Coagulation was optimized with the use of a charge analyzer and additional jar testing was performed with various polymers to promote settling during seasonal water quality fluctuations. RI DES approved a coagulant aid treatment system to be implemented. Backwash procedures were optimized and SCADA programming changes were incorporated which controlled pump speed versus clearwell and storage tank levels to meet system demand and CT regulatory compliance

City of Lowell Regional Water Utility, MA – O&M. Operations and Maintenance Specialist for a 30-MGD surface water, conventional treatment facility. Provided start-up and training services relevant to a \$13M upgrade. Replaced chlorine gas system with chlorine dioxide system and sodium hypochlorite. Aluminum Sulfate was replaced with Poly Aluminum Chloride as the primary coagulant. Wrote SOPs for new treatment techniques, including process control troubleshooting, hydraulic loading, and general maintenance. Performed extensive jar testing and lagoon effluent analysis, both for process information and compliance permitting. Trained staff in interpreting data collected by new SCADA system for process control and reporting parameters.

City of Lawrence, MA – Contract Operations. Woodard & Curran assumed Emergency Operations of the 16-MGD water treatment facility due to staffing shortages at the facility in Dec of 2007 and was awarded the FCO of the facility through a competitive procurement process. The Lawrence water treatment facility utilizes pulsating upflow treatment technology with chlorine dioxide for organic oxidation and UV for secondary disinfection. This state of the art facility required extensive process optimization and troubleshooting normally found with most plant start-ups. The fluoride feed system was brought on line and optimized. The original polymer storage and feed system was redesigned and installed allowing for a more efficient and reliable system with significantly reduced down time originally due to extensive maintenance requirements. SCADA system enhancements were programmed for better alarming and operational procedures. Changes in the hypochlorite feed system were implemented to allow for a steady chlorine residual during and after backwash events. Chemical and sludge removal efficiencies were realized within 3 months resulting in significant savings to the City. Also worked diligently with the design firm to clean up punch list items which were over 2 years old. Additionally, as mandated by the regulatory agency, numerous operating SOPs were drafted and implemented to improve operating processes. Over 85 action items resulting from the latest Sanitary Survey were also completed and implemented. The distribution compliance sampling program was also managed and brought back into compliance.

City of Gloucester, MA – Babson and West Gloucester Water Treatment Facility Contract Operations. Plant Manager and Area Manager for two (5 MGD) water treatment facilities and (3) raw water transfer stations that were contract operated by Woodard & Curran. Under his direction, the water quality at the Babson facility was brought back into compliance as measured by TTHM & HAA5s. A polymer system was installed as a coagulant aid to enhance color removal and organic removal in the sedimentation basins. As a result, the process was optimized and increased filter's runs from a continuous backwash to a 5- or 6-hour filter run. More organics were captured in the process sludge reducing the risk in the formation of TTHM's. Distribution results were at historical lows with readings of 40ppb and below. These results are well below the new MCL of 80ppb.

James Reilly

Wastewater Collection



Professional Associations

- New Jersey Water Environment Association, Member
- Water Environment Federation (WEF), Member

Professional Profile

Jim brings over 40 years of experience in a wide variety of responsibilities for water and wastewater facilities. Since 2016, he has been responsible for the operation, maintenance, and management for Maple Shade Utilities (both water and wastewater). Jim has operated, managed, and led teams at other types of facilities throughout New Jersey. He has performed facility start-up, prepared O&M manuals, and written start-up reports. Jim holds a New Jersey S-4 Public Wastewater Operator License and C-3 Collection System Operator License and is a Certified Laboratory Manager.

Related Experience

Maple Shade Utilities, NJ (December 2017 to Present). Project Manager responsible for:

- Daily management of Maple Shade Water Treatment Plant, Wastewater Treatment Plant, Distribution System and Collection System
- Liaison between the Township of Maple Shade and Woodard & Curran
- Ensuring excellent customer service
- Coordinate utility activities and budgetary matters with consulting engineer
- Manage and control utility budget
- Supervision of a staff of 10 employees
- Facilitate and promote career development of employees
- Conduct operational and safety education and training
- Manage sub-contractors, including hiring and project oversight
- Ensuring compliance with Woodard & Curran Health & Safety requirements
- Ensuring compliance with Woodard & Curran rules and regulations
- Ensuring compliance with NJDEP rules and regulations and regulatory reporting
- Identify and recommend capital improvement projects
- Author and enforce Standard Operating Procedures (SOPs)
- Project and employee scheduling and workforce coordination
- Laboratory Manager responsible for ensuring with all NJDEP rules and regulations
- Explore and implement opportunities to improve fiscal and operational efficiency

Maple Shade Utilities, NJ (September 2016 to December 2017). As the Assistant Project Manager, responsibilities included:

- Daily management of Maple Shade Water Treatment Plant, Wastewater Treatment Plant, Distribution System and Collection System
- Liaison between the Township of Maple Shade and Woodard & Curran
- Management and control of utility budget

- Supervision of a staff of 8 employees
- Conduct operational and safety training
- Managed sub-contractors, including hiring and project oversight
- Ensured compliance with Woodard & Curran Health & Safety requirements
- Ensured compliance with Woodard & Curran rules and regulations
- Compliance with NJDEP rules and regulations and regulatory reporting
- Identified and recommended capital improvement projects
- Authored and enforced SOPs
- Project and employee scheduling and coordination

American Cyanamid Superfund Site, Bridgewater, NJ (June 2015 to September 2016).

Lead Operator responsible for:

- Operation and maintenance of groundwater extraction and treatment system
- Operation and maintenance of leachate extraction and disposal system
- Operation and maintenance of storm water collection and disposal system

Lone Pine Superfund Site, Freehold, NJ (October 2014 to June 2015). Lead Operator responsible for:

- Operation and maintenance of groundwater extraction and treatment system
- Operation and maintenance of leachate extraction and disposal system
- Operation and maintenance of storm water collection and disposal system

Zach Henderson

Stormwater Collection



Education

- Masters, Forest Resources/Watershed Hydrology, Pennsylvania State University- Main Campus
- Bachelors, Environmental Science, Davis & Elkins College

Professional Associations

- New England Water Environment Association
- New England Water Works Association
- Maine Water Environment Association

Technical Expertise

- Stormwater Retrofit Evaluation and Implementation
- Municipal Water Resources Compliance and Management
- Watershed and Integrated Water Resources Planning
- Green Infrastructure Engineering Design
- ArcGIS, HEC-RAS, Urban Non-point Source Pollutant Modeling

Professional Profile

Zach is Woodard & Curran's stormwater practice leader with over 20 years of experience dedicated to management of municipal stormwater and clean water programs. He focuses on planning, compliance, and stormwater asset management and works closely with several long-standing municipal clients on building better stormwater programs. Zach is an advocate for the clean water industry and currently sits on the National Municipal Stormwater Alliance Board of Directors, is an active member of the Water Environment Federation's Stormwater Institute, works regionally with the New England Stormwater Collaborative and New England Water Environment Association and locally with the Maine Water Environment Association's Stormwater Committee.

Related Experience

MS4 Permit Compliance Services - New England and Midwest, US. Practice Leader responsible for technical support and management of project teams deployed to provide MS4 General Permit consulting services in over 20 communities across several states. Tasks generally include organizational assessment, development of recommendations for enhanced workflow, asset management, software and operations process enhancements to minimize cost and maximize compliance with the stormwater permit requirements. Compliance support tasks include development of illicit program manuals, operators training, municipal facility pollution prevention and drainage system catchment analysis, nutrient and other pollutant control strategies, illicit discharge detection and non-stormwater monitoring and stormwater GIS advancements.

Town of Acton, MA - Stormwater Compliance Services. Technical Manager responsible for the development and implementation of stormwater compliance programs including stormwater management system operations, pollution prevention for municipal facilities, and Illicit Discharge Detection and Elimination. Additional services include, GIS mapping and data management support, and regulations review.

City of Fall River, MA - South Watuppa Pond Water Quality Initiative Phase 1. Technical Manager responsible for the management of preliminary watershed evaluation and the subsequent strategy development for the long-term restoration for the emergency drinking water supply South Watuppa Pond in Fall River, MA. South Watuppa Pond is the third largest waterbody in MA. The multi-municipal and interstate watershed of the Pond (MA and RI) is heavily developed and both sewerred and unsewered which contributes to consistent cyanobacteria algal blooms and unsafe swimming and recreational conditions. The Woodard & Curran and UMASS Dartmouth project team developed short- and long-term restoration strategies that will address stormwater, groundwater and internal lake nutrient management and nutrient impact mitigation.

Town of Agawam, MA – Stormwater Master Plan and Climate Impact Study. Technical Manager to prepare a Stormwater Master Plan for the Town to evaluate stormwater needs, climate impacts, priority projects, and capital costs. The project is funded by the Massachusetts Vulnerability Preparedness (MVP) Program and includes the following elements: a robust and unique public education program with student art, classroom education, and adult activities; Town-wide inspection of culverts and detention basins to evaluate maintenance, rehabilitation, and replacement needs; Town-wide evaluation of drainage infrastructure problem areas; a climate impact assessment for increased precipitation and flooding; an impervious area mitigation strategy; a Capital Improvement Plan, and a final Stormwater Master Plan. The project will provide the Town with a road map to manage and improve stormwater infrastructure to mitigate flooding and damage, improve water quality, meet MS4 Permit requirements, and identify future funding opportunities.

City of Lawrence, MA – Spicket River Flood Mitigation Study and DPW Facility Adaption Plan. Technical Manager to conduct a detailed flood study for the Spicket River and develop an adaption plan for the DPW Facility in the downtown. The project is funded by the Massachusetts Vulnerability Preparedness (MVP) Program and a priority project for the City to improve the understanding of existing and future flood impacts in the downtown and protect the DPW Facility that is critical to support emergency response services. The project includes a robust public engagement campaign with public art and flood markers, a detailed hydrologic and hydraulic study of the Spicket River and Merrimack River, evaluation of future climate impacts, evaluation of flood adaption alternatives at the DPW Facility, and development of a conceptual adaption design for flood mitigation.

Town of Sudbury, MA – Stormwater Compliance Services. Technical Manager responsible for comprehensive assessment of the Town's current stormwater compliance program and recommendations for modifications to the program for improvement. The project included staff interviews, organizational assessment, development of recommendations for enhanced workflow, software and operations process enhancements to minimize cost and maximize compliance with NPDES stormwater permit. Compliance support tasks

include development of Illicit Discharge Detection and Elimination Program Manual, drainage system operators training on illicit discharge screening and investigation, municipal facility pollution prevention and drainage system catchment analysis, municipal facility pollution prevention manual development and storm sewer GIS geodatabase revisions.

City of Westfield, MA – Stormwater Compliance Services. Technical Manager responsible for the development and implementation of stormwater compliance programs including drainage system GIS gap analysis and geodatabase model development, municipal stormwater financing assessment and rate redevelopment, stormwater management system operations improvements, Illicit Discharge Detection and Elimination program and annual reporting.

City of Quincy, MA – Stormwater Compliance Services. Technical Manager responsible for comprehensive assessment of the City's current stormwater compliance program and recommendations for modifications to the program for improvement. Compliance support tasks include development of Illicit Discharge Detection and Elimination Program Manual, drainage system operators training on illicit discharge screening and investigation, ordinance and regulations review and revision, storm sewer GIS geodatabase revisions and field mapping.

City of Lawrence, MA – Stormwater Compliance Services. Technical Manager responsible for the comprehensive assessment and development of stormwater compliance programs. Program management work includes illicit discharge program manual development and operator training, construction site runoff control program development, ordinance development and modification, program cost estimating and water quality data analysis.

Long Creek Watershed Management District, ME – Darling Avenue Stormwater Quality Improvements. Technical Manager responsible for the development of a retrofit stormwater management plan for a 17-acre commercial development in South Portland, ME. The project included stormwater permitting, easement acquisition, landowner outreach, hydrologic evaluation, materials estimates, design of under drained soil filters, a maintenance and operations plan, and construction oversight. The project included an innovative stormwater filtration and drainage strategy for a 1000' section of municipal roadway.

Michael Cherniak, CET

Environmental Compliance & Training



Education

- Masters, Environmental Engineering, Pennsylvania State University-Main Campus
- Bachelors, Agriculture, University of Delaware

Professional Associations

- American Public Works Association
- American Water Works Association
- National Environmental Safety and Health Training Association
- Water Environment Federation

Professional Profile

Michael Cherniak has 44 years of experience as an environmental consultant for the municipal and industrial sectors, specializing in water and wastewater systems operations, maintenance, management, and compliance strategies. Before retiring, Mike served as a Regional Operations Manager for Woodard & Curran's O&M services team, providing direct oversight of the Fort Myers Beach Water Utilities team, the Polk City water and wastewater treatment plants and the City of Inverness, FL water and wastewater services department. As a Senior Vice President with the firm, he also provided technical and management support for water and wastewater treatment operations projects outside of Florida. He current role with Woodard & Curran is as a senior consultant. As a nationally recognized environmental trainer and consultant, he has:

- Co-authored the manual *Manage For Success: Effective Utility Leadership Practices* for the Office of Water Programs of California State University;
- Developed scripts, content, and moderated the *Water Systems Operation and Maintenance Video Training Series* for the Office of Water Programs of California State University;
- Served as the lead trainer and content development specialist for US EPA's Indian Fellowship Training Program for Small Water Supply System Operators;
- Developed and delivered more than fifty Biological Wastewater Treatment Operations, Process Control, and Troubleshooting workshops. Content is directed toward personnel operating, maintaining, and managing SBRs, MBRs, and advanced BNR activated sludge processes;
- Delivered two to four day Train the Trainer workshops for utility team leaders, industrial trainers, state utility field inspectors, and human resource managers throughout the United States;
- Developed and delivered two-day Management and Leadership workshops for two hundred managers, supervisors, and team leaders representing the Toho Water Authority, Gainesville Regional Utility, City of Clearwater, Destin Water Authority, numerous other Florida water and wastewater utility attendees. Programs coordinated with the University of Florida TREEO Center;
- Led or participated in the technical assessments of more than 125 water and wastewater facilities;
- Have provided process control, start-up training, materials development, troubleshooting, and performance guidance to various municipal and industrial treatment facilities;
- Currently leading the on-site startup of a five-stage Bardenpho BNR wastewater facility in Quakertown, PA; and
- Past President of the National Environmental Training Association (now NESHTA). Received NETA's Environmental Education Award for lasting and significant contributions to the environmental profession.

Related Experience

Durham County, NC – Guided the Startup of a 12 MGD, 5 Stage Kruger Biological Nutrient Removal Facility. Developed process control format and operational SOPs to maintain compliance with all NPDES permit requirements throughout the 3-month startup phase.

Fircrest Farms, OR – Process Control. Developed startup plan for SBR to treat high ammonia poultry wastewater. Created process control strategy and trained operator on monitoring, analysis, and troubleshooting procedures. Served in an advisory capacity during first year of operation.

University of Florida TREEO Center – Training. Delivered five SBR training courses for Florida State Department of Environmental Protection wastewater inspectors. Programs focused on design considerations, nitrification/denitrification processes, process control strategies, monitoring approaches, and troubleshooting considerations.

Hillsborough County, FL – Technical Assessment. Conducted a technical assessment of three wastewater and one solids residual facility. Reviewed staffing levels and operational and maintenance programs from a perspective of automation, cost savings, and utility competitiveness.

Brevard County, FL – Technical Assessment. Conducted a technical assessment of six wastewater and water treatment facilities. Reviewed staffing levels and operational and maintenance programs from a perspective of automation, cost savings, and utility competitiveness.

General Electric – Technical Assessment/ Training. Provided assessment, troubleshooting, and training services for water, biological, and metals treatment facilities within the Plastics and Engines Divisions.

City of Charlotte, NC – Technical Assessment/ Training. Provided troubleshooting, technical assistance and assessment services for two, 20-MGD activated sludge treatment facilities. Participated in the development and implementation of process SOPs and a curriculum for staff training.

Weyerhaeuser Corporation – Comprehensive Plant Evaluation. Participated in a Comprehensive Plant Evaluation (CPE) and subsequent Composite Correction Program (CCP) for a 50-MGD activated sludge wastewater treatment plant.

State of Idaho – Training. Developed and delivered more than 50 water and wastewater treatment training programs for utility personnel throughout the state over the course of an 8-year contract. Curriculum included water chemistry, surface water treatment, activated sludge, lagoon operations, disinfection, and health and safety programs.

Indian Health Service/EPA – Training. Developed and delivered over 40 water system technical assistance and training programs to tribal operations and utility managers in eight western states and Alaska.

University of Florida – Adjunct Trainer. Adjunct trainer at TREEO Center in Gainesville, Florida.

Native American Water Association, Minden, NV – Instructor. Lead SBR, MBR, and wastewater BNR instructor.

Stephen Lindemann, CSP, SMS

Health & Safety



Education

- Masters, Engineering, University of Alabama Birmingham
- Bachelors, Environmental Management, University of Maryland University College
- Bachelors, Business Administration, Fontbonne University

Registrations

- Certified Safety Professional (CSP)
- Safety Management Specialist (SMS)
- USEPA 40 Hour Hazardous Waste Operations and Emergency Response
- ProBoard certified NFPA 472 Hazardous Materials Incident Command
- ProBoard certified NFPA 472 Hazardous

Materials First Responder Operations

- ProBoard certified NFPA 1006 Rope Technical Rescue I
- ProBoard certified NFPA 1006 Confined Space Technical Rescue I & II
- NIMS 100/200 and 700/800
- OSHA 30 Hour Safety and Health, General Industry & Construction
- OSHA Outreach Trainer, General Industry
- Fall Protection Competent Person Trainer
- Certified Lean Leader

Professional Profile

Steve brings 15 years of experience in the implementation and management of complex safety systems and projects with specific expertise in personal and industrial safety, industrial hygiene, process safety, compliance auditing, change management, continuous improvement, construction safety, and regulatory compliance in diverse utility, manufacturing, and construction environments.

Related Experience

Woodard & Curran, Saint Charles, MO - Health and Safety Manager

- Provide technical guidance, assistance, and consultation to internal clients regarding regulatory and company compliance requirements pertaining to occupational safety and health.
- Manage the incident investigation process, providing guidance to Employee Managers and ensuring completion of resulting preventative measures.
- Develop and present Health and Safety training material.
- Establish and publish annual Health and Safety goals for O&M Services
- Review data to identify trends and opportunity for improvement
- Ensure consistency of health and safety strategies and programs across O&M SBU
- Controls budget, scope, and schedule of health and safety initiatives
- Work with the Health & Safety Director to conduct a health and safety gap analysis and create/merge safety programs when new and existing projects.

Mallinckrodt Pharmaceuticals, Saint Louis, MO - Principal Health and Safety Engineer*

- Provided technical support to several internal value stream customers in all aspects of health and safety.
- Performed Environmental, Health, & Safety (EHS) functional reviews on new and modified processes, equipment and raw material acquisition, and construction/demolition activities.
- Developed, updated, and delivered EHS and Emergency Response training for site personnel.
- Performed EHS auditing and trend analysis to identify opportunities for improvement and vulnerability gaps

- Supported strategic growth plans at site utilizing Safety Through Design processes in manufacturing expansions.
- Performed incident and near miss investigations to determine root causes and identify solutions for hazard mitigation.
- Evaluated, reviewed, and promoted site wide safety and health procedures.
- Supported Process Safety activities through participation in Process Hazard Analysis in supported value streams.
- Guiding member of enterprise wide Center of Excellence Team for LOTO, Confined Space Entry / Rescue, and Elevated Work.

Eastman Chemical, Sauget, IL – Site Safety Specialist*

- Managed the effective review, implementation of, and compliance with site environmental health and safety policies and procedures to include Lock-Out/Tag-Out, Hot Work, Confined Space, Fall Protection, and Hazard Recognition, Evaluation, and Control
- Utilized process safety tools including Management of Change (MOC), facility siting, Layers of Protection Analysis (LOPA), and Process Hazard Analysis (PHA) to enhance facility safety.
- Created and delivered hands-on instruction in several areas of personnel and process safety; developed enterprise wide Process Safety training and conducted train the trainer instruction.
- Ensured the timely reporting and investigating of all personnel and process safety incidents and environmental releases including root cause analysis, solution screening, action tracking and resolution implementation
- Assisted multiple other corporate sites to perform EHS needs assessments, develop action plans, and assist in implementation of continuous improvement safety systems
- Lead the OSHA Voluntary Protection Program efforts at the site to ensure compliance and re-certification as a Star site

- Active participant in the site Emergency Response Team.
- Managed site permit to work program and associated audits for continuous improvement.

Afton Chemical, Sauget, IL – Production Operations*

- Controlled and operated equipment through manual and automated systems in which chemical changes and reactions take place during the production of fuel additives
- Troubleshooted complex mechanical/chemical systems to identify bottlenecked and malfunctioning systems.
- Involved in the Job Safety Analysis (JSA) and PHA process to assist in the achievement of a safe working environment.

Environmental Operations, Inc., Saint Louis, MO – Health & Safety Project Manager*

- Responsible for management and operational administration of environmental and demolition projects as well as industrial hygiene monitoring assessments.
- Performed environmental and safety oversight as a third-party representative.
- Conducted sampling for numerous compounds using sophisticated direct-read instrumentation, passive monitoring badges, and standard sampling pumps
- Managed project personnel safety to include fall protection, LOTO, confined space, hazard recognition, hearing conservation, and respiratory protection.

* Experience prior to Woodard & Curran

Yosuan Marchante

Maintenance



Education

- Industrial Wastewater, Rutgers University
- Commercial Diving, Divers Academy

Registrations

- N1 Industrial Wastewater Treatment License
- Commercial Driver's License Class B w/ airbrakes & DOT Medical Clearance
- TWIC License
- Qualified Electrical Worker ARC Flash NFPA 70
- HAZWOPER - 40HR - 2010
- HAZWOPER - 8HR Refresher - 2011,12,13,14,15,16,17,18
- HAZWOPER Supervisor - 2016
- OSHA 10HR Construction
- LPS - GES - Exxon/Mobil, Shell (13-14, 18)
- API WorkSafe Training
- McElroy Pipe Fusion (Polyethylene Welding)

2014,16

- CPR & First Aid
- NDT/MP-Magnetic Particle-Level I
- NDT/PT-Liquid Penetrant-Level I
- API RD-2D CROSBY Rigging

Professional Profile

Yosuan has over 17 years of experience in the O&M industry and is experienced in industrial wastewater facilities. He has been involved in both start-up and O&M of these facilities. As an O&M Specialist, Yosuan is responsible for preventative and corrective maintenance and safety at the facilities.

Related Experience

Lone Pine, NJ – Industrial Wastewater Facility. O&M Specialist for the O&M of the facility assists at other plants or projects as needed. Yosuan performs preventative and corrective maintenance at the facility.

American Cyanamid, Bridgewater, NJ – Industrial Wastewater Facility. As the O&M Specialist of the facility, Yosuan performed preventative and corrective maintenance at the facility along with N4 facility equivalent. pH adjustment, polymer addition and flocculation, gravity clarification, media filtration, sludge decanting and consolidation, and liquid granular activated carbon absorption.

Arcadis, Linden, NJ P66 Refinery (October 10, 2017 - May 5, 2017)*

- Oil/Water Plant System Operator
- Operation & Maintenance of Various systems (Air pumps, Strippers, Blowers)
- Oversight of contractors
- Well monitoring & Development

AWT Environmental Services, 3220 Bordentown Ave., Sayreville, NJ 08871 (June 11, 2012 - June 11, 2014)*

- Heavy Equipment Operator
- Excavations
- Tank Cleaning & Removal
- Remediation System Sampling & Installation

- Sub-Slab Depressurization System Installation (SSDS)
- Industrial Maintenance
- Lab Packing

I.E.C (Industrial Environmental Contracting, Inc.) 50 Hampton St., Metuchen, NJ 08840 (September 2011 - May 18, 2012)*

- Tank Cleaning & Removal
- Remediation
- Decontamination
- Pressure Washing/Jet Blasting

National Standard Supply, 706-4 Old Shore Rd., Forked River, NJ 08731 (July 2011 - September 2011; Temporary Part-Time)*

- Administrative office experience
- Distribution, shipping & receiving
- QuickBooks 2011
- Bookkeeping and Accounting
- Invoicing
- Billing
- Payroll Management
- Track Sales and Expenses
- Vendors and Billers
- Parts Inventory Management Control
- B2B Sales/Quotes
- Naval Base Clearance

Mainstream Commercial Divers, 322 C.C. Lowry Dr., Murray, KY 42071 (April 2010 - June 22, 2011)*

- Handled all the topside aspects of the dive operation and support
- Maintenance of diving equipment such as boats, compressors, dive hats, diesel truck maintenance and more
- Aluminum, Steel and Metal welding
- Zinc anodes inspection
- Confined Space Entry
- Contaminated Water Diving
- Lock Out Tag Out
- Hot Work Permits
- Followed SOPs and OSHA guidelines

Borough of Shrewsbury Police Department, 419 Sycamore Ave., Shrewsbury, NJ 07702 (September 2007-April 2010 - Police Dispatcher; Part Time)*

- Receive and prioritize calls and complaints from the public concerning crimes, fires and emergencies
- Dispatch personnel and equipment to scene of emergency while maintaining radio contact
- Updates and retrieves information from teletype network to address such things as wanted persons, stolen property, vehicle registration, and stolen vehicles; by use of NCIC, CJIS 2000 and AoCTELE

Radio Shack, Route 35 & 36 Monmouth Mall, Eatontown, NJ 07724 (September 2004- September 2007)*

- Trained and managed employees in daily transactions and achieved significant improvements in their productivity
- Met with potential new hires
- Met and exceeded all weekly and monthly revenue goals set forth by management
- Reviewed operational records and reports of store managers to project sales and to determine store profitability
- Directed company policies, procedures and standards, such as safekeeping of company funds, property, personnel, grievance practices and adherence to policies governing acceptance and processing of customer credit card charges

** Experience prior to Woodard & Curran*

Adam DeFranco

SCADA & Instrumentation



Education

- Bachelors, Electronics Engineering Technology, New England Institute of Technology

Registrations

- NFPA 70E Electrical Safety Awareness (Arc Flash) Training
- 10-Hour Construction Safety & Health - OSHA
- 10-Hour Construction Training - OSHA
- Confined Space Entry – Supervisor, Attendant & Entrant Level
- Electrical Qualified Worker

Specialized Training

- First Aid, CPR, and AED - National Safety Council (NSC)

Professional Associations

- International Society of Automation Community Membership

Professional Profile

Adam has over 15 years of experience designing, programming and implementing SCADA systems that comprise of PLCs, HMIs and OITs for municipal and industrial water and wastewater treatment facilities and remediation site projects. He interfaces with clients to understand their process, instrumentation and controls technology design requirements and develops solutions tailored to their application from conceptual design, through detailed engineering and start-up. His expertise includes new system implementation, modifying control systems for process improvements and optimization, system upgrades to current standards, developing automated reports, alarm notification, networking systems through various communications media (radio/ethernet/fiber/serial), operator/staff training, developing Operations & Maintenance manuals, troubleshooting faulty systems, and continued field/emergency services to clients.

Related Experience

Township of Maple Shade, NJ – O&M Site. Provided as-needed support and improvement requests for the water treatment plant's filtration system and the wastewater plant. Troubleshoot faulted devices and improved the process control systems. Township of Maple Shade, NJ – O&M Site. Provided as-needed support and improvement requests for the water treatment plant's filtration system and the wastewater plant. Troubleshoot faulted devices and improved the process control systems.

EnSafe/Carrier Corporation, Syracuse, NY – Storm Water Treatment Control & SCADA Support. As Project Manager providing SCADA maintenance and support services. Worked with the team to investigate and resolve communication issues that would cause nuisance plant shutdowns by implementing a new licensed radio system. Provided a SCADA system assessment and planning report including findings, observations and recommendations for short and long term repairs and upgrades; this has recently been accepted and we've received a PO to move forward with both short and long term project plans.

Town of North Castle, NY Water & Sewer Department – Water and Wastewater SCADA Engineering. Currently serving as Lead Project Engineer, developing & integrating a new SCADA system for the Town's wastewater treatment plant, 9 wastewater pump stations, 7 water booster stations, and 3 water towers. This project includes PLC/OIT/HMI programming, construction and start-up services to fully upgrade and integrate a new control system with automated reporting, remote access, and alarm notification.

City of Yonkers, NY, Department of Public Works, Water Bureau – SCADA Engineering. Served as Lead Project Engineer to develop and integrate a new SCADA system for the city's water treatment plant, 7 water booster/pump stations including chemical treatment and 3 water storage towers. This project included PLC/

OIT/HMI programming, construction and start-up services to fully implement a new control system with automated reporting, remote access, and alarm notification. Continued maintenance, support, and improvements are ongoing.

Village of Tarrytown, NY, Department of Public Works - SCADA Engineering. Served as Lead Project Engineer to develop and integrate a new SCADA system for the village's water treatment/pump station and 2 water storage tanks. This project included PLC/OIT/HMI Programming, new process instrumentation, new variable frequency drives, construction and start-up services to fully implement a new control system with automated reporting, remote access, and alarm notification. Continued maintenance, support, and improvements are ongoing.

New York City Department of Environmental Protection (NYCDEP), Brooklyn, NY - 1385 SCADA Contract. Serve as Lead Engineer on the service and repair of the GE Cimplicity SCADA systems at the Newton Creek, 13th Street and Spring Creek Wastewater Treatment Facilities. The Work under this Contract is to provide the necessary labor, materials, and equipment to service and repair the GE Cimplicity SCADA Systems at the Newtown Creek Wastewater Treatment Plant, 13th Street Pumping Station, and the Spring Creek Combined Sewer Overflow (CSO)

Town of Beacon Falls, CT, Water Pollution Control Facility - Pump Stations/SCADA Upgrade Project. Served as Engineer responsible for programming, implementation, and start-up of a new SCADA system to monitor and control their Influent Pump Station at the plant, 3 remote lift stations and 1 radio repeater site. Project included automated report generation, remote access capability and alarm notification.

Department of Public Works, Village of Briarcliff Manor, NY - SCADA System. Served as Engineer responsible for implementation, programming, and start-up of upgrading and improving their SCADA system that includes numerous remote stations (water storage tanks, booster pump stations, wastewater pump stations). Continued maintenance, support, and improvements are ongoing.

Town of Carmel, NY - Wastewater Filter Building PLC Panel Upgrade. Engineer for the upgrade of communications, hardware, and

software for the filter facility. The project consisted of replacing a faulty PLC and Loop Controllers with new PLC and Operator Interface, along with real-time control, monitoring, and alarming of three Roberts Filter Trains.

Water Pollution Control Authority, Town of Montville, CT - SCADA System Improvements. Served as Engineer responsible for implementing a new HMI system using Rockwell Software's FactoryTalkViewSE, alarm notification using WIN-911 and report generation using XLReporter. Upgrades included installing a new AB ML1100 master polling PLC that reads alarm data from 26 remote sites through their existing licensed radio system. Continued maintenance, support, and improvements are ongoing.

Mashantucket Pequot Tribal Nation, Mashantucket, CT - WTP and WWTP improvements. Various project upgrades and maintenance of the SCADA systems, including PLC, OIT and HMI programming. Continued maintenance, support, and improvements are ongoing. WTP - Well #4 addition - Served as Engineer responsible for implementation and start-up of the addition to the Wells 5 and 6 remote pumping stations, including AB ML1500 PLC, PanelView300 OIT, and RSView32 HMI programming and panel wiring. WWTP - Odor Control Scrubber #1 addition - Served as Engineer responsible for implementation and start-up of the addition of the new Odor Control system, including AB SLC 5/05 PLC and RSView32 HMI programming.

United Water, Newport, RI - Wastewater Treatment Facility HMI SCADA System Computer and Software Upgrade. Served as Engineer responsible for implementation and start-up of a SCADA system upgrade of PCs and HMI software, Wonderware In-Touch 10.0. This included installing and programming WIN-911 alarm monitoring software.

Alan Fabiano

Computer Software



Education

- Bachelors, Environmental Science/GIS Minor, SUNY College at Plattsburgh

Professional Profile

Alan is a Technology Manager responsible for leading the implementation and support of wide range of technologies including operations databases, Enterprise Asset Management systems; mobile data collection systems; Geographic Information Systems (GIS), GPS data collection systems, and business analytics and intelligence systems.

Alan leads a support team that guides the implementations, design, user interface, and integrations as well as interfacing with client technologies. He serves as the technology leader for the operations and management (O&M) strategic business unit (SBU) with the goal of increasing overall efficiency at all water, wastewater and remediation projects across the country. Over the last 10 years, Alan has taken the SBU from paper, pen and spreadsheets to a robust technology program, providing operators and management the tools and skills needed to accurately store and report operations data.

In addition to increasing efficiency at water, wastewater and remediation facilities, Alan has also focused on corporate reporting through benchmarking/KPI's. With all projects utilizing technology, we provide the ability to monitor compliance, process control, KPI's.

Alan also implements mobile device management across the O&M business including tablets, phones and hotspots. These tools allow the O&M business to seamlessly rollout and support technology to users across the organization.

Related Experience

Delta Airlines, Atlanta, GA - Data Management and Business Intelligence. Delta Airlines asked Woodard & Curran if we could replace their waste storage facility inventory entry and reporting system. Using existing technology, Alan was able to meet the client's needs. Inventory reports are automatically emailed to Delta staff daily so emergency management personnel have an accurate account of what type of Hazardous materials are currently at the facility. A mobile data collection tool was created that allows staff to document waste pickups at multiple locations around the airport daily. All data is funneled into a web dashboarding tool where staff can immediately report anything to the client at any time from any mobile device or computer.

Pfizer, Inc., Bound Brook, NJ. Alan began working for the O&M SBU as a plant manager for a large remediation facility. He effectively managed and coordinated staff, contractor and engineering activities. Alan was also responsible for environmental compliance, database management and financials. He served as the site safety officer & emergency response coordinator.

Hull WWTF and Collection System, MA - Mobile Data Collection, GPS, GIS and CMMS. Worked with the Hull Wastewater Collection system staff to replace their existing paper and pen method of data collection with a robust mobile data collection system. A GIS/CMMS system was also introduced for the Wastewater Collection system staff so they could efficiently document their maintenance without wondering "where am

l." A survey grade GPS system was also introduced to the staff which allows non-surveyors the ability to collect 1cm accuracy in on any tablet or smart-phone, using any application

Pinehills WWTF, Plymouth, MA - Mobile Solutions and CMMS. Replaced existing data collection and reporting system with mobile applications and cloud operations databases. Operators are able to perform manhole and lift station inspections on tablets and smartphones loaded with custom forms that send data directly to the operations database and Computerized Maintenance Management Systems.

Wheaton College Norton, MA - GIS and GPS. Developed a GIS database consolidating existing inspection data from multiple sources including hardcopy figures, photographs and tabular data. Implemented a manhole inspection program using GIS mobile tools and completed a full GPS verification including adding and inspecting new structures.

Wolfeboro WWTF, NH - Mobile Data Collection. Eliminated the paper trail by implementing a mobile application sending all data to a centralized database system. The plant staff are able to enter data in the plant and out in the field which seamlessly completes regulatory reports. After data is reviewed and approved reports are automatically emailed to the appropriate agencies on a scheduled basis.

NAVFAC - GIS Analyst. GIS Analyst responsible for day to day data collection on U.S. and Allied naval installations around the world. Tasks include managing spatial data collection procedures, project management, client training, travel coordination, report writing, equipment maintenance, and staff supervision.

Additional Experience

GIS Analyst/Environmental Technician (2008-2010).* Alan began his career with Woodard & Curran as a GIS Analyst. His expertise in ESRI products included development, maintenance and analysis of spatial databases along with development of high quality figures for client reports. Alan also has experience with implementing mobile and web-based GIS applications along with in depth knowledge of GPS data collection.

While performing the duties of a GIS Analyst, Alan became involved with corrective action and construction projects including the monitoring of drilling programs, soil and water sampling programs, phase 1-site assessments and excavation activities. Alan incorporated GIS and GPS technology into each of these projects to add value and efficiency.

Plant Manager/NJ Remediation Site (2011-2012).* Alan began working for the Operations SBU as a plant manager for large remediation facility in Bound Brook, NJ. He effectively managed and coordinated staff, contractor and engineering activities. Alan was also responsible for environmental compliance, database management and financials. Alan served as the site safety officer & Emergency response Coordinator.

* Experience prior to Woodard & Curran

Celina Bland

Technology



Education

- Associates, Environmental Science, Crowder College

Registrations

- NASSCO Pipeline, Lateral and Manhole Assessment - CA
- Wastewater Operator Class C - MN, MO
- Wastewater Operator Grade 2 - CA, TN

Professional Profile

Celina has over 22 years of experience working in the wastewater industry with primary focus in the operation and maintenance and management of wastewater treatment facilities. She is experienced in industrial and municipal operations. Celina has been involved with the design, construction, start-up and transition of several treatment facilities in her career. As Project Manager of the Perdue Industrial Wastewater Treatment Facility, she has been responsible for permit compliance, health and safety, plant maintenance, and financial performance. Her strengths are commitment, creative thought process analysis, technical abilities, and an eagerness to learn. She has strong leadership abilities and have succeeded in creating a positive work atmosphere where continuous improvement and change are expected.

Related Experience

Woodard & Curran, Operation Specialist. Participated in several new project start-ups. Provided a support role for asset management and Hach WIMS, our compliance database.

- Ellijay-Gilmer County Water & Sewerage Authority, GA
- City of Carlinville, IL
- City of Hillsboro, IL
- City of St. Charles, MO
- Flowers Bakery
- City of Groveland, FL
- City of LaBelle, FL
- Perdue Farms
- HEB, TX
- Town of Plymouth, MA

Environmental Management Corporation (EMC), Perdue Farms, Monterey, TN – Operations and Management.* Facility Manager for the Industrial Pretreatment Facility with a 0.60 MGD biological nutrient removal system. In addition to operations and management, responsibilities include ensuring compliance for the stormwater permit, annual Tier II reporting, sludge hauling and application program and logistics. Provides assistance and training with operations, laboratory, and safety, maintenance, and compliance documentation retention programs to other EMC sites.

Environmental Management Corporation (EMC) – Worthington, MN Industrial Wastewater Treatment Facility.* Manager-in-Training/Operator for the Worthington, MN Industrial Wastewater Treatment Facility where the facility maintained at 2.0MGD flow from the Swift Pork Processing Facility.

Wentzville Wastewater Treatment Facility, MO – Laboratory Technician.* Maintained a 2.0 MGD extended aeration wastewater facility with responsibilities including daily laboratory testing per EPA

approved methods; dewatering digesters; adjusting and tracking flow to units; daily checks on equipment, dissolved oxygen monitoring; equipment maintenance and calibrations; organized a backflow prevention inspection program for over 600 devices citywide; scheduled and organized inspections per classification twice a year; and maintained grease trap inspections for the entire city, approximately 100 inspected twice a year.

Fru-Con Construction, Pickneyville, IL – Sub-Station.*

As Document Control Clerk, duties included reproducing and distributing new revisions of blueprints to many different subcontractors at job sites. Responsibilities included working with complex spreadsheets, merging orders together, organizing incoming international shipments via excel. Other duties included plotting out large operation manuals, reproducing, and distributing to multiple job sites with multiple subcontractors

* Experience prior to Woodard & Curran

Mea Clift, CISSP, PMP, CRISC, CISA, CISM, MCSE

Cybersecurity



Registrations and Certifications

- Certified in Risk and Information Systems Controls (CRISC) - ISACA, 2028792
- Certified Information Systems Auditor (CISA) - ISACA, 19162503
- Certified Information Systems Management (CISM) - ISACA, 1947340
- Certified Information Systems Security Professional, CISSP® - Internat, 620372
- Project Management Professional - PMI
- Microsoft Certified Systems Engineer - Microsoft

Technical Expertise

- Cybersecurity Risk Assessment
- Cybersecurity Program Management

- Cybersecurity Compliance
- Cloud Security
- Physical Security
- Cybersecurity and Enterprise Risk Management
- Systems Architecture

Specialized Training

- FAIR Risk Methodology training
- Leadership training
- SCADA security best practices and management (ISC2, CISA)

Publications and Presentations

- Supply Chain Threats and the Cybersecurity Solution. ISACA. 2021.

Professional Profile

Mea is a versatile cybersecurity professional with over 20 years of computer systems engineering, cybersecurity risk management, and project management experience in large-scale, high-value projects, initiatives, and contracts. She has thorough knowledge of security control frameworks, risk management frameworks, and auditing and compliance procedures. Mea has a keen interest in maturing client organizations by developing security postures to reduce vulnerabilities, identify threats, and enhance cyber defenses. With extensive project management experience around cyber initiatives, she is able to successfully manage simultaneous projects with evolving priorities and aggressive timelines.

Related Experience

As the Information Security Manager, Mea directed the future of Cybersecurity at Woodard & Curran with a fundamentally holistic approach to cyber across all business units. Implemented Cybersecurity programs and processes to enhance extant technology maturity. Assessed environment for key risks in the cybersecurity landscape to develop a roadmap of programmatic development. Provided a roadmap and guidance to leadership for strategic directions, integrating security to practices. Established policies and procedures around key risks, steering committees, and technological program advancement to protect critical infrastructure environments. Engaged with critical infrastructure leaders to create baselines for Operational Technology (OT) Systems. Implemented Governance, Risk and Compliance application and processes, along with enhancing awareness and training campaigns with greater communication and role-based training programs.

Lead Associate, Cybersecurity Risk Management Booz Allen Hamilton, McLean, VA (2019-2021).* Lead for the cybersecurity and risk assessment innovation team/strategic innovation group. Used insight, collaboration, and subject matter expertise to lead the cybersecurity and risk assessment innovation team. Directed risk management, compliance, governance, assessment and authorization, and NIST Framework programs to enhance cyber resilience and decision making, optimize current and future cyber spending, and develop a proactive approach to cyber security activities. Performed cybersecurity assessments for critical defense and government agencies; and developed workshops and reports to identify security risks, make recommendations, and provide actions for operationalization. Crafted statements of work and other proposals.

Cybersecurity Manager, ASM Research, Fairfax, VA (2014-2019).* Contractor for the Department of Veterans Affairs, focused on NIST frameworks and FISMA compliant security controls review, risk assessments, authority to operate, and associated Audits for FY15 through FY19. Oversaw the largest single information technology (IT) portfolio at the Department of Veterans Affairs, coordinating multiple Certification and Accreditation (C&A) security and business continuity processes for over 300 information systems and facilities. Conducted annual risk management activities, configuration management plan reviews, and quarterly Plan of Action and Milestones (POA&M) reviews. Executed gap analysis and audit findings analysis regarding systemic risks and threats and developed metrics to report progress on cybersecurity risk management initiatives. Met with VA and ASM Research senior leadership teams to report findings.

Lead Senior Systems Engineer, Cetrom Information Technology, Mt. Airy, MD (2011-2014).* Lead Senior Systems Engineer for the cloud services team. Managed all customer deployments and delegated tasking to junior engineers. Architected the Citrix, Exchange, and VMware environments and provided tier 3 technical support. As the Lead Senior Systems Engineer for Cloud Services, directed all customer deployments and strategically assigned tasks, duties, and responsibilities to junior engineers. Architected, configured, optimized, and migrated Citrix, Exchange, and VMware environments with a focus on resiliency, performance, and reliability. Provided tier 3 technical support for Cloud Services infrastructure and customer environments.

* Experience prior to Woodard & Curran

Joseph Parks

Cybersecurity & Physical Security



Education

- Bachelors, Computer and Information Science, Wilmington University
- Associates, Community College of the Air Force
- Associates, Criminal Justice, Community College of the Air Force

Technical Expertise

- Cyber Investigations
- Network and Telecommunications
- Windows and Linux System Security
- Python
- Cyber Law

Specialized Training

- Federal Law Enforcement Training Center – Criminal, Fraud and Counterintelligence Investigations
- Defense Cyber Investigation Training Academy – Intro to Cyber Investigations and Digital Forensic previewing and extraction courses
- Joint Counterintelligence Training Academy – Advanced Counterintelligence Investigation Course, Counterintelligence Research, Development and Acquisitions (RDA)

Professional Profile

Joseph has over 14 years of experience protecting critical infrastructure as well as proprietary and intellectual property against outside adversarial, insider and cyber threats in the military, public, private, and international sectors. He leads the security efforts for Woodard & Curran's operations & management group nationwide.

Related Experience

United States Air Force (2002-2022).* Joseph has 20 years of Active-Duty military experience with 14 years' experience as an accredited federal agent conducting criminal, fraud and counterintelligence investigations with the Air Force Office of Special Investigations (AFOSI). Roles and duties held throughout this time include:

- Resident Agent in Charge, AFOSI (2014-2022)
 - Responsible for developing and delivering customized written and oral threat intelligence products for senior leaders at four military installations, two universities, and 20 corporations.
- Counterintelligence Program Manager, AFOSI (2012-2014)
 - Responsible for developing insider threat and counterintelligence program to safeguard U.S. nuclear weapon systems.
- Fraud/Criminal Investigation Program Manager and Counterintelligence Agent, AFOSI (2008-2012)
 - Responsible for developing insider threat and counterintelligence program to safeguard U.S. Military personnel and assets in deployed and stateside locations

* Experience prior to Woodard & Curran

Awards & Honors

- Air Force Meritorious Service Medal – 2022
- AFOSI Region 1 Counterintelligence Team of the Year – 2018
- AFOSI Region 1 Counterintelligence Team of the Quarter – Mar 2018
- AFOSI Region 1 Counterintelligence Team of the Quarter – Dec 2017

- Air Force Commendation Medal - Nov 2014
- 91st Missile Wing Superior Supporter of the Quarter - Oct 2014
- Air Force Commendation Medal - May 2012
- Air Force Commendation Medal - May 2011
- AFOSI Region 3 Junior Agent of the Quarter - 2010
- Air Force Commendation Medal - Jan 2009
- Air Force Commendation Medal - May 2008
- Senior Airman Below the Zone - 2004

11/11/14
10/11/14
10/11/14

Christopher Riat

Engineering & Client Service



Education

- Bachelor of Arts, Marist College

Professional Associations

- American Water Works Association
- Water Environment Federation

Professional Profile

Chris has over 30 years of experience in the water sector and over 15 years of managing complex water and wastewater systems in northern New Jersey. He leads Woodard & Curran's client relationship efforts in New Jersey and Pennsylvania. His experience includes asset management, infrastructure delivery, business technology transformation and change management for water and wastewater utilities. Chris has managed external relations with media, multilateral agencies, private equity and industry groups in the water sector.

Related Experience

Senior Client Manager – Woodard & Curran. Chris is serving as a Senior Client Manager focused on developing relationships with strategic accounts primarily with local agencies/regulators, utilities and municipalities in New Jersey and Pennsylvania. Current activities include providing client service to existing clients, developing new customer opportunities through productive business development, and supporting the overall branding and positioning of Woodard & Curran's engineering services for the water and wastewater environment throughout the Mid-Atlantic region.

General Manager & Vice President – New Jersey & Pennsylvania Division.* Managed Suez's most complex contracts, focused in large urban areas in N.J. (Jersey City, Hoboken, Bayonne, Orange, Rahway, Kearny) and P.A. Managed 135 employees supplying water to 500,000 with a demand averaging approximately 75 million gallons per day. Lead utility operations, water, wastewater asset management and infrastructure delivery. Manage external relations with media, multilateral agencies, private equity and industry groups in water sector.

Vice President Business Technology Integration.* Business Lead IT Master Plan, identifying and implementing software solutions across multiple functions and operations in 20 business units. Paired operations and planning skills identified most relevant software solutions to upgrade internal systems and streamline processes. Project included enterprise-wide GIS, asset management and customer care solutions, representing \$60 million in capital investment.

Vice President – Business Development.* Enterprise-wide responsibility to develop and implement strategies to achieve growth and economic performance objectives. Manage growth initiatives for the regulated and contract services business segments. Accountable for identification, qualification, acquisition and profitability of new business opportunities. Built and implemented short and long-range business plans. Secured parent company approval and funding for US and Canadian projects.

Manager – United Water, New Rochelle.* Led operation and management of water utility operations providing service to 140,000 people within southern Westchester County, New York. Managed organization to ensure the provision of high-quality water service at lowest possible cost. Developed and delivered strategic plans, operating plans and master plan. Built and maintained sound regulatory, governmental, media, community and customer and employee relations programs.

* Experience prior to Woodard & Curran

This page intentionally left blank for double-sided printing purposes

Rob Little, PE

Water Practice Leader



Education

- Bachelors, Civil/Environmental Engineering, University of Vermont

Registrations

- Professional Engineer - MA, MO, NH, NV, RI
- NCEES License - Various

Professional Associations

- American Water Works Association
- New England Water Works Association, Multiple Committee Membership
- Massachusetts Water Works Association

Professional Profile

Rob has over 28 years of experience with the evaluation, planning, design, and construction of water works facilities. He has worked on a wide variety of projects ranging from hydraulic modeling, distribution system analysis and infrastructure planning to water treatment facility, pumping station, storage tank and water main design. He is experienced in evaluating water treatment, pumping and storage facilities and has a thorough knowledge of current and known future drinking water regulations. Rob is the Leader of Woodard & Curran's water practice and is a senior technical expert in the area of hydraulics, pumping, treatment and storage.

Related Experience

Public Water Supply District No. 2 of St. Charles County, MO – Risk and Resilience Assessment. Senior Technical Advisor responsible for developing a Risk and Resilience Assessment for PWSD#2 that identifies potential risk in the utility's infrastructure as well as proposes a list of prioritized projects to increase the resiliency of both physical assets and the process control and business enterprise systems.

City of Groveland, FL –Drinking Water Facility Plans and Asset Management Program. Technical Leader responsible for the review and QA/QC of a drinking water facilities plan. This project is funded by Florida State Revolving Fund and includes mapping of utilities, evaluation of water facilities, population and water demand forecasts, evaluation of future developments, and development of a 20-year facility plan and asset management plan for the City's drinking water assets.

City of Lowell, MA – Risk and Resilience Assessment (RRA) in Compliance with America's Water Infrastructure Act. Principal-in-Charge responsible for the development of an RRA for the City that identifies potential risk in the utility's infrastructure as well as proposes a list of prioritized projects to increase the resiliency of both physical assets and the process control and business enterprise systems.

Town of Cumberland, RI – Diamond Hill Road Water Main Replacement. Principal-in-Charge for the design, bidding and construction observation for approximately 13,000 linear feet of 6-inch through 12-inch diameter water main in Diamond Hill Road. This fast-track design project was completed in less than four months to take advantage of paving scheduled to be funded by the State. Executing the design rapidly saved the Town significant dollars on surface restoration while simultaneously addressing water distribution system deficiencies. When the Department of Transportation's plan for a nearby rotary project changed, Woodard & Curran adapted quickly and performed additional design services to fully leverage the DOT's work and minimize the cost to Cumberland's rate payers.

Veteran's Administration, Bedford, MA – Water System Evaluation and Hydraulic Analysis. Project Manager responsible for the evaluation of the campus' water system relative to fire flow availability, distribution storage and water quality. The work included development of a hydraulic computer model of the campus' water system, performance of hydrant flow tests, evaluation of the elevated storage tank, and the development of recommendations for capital improvements.

City of Lawrence, MA – Distribution System Hydraulic Model. Responsible for the development and calibration of a hydraulic model of the City's water distribution system. The model was used to develop a uni-directional flushing program and valve exercising report. The model was also used to perform Extended Period Simulations of distribution system flow to satisfy the System Specific Study (SSS) criteria for the Initial Distribution System Evaluation (IDSE) phase of the Stage 2 D/DBPR. The completion of the model and IDSE using the SSS methodology saved the City significant time and money associated with sampling of distribution system water quality. The modeling also served to prioritize multiple phases of water main replacement and rehabilitation throughout the City. He also oversaw the conversion of manual read meters to radio read meters.

Lowell Regional Water Utility, Lowell, MA – Water Distribution System Improvements.

Project Manager responsible for the design and construction oversight of numerous water distribution system improvements. Projects include replacement and/or installation of over 10 miles of distribution and transmission piping. The work also includes development of a distribution system computer model in a GIS based modeling package to assist in the development of recommendations and design criteria.

Lowell Regional Water Utility, Lowell, MA – Distribution System Master Plan. Responsible for managing the development of a Distribution System Master Plan to provide a road map for the City's capital improvements. As part of this effort, a GIS-based hydraulic model was developed and calibrated using fire flow and c-value tests. The Master Plan, which included a 20-year Capital Improvement Plan, focused on improving the reliability, redundancy and efficiency of the water system, and provided design criteria for the various system-wide improvements. Recommendations in the Master Plan included addition of a redundant raw water transmission main, replacement of critical distribution system piping, increasing water main size in certain areas to improve fire protection and increasing storage capacity.

Various Municipal Clients – Master Plan and Capital Improvement Plan Preparation.

Conducted initial surveys, information collection, and developed and carried out water main flow

tests for the preparation of water distribution system computer models for the cities of Fall River, Gloucester, Taunton and Newburyport. Used the models to create and prioritize distribution system capital improvement programs for each of the municipalities. Fire protection, water quality, and costs were among the factors evaluated to determine priority improvements. Master plans were also completed identifying current and future water treatment plant and distribution improvement needs for Taunton, Newburyport and Fall River.

Town of Billerica, MA – Hydraulic Model and Water System Master Plan.

As Project Manager, Rob was responsible for a comprehensive evaluation of the Town's 14 MGD Water Treatment Plant and distribution system providing service to over 40,000 residents and businesses. The majority of the plant is approximately 12 years old, however, the plant's ozone generation equipment was relocated from a prior facility and is past its useful life. In addition, corrosion in the ozone feed piping has been an ongoing problem. We prioritized a fast-track ozone system review in the context of the overall plant evaluation. Rob also oversaw the hydraulic distribution system model, which was utilized to evaluate existing conditions, plan for future demands, and identify and prioritize required capital improvements. System hydraulics were evaluated based on fire flow availability, system pressures, flow velocity and head loss across the distribution network. These factors, in addition to pipe break history data, pipe age, and pipe criticality analysis were used as a basis of selection and prioritization of recommended upgrades. Rob utilized information from the plant evaluation and hydraulic model to develop a prioritized 20-Year Capital Improvement Plan for Billerica's Water Treatment Plant and Distribution System. The Town and Woodard & Curran used findings from the CIP as support for a competitive SRF loan application and was awarded a low interest \$10 million loan to complete the first phase of upgrades recommended in the plan, including design and construction of a state-of-the-art ozone generation system.

Matthew Nelson

Maintenance Backup



Education

- Associates, Automotive Engineering, Pennco Tech

Registrations

- Industrial Grade N-1 - NJ, 771634
- Black Seal Low Pressure Boiler Operator License

Specialized Training

- RCRA Hazardous Waste Management
- DOT Hazardous Materials Training - OSHA
- 90-Hour Industrial Wastewater, Course Rutgers University
- First Aid - American Red Cross
- Forklift Certified
- NFPA 70E, Electrical Worker Qualifications
- Confined Space Entry - OSHA
- 40-Hour Trained with 8-Hour Refresher - OSHA

Professional Profile

Matt has over 29 years of maintenance and repair experience including troubleshooting complex mechanical and electrical problems. He also has a strong work ethic, works well with teammates and has a very diverse skill set.

Related Experience

Pfizer Inc. (Wyeth), Bound Brook, NJ. As the Lead Maintenance Mechanic/O&M Operator 1, Matt is responsible for daily plant operations, treatment of groundwater, leachate management, maintenance and repair of all equipment related to our process. Other responsibilities include process control changes, Lab testing and analysis, troubleshooting and grounds assistance.

Piazza Honda, Langhorne, PA - Automotive Technician.* Responsible for diagnosis and repair of all Honda automotive vehicle models. Additional tasks include state safety and emissions compliance inspections and safety recall repairs.

Firestone, Bensalem, PA - Lead Automotive Technician.* Responsible for diagnosis and vehicle repair of makes and models. As lead Tech and ASE certified master automobile technician I was also responsible for quality control of all automobiles serviced at our facility.

* Experience prior to Woodard & Curran

This page intentionally left blank for double-sided printing purposes.

Laura Tessier

Grant Funding



Education

- Masters, Environmental Science, Policy, and Management, Yale University
- Bachelors, Biology, Saint Lawrence University

Professional Associations

- American Planning Association, Member
- Ecological Society of America, Member
- Society of Wetland Scientists, Member
- Association of Floodplain Managers

Professional Profile

Laura has over 35 years of municipal and environmental planning experience in both the public and private sectors, specializing in federal, state, and local legislative and regulatory affairs, water resources program and plan development, project management, and program administration. She identifies and works to secure funding for infrastructure, community, and economic development projects in collaboration with federal, state, and municipal government staff. In addition, Laura researches special projects to advance the firm's project planning and implementation. Laura is a member of the American Planning Association (APA), the Association of Floodplain Managers, the Ecological Society of America, and the Society of Wetland Scientists.

Related Experience

Lake Kitchawan, Town of Lewisboro, NY – Engineering Study of Wastewater Issues and Solutions. Planning and funding professional responsible for identifying funding options for alternatives to remediate wastewater issues around Lake Kitchawan. The project involved a wastewater study for the Lake Kitchawan community with the goal of identifying options to improve the water quality within the New York City Watershed. Work included research and report preparation summarizing various programs to finance recommended improvements. Project

Palmer Lake, Town of Kent, NY – Engineering Study of Wastewater Issues and Solutions. Planning and funding professional responsible for identifying funding options for alternatives to remediate wastewater issues around Palmer Lake. The project involved a wastewater study for the Palmer Lake community with the goal of identifying options to improve the water quality within the New York City Watershed. Work included research and report preparation summarizing various programs to finance recommended improvements.

Village of Scarsdale, NY – Funding Support. As Planning/Funding Specialist, developed and presented recommendations to optimize Village potential to secure funding under the Bipartisan Infrastructure Law and Congressionally Directed Spending.

Village of Scarsdale, NY – Water Supply Master Plan. As Planning/Funding Specialist, evaluated and reported funding options for the Village water supply distribution system, including discussion of options to address sewer overflows.

City of Yonkers, NY – Lamartine-Warburton Avenues Interzone Water Transmission. As Planning/Funding Specialist, prepared and submitted a NYS Water Infrastructure Improvement Act (WIIA) Grant application for the project, securing a \$1.7M award for the City.

Town of Cortlandt, NY – Water Quality Assessment of Wallace Pond. As Planning/Funding Specialist, Laura has worked with the Town and the Woodard & Curran project team to identify federal and state funding programs to help underwrite project costs and assisted in developing the project scope to maximize funding potential.

Village of Larchmont, NY. As Planning/Funding Specialist, prepared and filed on behalf of the municipality two Drinking Water Infrastructure Improvement grant applications for Flint Park Area Water Mains Replacement (project cost \$1,431,063) and Village-wide Lead Service Lines Replacement (project cost \$720,130).

City of Yonkers, NY. As Planning/Funding Specialist, prepared and filed on behalf of the municipality a Drinking Water Infrastructure Improvement grant application for the Nepperhan Avenue Water Main Redundancy Project (project cost \$5,342,189), securing a \$3 million award for the City.

Health Center of Richmond, Staten Island, NY – NYC Brownfields Incentive Grant Program. As Planning/Funding Specialist and on behalf of CHCR, prepared a planning study to secure an \$85,000 reimbursement grant to remediate property in Staten Island for construction of a community health center. The site is a designated NYS Brownfields Opportunity Area and Strategic Property.

Village of Briarcliff Manor, NY – Cedar Drive Vicinity Sewer Extension. As Planning/Funding Specialist, assisted the Village in identifying funding options to expand sewerage to 62 parcels served by onsite septic systems and researched options for recovering capital expenditures.

Town of New Castle, NY – Millwood Sanitary Sewer Extension. As Planning/Funding Specialist, assisted the Town in identifying funding options to expand sewerage to the Hamlet of Millwood.

City of Yonkers, NY – Neighborhood Parks Rehabilitation. As Planning/ Funding Specialist, assisted the City Department of Parks, Recreation & Conservation in evaluating New York State OPRHP Environmental Protection Fund Grant opportunities for the rehabilitation of Cochran, Barton, Columbus, Smith, and Lohrfink neighborhood parks in the City of Yonkers.

Town of Cortlandt, NY – Wallace Pond/ Westchester Lake Restoration and Dam Repair. As Planning/Funding Specialist, evaluated grant opportunities and prepared a report for restoration/management activities and dam repair/ replacement for a nutrient-impaired lake and deteriorating impoundment in the Hudson River watershed.

Town of Somers, NY – Comprehensive Wastewater Management Plan. As Planning/ Funding Specialist, evaluated and reported on grant opportunities to prepare a CWMP for the Town of Somers, specifically including the Lake Shenorock/ Lake Lincolndale watersheds.

Town of Yorktown, NY – Hallock’s Mill Sewer District Improvements. As Planning/Funding Specialist, evaluated funding options for sewerage additional areas within the Hallock’s Mill Sewer District which is tributary to the NYC Water Supply.

Woodard & Curran – Conservation Easement Restoration. As Planning/Funding Specialist, prepared an application for a \$5 M USDA NRCS conservation easement restoration grant to plan and implement wetland, floodplain, and forestland restoration projects throughout the continental US. Woodard & Curran and 9 other awardees received grants of \$500,000 each under the program.

NYWEA Annual Meeting 2022. As Senior Planner and Funding Manager, presented at the New York State Annual Water Environment Association on “Federal Funding for Wastewater Infrastructure – What We Know and What to Expect,” February 8, 2022.

City of Norwalk, CT – City-wide Storm Drainage System Evaluations to Mitigate Flooding. As Funding Manager, Laura is overseeing the public participation component of the City’s project which includes developing the program, schedule, and meeting materials for each of the Study Area Neighborhood Workshops and facilitating each session. Once the study is complete and mitigation alternatives have been proposed, Laura will assist the team with developing the preferred alternatives to better position the City to compete for outside funding programs. As part of this effort, Laura will develop funding recommendations for the City and will prepare grant applications as appropriate.

F | Operations Specialists Skills Matrix

The O&M specialist skills matrix is on the following pages

This page intentionally left blank for double-sided printing purposes.

O&M Specialist Skills Matrix

Industry Start Date	2004	2014	1985	1990	2009	1984	2000
	Junior Rivers	Yosuan Marchante	Paul Horigan	Jody St. George	Glenn Sutson	Tim Hasara	Celina Bland
Years of Experience (operations and/or maintenance)	19	9	38	33	14	40	24
Administration							
Capital Planning	0	0	2	2	2	2	2
Proposals (Write-up)	0	0	2	1	0	2	1
Client Relations	2	0	2	2	2	3	2
Proposal (Budgeting)	0	0	1	2	2	2	2
Construction Management	2	0	1	2	0	2	1
Audits - Operations	0	0	3	2	0	2	3
Audits - Maintenance	0	0	3	2	1	2	3
Audits - Laboratory	0	0	3	2	1	2	3
Audits - Safety	0	0	3	2	2	2	2
O&M Manuals	2	2	3	2	1	2	3
SOPs	2	2	2	2	2	2	3
Project Work Plans	1	1	2	2	2	2	3
Health & Safety Program Set-up	1	1	3	2	3	1	2
Computer Skills	3	3	2	2	2	2	3
Operations							
Facility Start-up	1	0	3	2	2	3	1
Equipment Start-up	2	0	3	2	1	3	2
Laboratory	2	0	1	2	3	2	3
Microscopic Analysis	1	0	0	1	0	1	2
Wastewater - Sanitary	4	0	2	4	0	4	4
Wastewater - Industrial	4	0	2	4	0	2	4
Wastewater - Collection	1	0	2	2	0	4	2
Water	1	0	1	1	3	4	1
Water - Distribution	0	0	1	4	2	4	1
Instrumentation							
SCADA (Programming)	1	0	0	0	0	1	2
SCADA Operations	2	2	2	2	3	2	2
Process Instrumentation Installation	2	1	2	2	1	1	1
Process Instrumentation Calibration	2	2	2	2	3	2	1

O&M Specialist Skills Matrix

	Junior Rivers	Yosuan Marchante	Paul Horigan	Jody St. George	Glenn Sutson	Tim Hasara	Celina Bland
Maintenance							
Electrical	2	1	2	2	2	2	1
Electrical Qualified Worker	2	2	3	2	2	2	2
Alarms/Controls	2	2	2	2	2	1	2
Mechanical	2	2	3	3	3	2	2
Pumps	2	2	3	2	2	2	2
Shaft Alignment	2	1	3	2	1	1	1
Carpentry	2	2	1	4	3	1	1
HVAC	1	1	2	3	2	1	1
Plumbing & Pipe Fitting	2	2	2	2	2	2	2
Welding	1	2	2	2	0	2	1
Building & Grounds	2	2	3	3	3	2	2
Heavy Equipment	1	3	3	3	0	2	1
Infrared Thermography	0	2	3	0	0	1	1
Wastewater Collection System Maintenance	1	2	3	2	0	4	2
Water Distribution Maintenance	0	1	1	1	0	4	2
Technology							
Hach WIMS	2	1	1	2	1	1	3
SEMS	3	2	2	2	3	2	3
Job-Cal	0	0	0	0	0	1	3
Utility Cloud	1	3	2	0	1	1	3
doFORMS	1	3	0	2	2	1	3
Power BI	0	2	0	0	0	1	3

Level	Description
0	No Experience
1	Minimal Experience
2	Competent
3	Expert
4	Licensed

O&M Specialist Skills Matrix							
Industry Start Date	2004	2014	1985	1990	2009	1984	2000
	Junior Rivers	Yosuan Marchante	Paul Horigan	Jody St. George	Glenn Sutson	Tim Hsara	Celina Bland
	1-GA IND-GA	NJ-N1	5C-MA	7C-MA 3-NH 5B-ME	3T-MA 3-NH	Class 1 - IL	C-MO C-MN 2-TN 2-CA 2-KY
Wastewater							
Water				1D-MA 1T-MA		Class A - IL	
Laboratory						IL Certified	
Collection System							
Collection Systems Assessment							
Electrician							
Plumber							
Refrigeration							
Refrigerant Recovery							
Backflow Tester						Yes	
Welding							
Machine Vibration			Yes				
Airborne Ultrasound			Yes				
Machine Lubrication Analyst							
Machine Lubrication Technician			Yes				
Infrared Thermographer		Level 1	Yes				
CDL/DOT Medical		Yes	Yes	BM-MA PX			
OSHA 40 Hour		Yes	Yes	Yes		Yes	
OSHA Site Supervisor			Yes				
OSHA 10 Hour Construction		Yes	Yes	Yes		Yes	
MSHA Surface Mine				Yes			24 Hr. Surface
Hoisting (Crane)		API RD-2D CROSBY			Yes		
HAZWOPER	Yes	Yes	Yes	Yes			
PIT "Fork or Pallet" Truck Instructor				Yes			

