



552 Academy Avenue  
Providence, RI 02908

**401-521-6300**

[www.provwater.com](http://www.provwater.com)

October 17, 2013

The Hon. Angel Taveras  
*Mayor*

Boyce Spinelli  
*General Manager*

BOARD OF DIRECTORS

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*Vice Chairman*

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*Secretary*

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*Legal Advisor*

Member

Rhode Island Water Works Assn.  
New England Water Works Assn.  
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Mrs. Luly Massaro  
Commission Clerk  
RI Public Utilities Commission  
89 Jefferson Boulevard  
Warwick, RI 02888

RE: Dk 4406 Division; Set 8

Dear Mrs. Massaro:

Enclosed is an original and seven copies of Providence Water's responses to the 8<sup>th</sup> set of data requests from the Division.

If you have any questions you can contact me at extension 7217.

Sincerely,

Mary L. Deignan-White  
Senior Manager of Regulatory

cc: service list

Providence Water Docket 4406

**Data Requests of the  
Division of Public Utilities  
Set 8**

DIV 8-1. With regard to Mr. Smith's rebuttal at page 9 regarding hazardous waste disposal costs, Providence Water's contract with Triumvirate for hazardous waste disposal provided in response to DIV 5-2 ended in FY 2012. Was a new contract entered into for years subsequent to FY 2012? If yes, please provide.

Answer: Yes, Providence Water went out to bid for hazardous waste removal and consulting for FY 2012-2014. The bid was awarded to two companies; Clean Harbors Environmental and TMC Services Inc. Please see attached Board of Contract and Supply award and bids for above vendors.

City of Providence

Div 8-1



Rhode Island  
Department of City Clerk

MEMORANDUM

DATE: June 4, 2012  
TO: Acting Purchasing Director  
SUBJECT: RFP FOR HAZARDOUS WASTE REMOVAL SPILL CONTAINMENT SUPPLIES AND ENVIRONMENTAL CONSULTING (BLANKET 2012-2014)-WATER SUPPLY BOARD.

CONSIDERED BY: Board of Contract and Supply

DISPOSITION: VOTED: that the Acting Purchasing Director be authorized to engage Clean Harbors Environmental, 8 Dexter Road, East Providence, RI and TMC Services, Inc., One William Way, Bellingham, MA, low bidders, for RFP for Hazardous Waste Removal Spill Containment Supplies and Environmental Consulting (Blanket 2012-2014), in a total amount not to exceed Seventy Five Thousand (\$75,000.00) Dollars a year for two years, all in accordance with the offer of said firm submitted on May 14, 2012.

cc: Pur.Dir.  
Contr.  
WSB /  
File

*Ann M. Stee*  
City Clerk



552 Academy Avenue  
Providence, RI 02908

401-521-6300  
[www.provwater.com](http://www.provwater.com)

Date: May 23, 2012

Honorable Angel Taveras  
Chairman, Board of Contract and Supply  
City Hall  
Providence, RI 02903

Dear Mayor Taveras:

**RE: RFP FOR HAZARDOUS WASTE REMOVAL SPILL CONTAINMENT SUPPLIES, AND ENVIRONMENTAL CONSULTING FOR THE PROVIDENCE WATER SUPPLY BOARD(BLANKET 2012-2014)**

Date Of Bid Opening: May 14, 2012

RECOMMENDED BIDDER: Clean Harbors Environmental, 8 Dexter Rd., E. Providence, RI  
(Name and Address) TMC Services, Inc., One William Way, Bellingham, MA

AMOUNT RECOMMENDED: \$75,000 a year for two years

In response to our request for proposal regarding the above entitled, our Department received the following Bids (Please list by low bidder first)

	NAME	BASE	TOTAL
1	Clean Harbors	RI	See Attached
2	TMC Services, Inc.	MA	See Attached
3			
4			
5			
6			

(Additional sheet is ( ) is not (X) attached)


(X) On the basis of said bids, we recommend the low bidder, as identified on line 1 & 2 which firm's bid has met the specifications.

( ) On the basis of said bids, we recommend the bidder identified on Line 1 While not the apparent bidder, a review of the bids reveal that it is in the best interest of the City to reject the low bidder(s) because: (Please provide explanaton)

Additional sheet is / is not attached  
MINORITY PARTICIPATION 0%

Account Code # 601-530-52120

Respectfully Submitted,

  
\_\_\_\_\_  
Boyce Spinelli  
Acting General Manager

The Hon. Angel Taveras  
Mayor

Boyce Spinelli  
Acting General Manager

**BOARD OF DIRECTORS**

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[www.provwater.com](http://www.provwater.com)

## MEMORANDUM

To: Joseph Spremulli, General Deputy Manager  
From: Kathleen Kaiser, Safety/Risk Manager  
Date: May 21, 2012  
Re: Bids for hazardous waste services

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The Hon. Angel Taveras  
*Mayor*

Boyce Spinelli  
*Acting General Manager*

### BOARD OF DIRECTORS

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*City Councilman*

Andy M. Andujar  
*Member*

Joan S. Badway  
*Member*

Carissa R. Richard  
*Secretary*

William E. O'Gara, Esq.  
*Legal Advisor*

Based on the average cost of forty-four items on the bidders blank for TMC Services and Clean Harbors Environmental Services, it is my recommendation to award the contract to both TMC Services and Clean Harbors.

Throughout the years Providence Water has used both vendors. Clean Harbors is primarily used by Academy Avenue and TMC Services by Scituate and each serves as a back-up for both locations.

Thank you.

Cc: Tony Araujo  
Becky Lourenco

Member  
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Successfully  
**COPY**

CITY OF PROVIDENCE  
STATE OF RHODE ISLAND  
BOARD OF CONTRACT AND SUPPLY

BIDDERS BLANK

Name of Company:	TMC Services, Inc dba TMC Environmental
Agrees to bid on: Items(s) to be bid	<u>RFP FOR HAZARDOUS WASTE REMOVAL, SPILL CONTAINMENT SUPPLIES, AND ENVIRONMENTAL CONSULTING FOR THE PROVIDENCE WATER SUPPLY BOARD (BLANKET 2012-2014)</u>
Date of Award	May 7, 2012
Total Amount in Writing:	TBD
Total Amount in Figures:	TBD

Additional Bidding Details (Use Additional Pages if Necessary)

Federal ID# or Social Security #:	04-3270089
Signature:	
Title of Person signing:	Matthew Clark, President/CEO
Firm Name:	TMC Services, Inc. dba TMC Environmental
Address:	One William Way, Bellingham, MA 02019
Phone #:	508-966-3737
Delivery Date:	As Required
Name of Surety Company	New Hampshire Insurance Company

# BIDDER'S BLANK

## LABOR AND EQUIPMENT SCHEDULE

The bidder must supply the following information in addition to the exact fee schedule as required in Section 1.8. It represents a partial list of personnel and material which may be required.

### LABOR:

### HOURLY RATE

		<u>Working Hours</u>	<u>Non-working Hours</u>
1. Foreman	\$	52.00	78.00
2. Equipment Operator	\$	50.00	75.00
3. Welder	\$	85.00	128.00
4. Electrician	\$	95.00	119.00
5. Field Technician	\$	46.00	69.00
6. Mechanic	\$	52.00	78.00
7. Senior Engineer	\$	120.00	120.00
8. Senior Chemist	\$	95.00	95.00
9. Senior Geologist	\$	110.00	110.00
10. Field Engineer	\$	95.00	95.00
11. Field Chemist	\$	85.00	85.00
12. Field Geologist	\$	95.00	95.00

13. Compliance Consultant	\$ 110.00	110.00
14. Industrial Hygienist	\$ 110.00	110.00
15. Project Manager	\$ 90.00	90.00
16. Supervisor	\$ 65.00	98.00
17. Site Safety Officer	\$ 65.00	65.00

**PROTECTIVE EQUIPMENT**

**RATE/DAY**

	<b>Working Hours</b>	<b>Non-working hours</b>
1. EPA Level A suit with air pak	\$ 475.00	475.00
2. EPA Level B suit with air pak and Saranex Tyvek	\$ 350.00	350.00
3. EPA Level C suit with air pak and Saranex Tyvek	\$ 250.00	250.00



## BIDDERS BLANK

### TRANSPORTATION AND VACUUM EQUIPMENT

#### RATE/HOUR

	Working Hours	Non- working hours
1. Vacuum tractor trailer	\$ 90.00	90.00
2. Vacuum truck	\$ 75.00	75.00
3. Emergency Response	\$ 75.00	75.00

## BIDDERS BLANK

### CONSTRUCTION EQUIPMENT

#### RATE/HOUR

	Working Hours	Non- working hours
1. Excavator CAT 225	\$ 75.00	75.00
2. Excavator CAT 235	\$ 85.00	85.00
3. Loader CAT 950	\$ 75.00	75.00
4. Bobcat Loader	\$ 50.00	50.00

# BIDDERS BLANK

## SPILL CONTAINMENT SUPPLIES

### SPILL CONTAINMENT ADSORBENTS

### COST

1. Petroleum sheets	\$ 90.00	
		Per 200 bale
2. Petroleum Sorbent boom, bag of 4	\$ 180.00	
		Per 8"x10'
	\$ 120.00	
		Per 3"x12'
3. Universal Sorbent pads 25 gal/bale, 18" X18"	\$ 190.00	
		Per 100 PKGE
4. Universal Sorbent roll 36" X 150'	\$ 280.00	
		Per roll
5. Universal Sorbent boom, bag of 5	\$ 185.00	
		Per 5"x10'
6. Speedi-dry/bag	\$ 16.00	
		Per Bag

NOTE: BIDDER TO PROVIDE INFORMATION ON ABSORBENTS AT TIME OF BID.

## DISPOSAL PRICES

### ITEM

### COST

1. Bulk oil and water

\$ 0.52

Per gallon

2. Flammable liquid

\$ 1.20

Per gallon

3. Flammable liquid

\$ 135.00

Per 55 gal drum

4. Low BTU organics  
non halogenated

\$ 0.70

Per gallon

5. Low BTU organics  
non halogenated

\$ 140.00

Per 55 gal drum

6. Gas and Water

\$ 0.76

Per gallon

7. Gas and Water

\$ 100.00

Per 55 gal drum

### LAB PACK WASTE

### COST

1. Flammable liquid

\$ 325.00

Per 55 gal drum

\$ 275.00

Per 30 gal drum

~~\$ 185.00~~  
Per 16 gal drum

~~\$ 160.00~~  
Per 5 gal drum

2. Corrosive Liquid

~~\$ 346.00~~  
Per 55 gal drum

~~\$ 275.00~~  
Per 30 gal drum

~~\$ 185.00~~  
Per 16 gal drum

~~\$ 160.00~~  
Per 5 gal drum

3. Paint Waste

~~\$ 325.00~~  
Per 55 gal drum

~~\$ 275.00~~  
Per 30 gal drum

~~\$ 185.00~~  
Per 16 gal drum

~~\$ 160.00~~  
Per 5 gal drum

**BIDDERS BLANK**

4. Aerosols

\$ 595.00

Per 55 gal drum

\$ 385.00

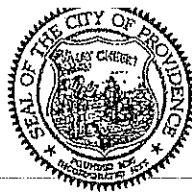
Per 30 gal drum

\$ 260.00

Per 16 gal drum

\$ 160.00

Per 5 gal drum



## MINORITY AND WOMEN'S BUSINESS ENTERPRISE PROGRAM

### BIDDER INFORMATION AND FORMS:

Contracting Agency: City of Providence

Contract Number: N/A

Contract Title: Hazardous Waste Removal, Spill Containment Supplies, and Environmental Consulting for the Providence Water Supply Board (2012-2014)

Pursuant to the City of Providence Code of Ordinances, Chapter 21, Article II, Sec. 21-52 (Minority and Women's Business Enterprise) and Rhode Island General Laws (as amended), Chapter 31-14, et seq. (Minority Business Enterprise), Minority Business Enterprise (MBE) and Women's Business Enterprise (WBE) participation goals apply to the contract.

The MBE goal is \_\_\_\_\_ 10% of total bid  
(20% total applied)

The WBE goal is \_\_\_\_\_ 10% of total bid

#### Bid Requirements:

Bid must include a commitment to utilize MBEs and WBEs at a percentage that equals or exceeds the contract goals stated above. Bidder must submit the following completed documents with the bid:

- 1.) MBE and WBE participation Disclosure Forms (Part B1 and Part B2)
- 2.) Statement of intent Forms (Part C)
- 3.) MBE/WBE Participation Affidavit (Part D)
- 4.) MBE/WBE Participation Waiver Request form (Part E) & Information on unsuccessful MBE/WBE contract, if applicable.
- 5.) Subcontractor utilization form (Part F), if applicable.

#### Verifying Certification:

Each bidder is responsible for verifying that all MBEs and WBEs that the bidder intends to use on a contract are certified by the Minority Business Enterprise Compliance office. A directory of certified MBEs & WBEs is available online at [www.mbe.ri.gov](http://www.mbe.ri.gov) (click "Directory Search" then search by "Produce or Service"). For questions, please call (401) 421-7740 Ext. 397 or Ext. 250.

The current MBE/WBE directory is also available at the State of RI MBE office, One Capitol Hill, 2nd Floor, Providence, RI 02903. Please call (401) 574-8253 to verify certification, expiration dates and services that the MBE/WBE is certified to provide.

*(NOTE: Companies identified as Portuguese are not included in the City of Providence MBE/WBE Program)*



MINORITY AND WOMEN'S BUSINESS ENTERPRISE PROGRAMS

MBE AND WBE PARTICIPATION REQUIRED FORMS

Name of Bidder: TMC Services, Inc. dba TMC Environmental

Address: One William Way, Bellingham, MA 02019

Phone Number(s): 508-966-3737

Contracting Agency: City of Providence

Hazardous Waste Removal, Spill Containment Supplies, and  
Contract (Project Title): Environmental Consulting for the Providence Water Supply Board (2012-2014)

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Bid Due Date: May 7, 2012

Goals: MBE 10 %      WBE 10 %

THIS PACKAGE OF MBE AND WBE PARTICIPATION FORMS IS DUE WITH THE BID.

FOR MORE INFORMATION OR ASSISTANCE WITH THESE FORMS, CONTACT:

Mr. Ernesto Figueroa  
Purchasing Officer/ MBE/WBE Coordinator,  
Purchasing Department  
25 Dorrance Street  
Providence, Rhode Island 02903  
(401) 421-7740 Ext. 663  
[efigueroa@providenceri.com](mailto:efigueroa@providenceri.com)



Part A:

(See Note on Page 6.)

**INSTRUCTIONS:**

The instructions clarify the requirements of RIGL §37-14.1. Failure of any Bidder, Contractor or Subcontractor to comply with RIGL §37-14.1 shall be a material breach of contract.

The following Forms are included with this packet:

- Part A:       **Instructions**
- Part B1:      **MBE Participation Disclosure Form.**
- Part B2:      **WBE Participation Disclosure Form.**
- Part C:       **Prime Contractor's Statement of intent Form** – This statement shall be completely executed for each and every MBE and WBE named in Part E.
- Part D:       **MBE / WBE Participation Affidavit** – to be completed by Bidder.
- Part E:       **MBE / WBE Participation Waiver Request Form.** If you are unable to meet the MBE and WBE participation goals for this contract, the law requires you to submit a waiver request with the bid. You must also submit "Information on Unsuccessful MBE/WBE Contact" Form.
- Part F:       **Subcontractor Utilization Form.**

**ALL FORMS MUST BE INCLUDED AND SUBMITTED ALONG WITH THE BID**





Part B1:

MBE PARTICIPATION DISCLOSURE FORM

Use this form to list Minority Business Enterprises that you will use to meet the MBE Participation Goal. Please be reminded that:

- The same Subcontractor may not be used to meet both the MBE and WBE goals.

Prime Contractor's Name: TMC Services, Inc. dba TMC Environmental

Prime Contractor's Address: One William Way, Bellingham, MA 02019

Prime Contractor's Phone Number(s): 508-966-3737

Contract Number & Title: Hazardous Waste Removal, Spill Containment Supplies, and Environmental Consulting for the Providence Water Supply Board (2012-2014)

**MBE SUBCONTRACTORS**

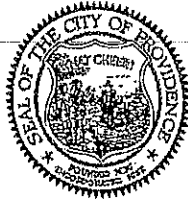
Name:	Project Vendor Number	Expiration Date	\$Amount of Subcontract	% of Total Contract
Mill City Environmental			TBD	10%

Total Dollar Amount of Contract	\$ <u>TBD</u>
Total Dollar Amount of MBE Subcontracts	\$ <u>TBD</u>

**TOTAL MBE PERCENTAGE OF ENTIRE CONTRACT**      10 %

Form Prepared by: Matthew Clark, President/CEO      508-966-3737      May 7, 2012

Name & Title      Phone      Date



**Note:** Bidders who fail to supply the above information will be considered Non -Responsive.

Part B2:

**WBE PARTICIPATION DISCLOSURE FORM**

Use this form to list Minority Business Enterprises that you will use to meet the WBE Participation Goal. Please be reminded that:

- The same Subcontractor may *not* be used to meet both the MBE and WBE goals.

Prime Contractor's Name: TMC Services, Inc. dba TMC Environmental

Prime Contractor's Address: One William Way, Bellingham, MA 02019

Prime Contractor's Phone Number(s): 508-966-3737

Hazardous Waste Removal, Spill Containment Supplies, and  
Contract Number & Title: Environmental Consulting for the Providence Water Supply Board (2012-2014)

**WBE SUBCONTRACTORS**

Name:	Project Vendor Number	Expiration Date	\$Amount of Subcontractor	% of Total Contract
Filli, LLC d/b/a Con-Test Analytical Laboratory			TBD	10%

Total Dollar Amount of Contract \$ TBD

Total Dollar Amount of WBE Subcontracts \$ TBD

TOTAL WBE PERCENTAGE OF ENTIRE CONTRACT 10 %

Form Prepared by:

	Matthew Clark, President/CEO	508-966-3737	May 7, 2012
Name & Title	Phone		Date



**Note: Bidders who fail to supply the above information will be considered Non-Responsive.**

Part C:

**MBE/WBE AND PRIME CONTRACTOR'S STATEMENT OF INTENT**

Complete a separate Form for each MBE and WBE identified in Part B.

Contract Name and Number: Hazardous Waste Removal, Spill Containment Supplies, and Environmental Consulting for the Providence Water Supply Board (2012-2014)

Name of Prime Contractor: TMC Services, Inc. dba TMC Environmental

Prime Contractor's Phone Number(s): 508-966-3737

Name of MBE or WBE: Mill City Environmental

MBE or WBE Certification Number: MBCN 1027

Work / Service to be performed by MBE or WBE: (ex: Carpentry and Painting) S

Transportation & Disposal Services

Materials / Supplies to be furnished by MBE or WBE:

N/A

Subcontract Amount: \$ TBD (If this is a requirements contract, the subcontract dollar amount may be omitted).

Subcontract percentage of total contract: 10 %

The undersigned prime contractor and subcontractor agree to enter into a contract for the work / service indicated above for the dollar amount or percentage indicated, subject to the prime contractor's execution of a contract with the City of Providence for the above referenced contract number. The undersigned subcontractor is currently certified as an MBE or WBE with the City of Providence Minority and Women's Business Opportunity Office.

Signature of Prime Contractor (Required)

Matthew Clark

5/7/12

Printed Name

Date

Signature of MBE or WBE (Required)

Brian Chapman

5/4/12

Printed Name

Date



**Note:** Bidders who fail to supply the above information will be considered Non-Responsive.

**Part C:**

**MBE/WBE AND PRIME CONTRACTOR'S STATEMENT OF INTENT**

Complete a separate Form for each MBE and WBE identified in Part B.

Contract Name and Number: Hazardous Waste Removal, Spill Containment Supplies, and Environmental Consulting for the Providence Water Supply Board (2012-2014)

Name of Prime Contractor: TMC Services, Inc. dba TMC Environmental

Prime Contractor's Phone Number(s): 508-966-3737

Name of MBE or (WBE) Filli, LLC d/b/a Con-Test Laboratory

MBE or (WBE) Certification Number: 711

Work / Service to be performed by MBE or (WBE) (ex: Carpentry and Painting) S

Laboratory Analytical Services

Materials / Supplies to be furnished by MBE or (WBE)

Personal Protective Equipment, Polyethylene Sheeting

Subcontract Amount: \$ TBD (If this is a requirements contract, the subcontract dollar amount may be omitted).

Subcontract percentage of total contract: 10 %

The undersigned prime contractor and subcontractor agree to enter into a contract for the work / service indicated above for the dollar amount or percentage indicated, subject to the prime contractor's execution of a contract with the City of Providence for the above referenced contract number. The undersigned subcontractor is currently certified as an MBE or WBE with the City of Providence Minority and Women's Business Opportunity Office.

[Signature] Matthew Clark 5/7/12  
Signature of Prime Contractor (Required) Printed Name Date

[Signature] Susan Burney 5/5/12  
Signature of MBE or (WBE) (Required) Printed Name Date



Part D:

MBE/WBE PARTICIPATION AFFIDAVIT

The undersigned authorized representative of contractor does hereby make the following Affidavit:

Contractor acknowledges the MBE goal of 10% and the WBE goal of 10% for contract No./Title Hazardous Waste Removal, Spill Containment Supplies, and Environmental Consulting for the Providence Water Supply Board (2012-2014) with the City of Providence.

My firm will make best efforts to achieve the MBE and WBE participation goals for this contract. I understand that, if awarded the contract, my company must submit to the Minority and Women's Business Coordinator at MBE/WBE office copies of all executed agreements with the MBE & WBE firm being utilized to achieve the participation goals and other requirements of the RI General Laws. I understand that these documents must be submitted prior to the issuance of a notice to proceed.

I understand that, if awarded the contract, my firm must submit to the MBE/WBE Office canceled checks and any other documentation and reports required by the MBE and WBE Office on a quarterly basis verifying payments to the MBE and WBE finally utilized on the contract.

I understand that if I am awarded this contract and I find that I am unable to utilize the MBEs or WBEs identified in my statements of Intent, I must substitute other certified MBE and WBE firms to meet the participation goals. I understand that I may not make a substitution until I have obtained the written approval of the MBE/WBE Office.

I understand that, if awarded this contract, authorized representatives of the City of Providence may examine, from time to time, the books records and files of my firm to the extent that such material is relevant to a determination of whether my firm is complying with the MBE and WBE participation requirements of this contract.

I do solemnly declare and affirm under the penalty of perjury that the contents of the foregoing affidavit are true and correct to the best of my knowledge, information and belief.

TMC Services, Inc. dba TMC Environmental

Contractor Company Name

Signature

One William Way, Bellingham, MA 02019

Address

Matthew Clark, President/CEO

Print Name and Title

Sworn and subscribed before me this 4th day of May, in the year 2012

Notary Public Mary Louise McDonald



**MARY LOUISE MCDONALD**  
Notary Public  
Commonwealth of Massachusetts  
My Commission Expires  
November 4, 2016



Part E:

MBE / WBE PARTICIPATION WAIVER REQUEST FORM

Name of Bidder: TMC Services, Inc. dba TMC Environmental

Address: One William Way, Bellingham, MA 02019

Phone Number(s): 508-966-3737

Contracting Agency: City of Providence

Hazardous Waste Removal, Spill Containment Supplies, and Environmental Consulting for the Providence Water Supply Board (2012-2014)  
Contract Number: \_\_\_\_\_ Bid Due Date: May 7, 2012

Goals on this contract: 10 % MBE 10 % WBE

I have achieved 10 % MBE 10 % WBE

I am requesting a waiver of \_\_\_\_\_ % MBE \_\_\_\_\_ % WBE

I have contacted the M/WBE Office for assistance \_\_\_ Yes \_\_\_ No (check one)

Number of MBE Firms Contacted: \_\_\_\_\_ (Attach a list of names)

Number of WBE Firms Contacted: \_\_\_\_\_ (Attach a list of names)

Explain why a waiver is being requested:

Attach documentation of your good faith efforts to contact, negotiate and secure MBEs and WBEs, including:

1. The reasons why your company is unable to secure sufficient MBE/WBE participation to meet the stated goals.
2. The efforts made by your company to select portions of the contract to be performed by MBEs and WBEs.
3. For each MBE or WBE that placed a bid that you consider to be unacceptable, a statement that explains the basis for that conclusion.
4. **Submit this form to the City of Providence MBE/WBE Office for signature and approval by either the MBE/WBE Compliance Officer or the MBE/WBE Coordinator. All requests must be made at least four (4) days prior to the bid opening date.**

\_\_\_\_\_  
Signature of M/WBE Officer or MBE/WBE Coordinator

\_\_\_\_\_  
Date

Printed Name:



Part F:

**SUBCONTRACTOR UTILIZATION FORM**

**THIS FORM MUST BE INCLUDED WITH REQUEST FOR FINAL PAYMENT**

Prime Contractor's Name: TMC Services, Inc. dba TMC Environmental  
 Hazardous Waste Removal, Spill Containment Supplies, and  
 Contract Title: Environmental Consulting for the Providence Water Supply Board (2012-2014)  
 Contract Number: N/A  
 Total Contract Amount: \$ TBD

Provide the following information for EACH AND EVERY Subcontractor, both MBE/WBE and Non-MBE/WBE companies used on this contract. (Duplicate this page, if necessary.)

Name of Subcontractor	Goods or Services Provided on Subcontract
Mill City Environmental	Transportation & Disposal Services
Filli, LLC d/b/a Con-Test Analytical Lab	Analytical, PPE, and Polyethylene Sheeting
Race / ethnicity and sex of subcontractor's owner	Dollar amount of subcontract
Mill City (DBE)	TBD
Filli, LLC (WBE)	TBD
Dollar amount paid to date	If amount paid is less than subcontract dollar amount, explain why.
Name of subcontractor	
Name of subcontractor	

Note: please list the race or gender of MBE/WBE only.



INFORMATION ON UNSUCCESSFUL MBE/WBE CONTACT

Minority Business Enterprise Requirements

Additional copies of this information form shall be prepared by the prime contractor or General Bidder in the quantity necessary to comply with bidding requirements.

ITEM NO. ON REQUEST FOR EXTENSION:

NAME OF MBE or WBE COMPANY CONTACTED:

**NOT APPLICABLE**

Address \_\_\_\_\_

Telephone No. \_\_\_\_\_

Date of Initial Contact \_\_\_\_\_

How was contact made? (Check appropriate answer) telephone \_\_\_\_\_ in person \_\_\_\_\_

Sub-Contractor work offered to this MBE/WBE Company \_\_\_\_\_

Result of contact (check appropriate answer) MBE/WBE firm declined job \_\_\_\_\_  
\_\_\_\_\_ MBE/WBE firm offered to do job at price of \$ \_\_\_\_\_, which was determined by our company to be to high; MBE/WBE company offered to do job at a price of \$ \_\_\_\_\_, which was satisfactory, but the MBE/WBE company was judged by our company to be unqualified for the job \_\_\_\_\_

Name and Title of the MBE/WBE company officer who can verify above information as to MBE/WBE Company's response \_\_\_\_\_

It is certified herewith by the below signed officer of the General Bidder that the above information is accurate and complete.

May 7, 2012  
Date

TMC Services, Inc. dba TMC Environmental  
General Contractor

Matthew Clark,  
President/CEO

Authorized Signature

One William Way  
Bellingham, MA 02019  
Business Address





Item No.	Item Description	Rate	Unit
<b>Field Operations Personnel</b>			
FOP-17	Administrative Support	\$ 48.00	/ Hour
FOP-18	Bio-Hazard Field Technician	\$ 85.00	/ Hour
FOP-13	Electrician	\$ 110.00	/ Hour
FOP-05	Equipment Operator	\$ 65.00	/ Hour
FOP-01	Field Chemist	\$ 95.00	/ Hour
FOP-02	Field Technician	\$ 56.00	/ Hour
FOP-03	Foreman	\$ 68.00	/ Hour
FOP-04	Health and Safety Officer	\$ 98.00	/ Hour
FOP-15	Marine Operator (< 28')	\$ 65.00	/ Hour
FOP-14	Marine Operator (Licensed Captain)	\$ 85.00	/ Hour
FOP-06	Master Electrician	\$ 140.00	/ Hour
FOP-16	Mechanic	\$ 85.00	/ Hour
FOP-07	Pipefitter	\$ 95.00	/ Hour
FOP-08	Project Manager	\$ 105.00	/ Hour
FOP-09	Sampling Technician	\$ 58.00	/ Hour
FOP-10	Supervisor	\$ 85.00	/ Hour
FOP-11	Truck Driver	\$ 62.00	/ Hour
FOP-12	Welder	\$ 98.00	/ Hour
<b>Professional Support Personnel</b>			
PSP-01	Certified Industrial Hygienist (CIH)	\$ 185.00	/ Hour
PSP-02	Coordinator	\$ 75.00	/ Hour
PSP-03	Emergency Response Coordinator	\$ 90.00	/ Hour
PSP-04	Emergency Response Manager	\$ 175.00	/ Hour
PSP-08	Incident Commander	\$ 200.00	/ Hour
PSP-05	Principal/Licensed Site Professional (LSP)	\$ 195.00	/ Hour
PSP-06	Project Geologist/Engineer	\$ 125.00	/ Hour
PSP-07	Senior Project Manager	\$ 145.00	/ Hour
<b>Monitoring &amp; Safety Equipment</b>			
MSE-01	Colorimetric Analysis Kit	\$ 75.00	/ Day
MSE-02	Colorimetric Analysis Tubes	\$ 20.00	/ Day
MSE-13	Drager Air Monitoring Pump	\$ 65.00	/ Day
MSE-12	Flag Warning System (OSHA Approved)	\$ 600.00	/ Day
MSE-03	Four Gas Meter (LEL, O2, CO & H2S)	\$ 155.00	/ Day
MSE-04	Geiger Counter (handheld)	\$ 160.00	/ Day
MSE-05	Jerome Meter (Mercury)	\$ 350.00	/ Day
MSE-06	Lumex Mercury Analyzer	\$ 800.00	/ Day
MSE-07	Organic Vapor Analyzer (OVM/FID)	\$ 185.00	/ Day
MSE-08	Organic Vapor Analyzer (OVM/PID)	\$ 150.00	/ Day
MSE-09	Personal Air Pump	\$ 55.00	/ Day
MSE-11	Well Gauging Probe	\$ 55.00	/ Day

**Health & Safety Materials / Expendables**



Item No.	Item Description	Rate	Unit
<b>Health &amp; Safety Materials / Expendables</b>			
HSM-01	Boots, Rubber Chest Waders	\$ 175.00 /	Each
HSM-02	Boots, Rubber Hip Waders	\$ 75.00 /	Each
HSM-03	Boots, Yellow Latex "chicken"	\$ 15.00 /	Each
HSM-04	Boots, Yellow PVC Construction	\$ 45.00 /	Each
HSM-025	Dexsil Test Kits	\$ 55.00 /	Each
HSM-05	Filters, North HEPA	\$ 15.00 /	Each
HSM-23	Filters, North Mercury Vapor	\$ 32.00 /	Each
HSM-06	Filters, North Organic Vapor	\$ 25.00 /	Each
HSM-07	Filters, North Organic Vapor/Acid Gas	\$ 25.00 /	Each
HSM-08	Filters, North Organic Vapor/Acid Gas/HEPA	\$ 40.00 /	Each
HSM-09	Gloves, PVC Coated	\$ 16.00 /	Pair
HSM-10	Gloves, Sampling/Surgeon	\$ 25.00 /	Box
HSM-11	Gloves, Silver Shield	\$ 25.00 /	Pair
HSM-13	Gloves, Work Leather	\$ 12.00 /	Pair
HSM-22	Hydration (per worker / per day)	\$ 15.00 /	Each
HSM-24	pH Indicator Paper	\$ 25.00 /	Pack
HSM-16	Suit, Disposal Rain Gear	\$ 35.00 /	Each
HSM-17	Suit, Level A (reusable)	\$ 1,500.00 /	Each
HSM-18	Suit, Level B (one/two time use)	\$ 150.00 /	Each
HSM-19	Suit, Saranex Coated White Tyvek	\$ 48.00 /	Each
HSM-20	Suit, Standard White Tyvek	\$ 22.00 /	Each
HSM-21	Suit, Yellow Poly Coated Tyvek	\$ 40.00 /	Each
<b>Health &amp; Safety Equipment</b>			
HSE-30	Arrow Board (Illuminated)	\$ 250.00 /	Day
HSE-01	Confined Space Entry Ladder	\$ 25.00 /	Day
HSE-02	Confined Space Entry Tripod w/Retrieval Winch	\$ 300.00 /	Day
HSE-04	Decontamination Shower Unit	\$ 175.00 /	Day
HSE-05	Flashing barricades	\$ 20.00 /	Day
HSE-07	Intrinsically Safe Work Light	\$ 175.00 /	Day
HSE-08	Level A PPE Allowance (per changeout)	\$ 575.00 /	Day
HSE-09	Level B PPE Allowance (per changeout)	\$ 350.00 /	Day
HSE-10	Level C PPE Allowance (per changeout)	\$ 85.00 /	Day
HSE-25	NFPA Fire Bunker Gear (per set)	\$ 250.00 /	Day
HSE-26	Non-Illuminated Traffic Control System (DOT Approved)	\$ 400.00 /	Day
HSE-11	Non-Sparking Tools	\$ 90.00 /	Day
HSE-12	Portable Eye Wash Station	\$ 40.00 /	Day
HSE-13	Respirator Full-Face Air Purifying	\$ 32.00 /	Day
HSE-14	Respirator Half-Face Air Purifying	\$ 20.00 /	Day
HSE-15	Respirator Powered Full-Face Air Purifying	\$ 80.00 /	Day
HSE-16	Respirator Supplied Air w/ 5 Minute Egress Pack	\$ 175.00 /	Day
HSE-17	Self Contained Breathing Apparatus (SCBA)	\$ 375.00 /	Day
HSE-18	Supplied Air Cylinder Refill	\$ 60.00 /	Each



Item No.	Item Description	Rate	Unit
<b>Health &amp; Safety Equipment</b>			
HSE-19	Supplied Air Cylinders (2,000 psi - 300 cf)	\$ 45.00 /	Day
HSE-20	Supplied Air Hose (50 foot)	\$ 25.00 /	Day
HSE-21	Supplied Air Manifold	\$ 75.00 /	Day
HSE-22	Supplied Air Regulator	\$ 40.00 /	Day
HSE-23	Ventilator, Explosion Proof Electric 3,600 cfm	\$ 120.00 /	Day
HSE-24	Ventilator, Explosion Proof Pneumatic 12,000 cfm	\$ 120.00 /	Day
<b>Field Service Materials &amp; Supplies</b>			
FSM-064	Barrier Fence 4' x 100' Safety Orange	\$ 65.00 /	Roll
FSM-001	Carbon Filter (2000 cfm)	\$ 150.00 /	Each
FSM-067	Carbon Filter (Air Scrubber 1,000 cfm)	\$ 110.00 /	Each
FSM-003	Cleaner, Simple Green Degreasing Agent	\$ 22.00 /	Gallon
FSM-004	Cleaner, Sodium Hydroxide Based Concentrate	\$ 20.00 /	Gallon
FSM-014	Container, 1 Qt. Sample Jar	\$ 5.00 /	Each
FSM-081	Container, 275 Gallon Poly Tote	\$ 75.00 /	Day
FSM-005	Container, 30 Gallon Poly Open Top 1h2/Y142/S	\$ 45.00 /	Each
FSM-006	Container, 5 Gallon Poly Pail 1h2/Y1.5/60	\$ 20.00 /	Each
FSM-007	Container, 55 Gallon Closed Top Poly Drum 1h1/Y1.8/150	\$ 48.00 /	Each
FSM-008	Container, 55 Gallon Closed Top Steel Drum 1a1/Y1.4/100	\$ 42.00 /	Each
FSM-009	Container, 55 Gallon Fiber Open Top 1g/Y190/S	\$ 45.00 /	Each
FSM-010	Container, 55 Gallon Open Top Steel Drum 1a2/Y1.2/100	\$ 45.00 /	Each
FSM-011	Container, 85 Gallon Steel Overpack 1a2/X400/S	\$ 195.00 /	Each
FSM-012	Container, 95 Gallon Poly Overpack 1h2/Y318/S	\$ 300.00 /	Each
FSM-013	Container, T Pak	\$ 185.00 /	Each
FSM-017	Dry Ice	\$ 140.00 /	50 lbs
FSM-019	Duct Tape (2 inch)	\$ 10.00 /	Roll
FSM-073	Duct Tape (3 inch)	\$ 16.00 /	Roll
FSM-066	Filter Fabric	\$ 800.00 /	Roll
FSM-076	Fungicide/Disinfectant	\$ 25.00 /	Gallon
FSM-027	Mercury Spill Kit	\$ 600.00 /	Each
FSM-075	Mop Heads	\$ 16.00 /	Each
FSM-074	Poly Tubing	\$ 60.00 /	Roll
FSM-029	Poly, 10-mil Sheeting (20' x 100')	\$ 195.00 /	Roll
FSM-030	Poly, 6-mil 55 Gallon Drum Liners	\$ 45.00 /	Each
FSM-031	Poly, 6-mil Black Asbestos Bags	\$ 85.00 /	Roll
FSM-032	Poly, 6-mil Clear Bags (50/Roll)	\$ 95.00 /	Roll
FSM-033	Poly, 6-mil Clear Dump Truck Liners	\$ 185.00 /	Each
FSM-034	Poly, 6-mil Clear Roll-Off Container Liners	\$ 135.00 /	Each
FSM-035	Poly, 6-mil Clear Sheeting (20' x 100')	\$ 95.00 /	Each
FSM-038	Pre-Filters (Negative Air 2000 cfm)	\$ 10.00 /	Each
FSM-071	Rags	\$ 75.00 /	Box
FSM-072	Replacement Carbon	\$ 2.35 /	Pound
FSM-039	Rope 1/2" Manila (50' Section)	\$ 35.00 /	Each



Item No.	Item Description	Rate	Unit
<b>Field Service Materials &amp; Supplies</b>			
FSM-070	Rope 1/2" Nylon (50' Section)	\$ 40.00 /	Each
FSM-077	Rope 1/4" Nylon (50' Section)	\$ 25.00 /	Each
FSM-040	Rope 5/8" Nylon (50' Section)	\$ 45.00 /	Each
FSM-043	Sodium Hypochlorite 15% Solution	\$ 20.00 /	Gallon
FSM-046	Sorbents 5" x 10' Boom	\$ 45.00 /	Each
FSM-047	Sorbents 8" x 10' Boom	\$ 55.00 /	Each
FSM-078	Sorbents Blanket	\$ 150.00 /	Roll
FSM-049	Sorbents Clay Based For Petroleum (60 lb bag)	\$ 15.00 /	Each
FSM-050	Sorbents Corn Cobb Based Media (15 lb bag)	\$ 15.00 /	Each
FSM-051	Sorbents Envirobond Polymer Based (5 g pail)	\$ 165.00 /	Each
FSM-079	Sorbents Oil Snare	\$ 90.00 /	Box
FSM-080	Sorbents Oil Sweep	\$ 125.00 /	Bale
FSM-052	Sorbents Paper Shop Rags	\$ 15.00 /	Roll
FSM-054	Sorbents Vermiculite	\$ 25.00 /	Each
FSM-055	Sorbents White Pads (18" x 18")	\$ 95.00 /	Bale
FSM-065	Spray Glue Adhesive	\$ 16.00 /	Can
FSM-058	Stabilizers, Lime (50 lb)	\$ 20.00 /	Bag
FSM-059	Stabilizers, Soda Ash (100 Lb)	\$ 95.00 /	Bag
FSM-060	Stakes - Metal	\$ 8.00 /	Each
FSM-061	Stakes - Wooden	\$ 3.00 /	Each
FSM-062	Trash Bags Standard Industrial Strength	\$ 5.00 /	Each
FSM-063	Yellow Caution Tape	\$ 20.00 /	Roll
<b>Field Service Equipment</b>			
FSE-002	Air Compressor, Diesel Powered 185 cfm	\$ 225.00 /	Day
FSE-003	Air Compressor, Electric Powered, 12 cfm	\$ 65.00 /	Day
FSE-004	Air Compressor, Gasoline Powered 17 cfm	\$ 75.00 /	Day
FSE-005	Air Mover (Industrial Fan)	\$ 50.00 /	Day
FSE-006	Air Scrubbers (1,000 cfm)	\$ 175.00 /	Day
FSE-095	Bucket w/ Ringer & Mop	\$ 20.00 /	Day
FSE-088	Buffer (Floor, Electric)	\$ 75.00 /	Day
FSE-089	Cart (Poly Tilt - Demo)	\$ 50.00 /	Day
FSE-010	Chainsaw	\$ 55.00 /	Day
FSE-087	Command Center Structure (Portable)	\$ 400.00 /	Day
FSE-011	Compactor, Vibratory Double Drum Ride On	\$ 440.00 /	Day
FSE-012	Compactor, Vibratory Plate (large)	\$ 95.00 /	Day
FSE-013	Compactor, Vibratory Plate (small)	\$ 65.00 /	Day
FSE-014	Coppus Blower (Electric)	\$ 85.00 /	Day
FSE-015	Coppus Blower (Pneumatic)	\$ 95.00 /	Day
FSE-016	Coring Machine	\$ 150.00 /	Day
FSE-017	Cutoff Saw	\$ 75.00 /	Day
FSE-096	Dehumidifier (Industrial)	\$ 200.00 /	Day
FSE-018	Dry Ice Blasting System (Cold Jet)	\$ 800.00 /	Day



Item No.	Item Description	Rate	Unit
<b>Field Service Equipment</b>			
FSE-097	Electrial Extension Cords (100 ft.)	\$ 10.00 /	Day
FSE-091	Floor Tile Machine (Bronco) Propane	\$ 600.00 /	Day
FSE-092	Generator, 10 kW	\$ 175.00 /	Day
FSE-098	Ground Fault Circuit Interrupter (GFCI)	\$ 10.00 /	Day
FSE-019	Hand Auger Kit	\$ 65.00 /	Day
FSE-099	Hand Tools (Non-Power)	\$ 150.00 /	Day
FSE-100	Hand Tools (Power)	\$ 250.00 /	Day
FSE-021	Heater, 375,000 btu Propane	\$ 95.00 /	Day
FSE-022	High Velocity Volume Air Mover Drum Vac	\$ 300.00 /	Day
FSE-024	Hose, 2" Hard Suction x 25'	\$ 25.00 /	Day
FSE-025	Hose, 2" Lay Flat Discharge x 25'	\$ 20.00 /	Day
FSE-026	Hose, 3" Hard Suction x 25'	\$ 35.00 /	Day
FSE-027	Hose, 3" Lay Flat Discharge x 25'	\$ 30.00 /	Day
FSE-028	Hose, 4" Hard Suction x 25'	\$ 55.00 /	Day
FSE-029	Hose, 4" Lay Flat Discharge x 25'	\$ 45.00 /	Day
FSE-030	Hose, 6" Disposable PE Flex For Vactor	\$ 2.25 /	Linear Foot
FSE-031	Hose, Garden 3/4" x 50 ft	\$ 60.00 /	Each
FSE-032	Jersey Barriers	\$ 25.00 /	Day
FSE-034	Light Tower w/Generator	\$ 400.00 /	Day
FSE-036	Mobile Dewater System (35 GPM Capacity)	\$ 300.00 /	Day
FSE-037	Mobile Dewater System (75 GPM Capacity)	\$ 500.00 /	Day
FSE-035	Mobile Heat Treatment System Boiler Unit	\$ 600.00 /	Day
FSE-038	Negative Air Machine (HEPA 2000)	\$ 200.00 /	Day
FSE-039	Oxy/Acetylene Cutting Torch	\$ 85.00 /	Day
FSE-090	Pallet Jack	\$ 40.00 /	Day
FSE-041	Plasma Cutting Torch	\$ 150.00 /	Day
FSE-042	Pneumatic Chipping Hammer	\$ 30.00 /	Day
FSE-043	Pneumatic Pavement Breaker (90 pound)	\$ 85.00 /	Day
FSE-044	Pneumatic Rotary Hammer	\$ 55.00 /	Day
FSE-045	Portable 3-Stage Decontamination (Personnel)	\$ 600.00 /	Day
FSE-046	Portable Decontamination Pad (12 x 50)	\$ 300.00 /	Day
FSE-093	Portable Light Stand	\$ 50.00 /	Day
FSE-047	Portable Shower Unit	\$ 250.00 /	Day
FSE-048	Power Washer, (3,200 psi Cold Water, Gasoline)	\$ 100.00 /	Day
FSE-049	Power Washer, (4,000 psi Hot Water, Gasoline/Kerosene)	\$ 300.00 /	Day
FSE-050	Power Washer, (Jetter)	\$ 75.00 /	Day
FSE-051	Pump, Centrifugal (2", Gasoline)	\$ 55.00 /	Day
FSE-052	Pump, Centrifugal (3", Gasoline)	\$ 65.00 /	Day
FSE-053	Pump, Centrifugal (4", Gasoline)	\$ 85.00 /	Day
FSE-054	Pump, Diaphragm (1",Pneumatic)	\$ 45.00 /	Day
FSE-055	Pump, Diaphragm (2", Gasoline Powered)	\$ 55.00 /	Day
FSE-056	Pump, Diaphragm (2",Pneumatic)	\$ 55.00 /	Day
FSE-057	Pump, Diaphragm (3", Gasoline Powered)	\$ 85.00 /	Day



Item No.	Item Description	Rate	Unit
<b>Field Service Equipment</b>			
FSE-058	Pump, Diaphragm (3",Pneumatic)	\$ 82.00	/ Day
FSE-059	Pump, Drum Top (2", Pneumatic)	\$ 50.00	/ Day
FSE-102	Pump, Product Transfer (4")	\$ 300.00	/ Day
FSE-060	Pump, Submersible (1", Electric)	\$ 30.00	/ Day
FSE-061	Pump, Submersible (2", Electric)	\$ 45.00	/ Day
FSE-062	Pump, Submersible (3", Electric)	\$ 95.00	/ Day
FSE-064	Roll Off Container	\$ 25.00	/ Day
FSE-065	Sandblaster, 150 pound Capacity	\$ 275.00	/ Day
FSE-066	Sandblaster, 90 pound Capacity	\$ 125.00	/ Day
FSE-094	Snow Blower	\$ 150.00	/ Day
FSE-070	Tank, 10,000 Gallon Frac	\$ 95.00	/ Day
FSE-071	Tank, 21,000 Gallon Frac	\$ 125.00	/ Day
FSE-072	Tank, 275 Gallon Horizontal Steel	\$ 40.00	/ Day
FSE-073	Tank, 4,000 Gallon Singe Wall Vertical Poly	\$ 60.00	/ Day
FSE-074	Tank, 500 Gallon Double Wall Horizontal Steel	\$ 60.00	/ Day
FSE-101	Tool Allowance (Snow Removal)	\$ 400.00	/ Day
FSE-080	Transit Set	\$ 75.00	/ Day
FSE-081	Vacuum, Wet/Dry	\$ 45.00	/ Day
FSE-082	Vacuum, HEPA Wet/Dry	\$ 95.00	/ Day
FSE-083	Vacuum, Mercury, HEPA / Vapor	\$ 500.00	/ Day
FSE-084	Vacuum, Pneumatic Drum Mount	\$ 150.00	/ Day
FSE-085	Vehicle Decontamination System	\$ 900.00	/ Day
FSE-086	Welder, Gasoline Engine Driven Portable Electric	\$ 400.00	/ Day
<b>Communications Service Equipment</b>			
CSE-01	Camera (35 mm or digital)	\$ 30.00	/ Day
CSE-13	Copy Machine	\$ 45.00	/ Day
CSE-09	Desktop Computer (w/ Printer & Modem)	\$ 175.00	/ Day
CSE-02	Expendables (recording media & batteries) billed @ cost + 20%	\$	/
CSE-11	Fascimile Machine	\$ 20.00	/ Day
CSE-03	Field Hand Held Radio (DIGITAL) (each)	\$ 20.00	/ Day
CSE-04	Field Hand Held Radio (UHF) (each)	\$ 20.00	/ Day
CSE-10	Global Positioning System (GPS)	\$ 35.00	/ Day
CSE-08	Marine Radio	\$ 30.00	/ Day
CSE-05	Mobile Telephone (DIGITAL) (each)	\$ 40.00	/ Day
CSE-07	Portable Computer (LAPTOP)	\$ 125.00	/ Day
CSE-12	Two-Way Radio (Intrinsically Safe) (each)	\$ 40.00	/ Day
CSE-06	VCR Camera Recorder	\$ 40.00	/ Day
<b>Service Vehicles</b>			
SSV-01	All Terrain Vehicle (ATV w/ trailer)	\$ 450.00	/ Day
SSV-02	Box Truck w/Liftgate, Large	\$ 90.00	/ Hour
SSV-03	Box Truck w/Liftgate, Small	\$ 75.00	/ Hour
SSV-06	Passenger Van	\$ 295.00	/ Day



Item No.	Item Description	Rate	Unit
<b>Service Vehicles</b>			
SSV-07	Pick Up Truck	\$ 185.00 /	Day
SSV-31	Pick Up Truck w/ Plow & Sander	\$ 400.00 /	Day
SSV-32	Rack Body w/Liftgate, Large	\$ 80.00 /	Hour
SSV-18	Rack Body w/Liftgate, Small	\$ 65.00 /	Hour
SSV-21	Service Truck	\$ 195.00 /	Day
SSV-29	Service Truck 4 x 4	\$ 295.00 /	Day
<b>Heavy Trucks</b>			
HTU-01	Dump Trailer w/ Tractor (26 yard)	\$ 105.00 /	Hour
HTU-02	Dump Truck (Mason/4 Cubic Yard)	\$ 45.00 /	Hour
HTU-03	Dump Truck Straight 6-Wheel (12 Cubic Yard)	\$ 55.00 /	Hour
HTU-05	Dump Truck Straight Triaxle (18 Cubic Yard)	\$ 90.00 /	Hour
HTU-08	High Volume Air Mover (Guzzler)	\$ 150.00 /	Hour
HTU-10	Roll-Off Straight Truck Triaxle	\$ 80.00 /	Hour
HTU-18	Tractor	\$ 90.00 /	Hour
HTU-19	Tractor w/ Box Trailer	\$ 130.00 /	Hour
HTU-12	Vacuum Semi Tanker & Tractor, 5,000 Gallon	\$ 145.00 /	Hour
HTU-13	Vacuum Straight Truck, 3,000 Gallon	\$ 95.00 /	Hour
<b>Heavy Equipment</b>			
HEU-04	Backhoe/Loader, Extendahoe, 4 Wheel Drive	\$ 65.00 /	Hour
HEU-26	Bulldozer (D-3 or equivalent)	\$ 70.00 /	Hour
HEU-09	Forklift (5,000 lb Capacity)	\$ 300.00 /	Day
HEU-10	Front End Loader 3 CY Capacity	\$ 95.00 /	Hour
HEU-12	Skid Steer - Backhoe Attachment	\$ 250.00 /	Day
HEU-13	Skid Steer - Drum Grapple Attachment	\$ 150.00 /	Day
HEU-14	Skid Steer - Hydraulic Breaker Attachment	\$ 250.00 /	Day
HEU-15	Skid Steer - Pallet Forks	\$ 150.00 /	Day
HEU-16	Skid Steer - Sweeper Attachment	\$ 200.00 /	Day
HEU-17	Skid Steer Loader	\$ 70.00 /	Hour
HEU-21	Track Excavator (36,000 pound) 3/4 CY Capacity	\$ 80.00 /	Hour
HEU-23	Track Excavator (70,000 pound) 1-1/4 CY Capacity	\$ 95.00 /	Hour
HEU-24	Track Excavator (8,500 pound) 0.125 CY Capacity	\$ 65.00 /	Hour
<b>Trailers</b>			
TRL-03	Boom Trailer	\$ 150.00 /	Day
TRL-04	Low Bed Drop Deck Trailer & Tractor, (40' x 100,000/GVW)	\$ 85.00 /	Hour
TRL-05	Site Office Trailer	\$ 600.00 /	Week
TRL-06	Spill Trailer	\$ 500.00 /	Day
TRL-14	Tag Along Equipment Trailer, (16' x 12,000 p GVW)	\$ 40.00 /	Day
TRL-17	Tag Along Equipment Trailer, (24' x 40,000 p GVW)	\$ 50.00 /	Day
TRL-22	Trailer (Box)	\$ 150.00 /	Day
<b>Marine Response Equipment (boat rate does not include fuel, oil, or operator)</b>			
MRE-03	Anchor - Over 100 lb.	\$ 90.00 /	Day



Item No.	Item Description	Rate	Unit
<b>Marine Response Equipment (boat rate does not include fuel, oil, or operator)</b>			
MRE-17	Anchor Set (22lb. Danforth, Chain, 1/2" 50' line, 18" Buoy)	\$ 60.00	/ Day
MRE-18	Anchor Set (40lb. Danforth, Chain, 1/2" 75' line, 18" Buoy)	\$ 75.00	/ Day
MRE-21	Anchor Set (75lb. Danforth, Chain, 1/2" 100' line, 18" Buoy)	\$ 85.00	/ Day
MRE-14	Boom 12" Skirted Containment	\$ 2.00	/ LF/Day
MRE-04	Boom 18" Skirted Containment	\$ 2.25	/ LF/Day
MRE-15	Boom 24" Skirted Containment	\$ 2.50	/ LF/Day
MRE-16	Oil Skimmer (Multi-Skimmer, Model 24)	\$ 800.00	/ Day
MRE-05	Oil Skimmer (Slickdisk) Unit	\$ 200.00	/ Day
MRE-06	Oil Skimmer (Weir Model T-39)	\$ 500.00	/ Day
MRE-09	Response Boat w/ Electric Motor	\$ 200.00	/ Day
MRE-10	Response Boat w/ Power (12'-14')	\$ 400.00	/ Day
MRE-11	Response Boat w/ Power (15'-17')	\$ 600.00	/ Day
MRE-19	Response Boat w/ Power (25'-27') LCM, Davit, Pushknees	\$ 1,600.00	/ Day
MRE-20	Response Boat w/ Power (28'-30') LCM, Davit, Pushknees	\$ 1,800.00	/ Day
MRE-08	Survival Suit (PFD) (Mustang)	\$ 150.00	/ Day
MRE-07	Survival Vest (PFD)	\$ 25.00	/ Day
MRE-13	VIP/Command Vessel	\$ 2,000.00	/ Day





### Assumptions / Conditions

1. Straight time hours are based upon an eight-hour day, Monday through Friday (excluding holidays). Straight time hours begin at 7:00am and end at 3:30pm. Day rates consist of a single 8-hour shift. All hours worked outside of these hours shall be billed at the following multipliers:
  - 1.5 x straight time rate for overtime and Saturdays
  - 2.0 x straight time rates for double-time (Sundays and Holidays)
2. Cost for service vehicles, heavy trucks/equipment does not include operator.
3. Cost for decontamination of Marine Response Equipment is not included in the pricing
4. All personnel and equipment are charged on a "portal to portal" basis from TMC's office to the project location
5. All emergency call-outs (less than 24-hour notice) shall be subject to a minimum four (4) hour charge for applicable personnel & equipment.
6. Per diem lodging and subsistence charges of \$175.00 per day per person may be charged for any project that is located greater than 50 miles from TMC's offices.
7. All items utilized which are not listed on the attached Time & Materials sheets shall be charged at TMC's direct cost, plus a handling & administration fee of twenty-five percent (25%).
8. TMC's sole discretion expertise shall determine the appropriate personnel protection and safety requirements but in no way shall be less than that which is legally required to complete the projects.
9. For emergency response projects where credit has not previously been established with TMC, a minimum of 50% of the expected charges for the job (as determined by TMC's on site supervisor) shall be required prior to initiating site activities. Payment can be in the form of a major credit card or approved check. Remaining charges will be due upon receipt of invoices.
10. The customer is responsible for authorizing TMC's daily worksheet, which itemizes labor, equipment and materials utilized to perform the work and serves as authorization for all charges incurred.
11. Client agrees to Energy Recovery Surcharge of 9.5% applied to the total invoice.
12. Cleaning and disposal costs for materials generated during truck, trailer, roll-off, and/or cargo-tank truck cleaning will be charged for each vehicle.
13. Customer will be responsible for costs incurred, plus 20% for any washout service. Customer reserves the right to inspect tanker prior to workplace departure. If no inspection is conducted, customer will be deemed to have accepted the judgment of the contractor regarding the need for cleaning.
14. Established personnel rates do not apply to projects or contracts where a Prevailing Rate Determination has been made. The new rate shall be the prevailing/union wage plus a 38% labor burden surcharge and 25% mark up fee.
15. Disposal charges will be determined by the waste parameters provided by the generator (owner). Off-spec charges, if any, will be communicated by TMC to the generator after the results are obtained from the disposal facility. It is understood and agreed by the Client that the generator (owner) owns any and all waste from cradle to grave and TMC assumes no liability for any and all waste generated or disposed.
16. TMC will charge \$15.00 per manifest for paperwork preparation and administration.



RHODE ISLAND

DEPARTMENT OF ENVIRONMENTAL MANAGEMENT

235 Promenade Street, Providence, RI 02908-5767

TDD 401-222-4462

Approval Date: Thursday, June 16, 2011

KYM CARDIN  
TMC SERVICES INC.  
1 WILLIAM WAY  
BELLINGHAM, MA 02019

PERMIT #: RI- 835                      Permit Expiration Date:                      **6/30/2012**

Application Received date: 6/9/2011

Dear Hazardous Waste Transporter:

Your application to transport hazardous waste through and within the State of Rhode Island was received by the Department on the date shown above. Upon review of this application, it has been found to be complete, and is therefore approved by the Department. Your company Permit Number is shown above. This permit number, along with the name of your company, must appear on both sides and the back of all vehicles to be permitted.

Be advised that, the Department has a COMPANY-CERTIFIED inspection Program. The Department regularly performs random, unannounced inspections of permitted units, and expects that strict compliance with the requirements will be maintained at all times. Any unit not in compliance with all inspection requirements is liable for administrative action, including penalties.

Permits issued will be valid until the expiration date shown above. All units must be permitted annually. Renewal permit applications are typically sent out in February and are due in April. If you have any questions you may contact the Office of Waste Management at the information below:

Issued by: Mark M. Dennen                      Date Issued: 6/16/2011

Chris Vallot, Technical Assistant

Phone: (401) 222-2797 Ext. 7159 Email: [chris.vallot@dem.ri.gov](mailto:chris.vallot@dem.ri.gov)



Commonwealth of Massachusetts  
 Executive Office of Environmental Affairs  
 Department of Environmental Protection  
 Bureau of Waste Prevention - Business Compliance Division

# Hazardous Waste Transport License

1. Name of Licensee:

TMC Services, Inc dba TMC Environmental

Name

2. Facility Address:

One William Way

Street Address

Bellingham

MA

02019

City/Town

State

Zip Code

3. Mailing Address, if different:

Street/P.O. Box:

City/Town

State

Zip Code

4. Office and/or Parking Locations in Massachusetts (if different than above):

Office Location

Parking Location

5. Contact Person:

Kym Cardin

508-966-3737 x6014

kcardin@hazmatt.com

Name

Telephone Number

Email Address

6. EPA Identification Number & Address:

MAR000502138

One William Way Bellingham MA 02019

EPA I.D. Number

Address - On EPA I.D. Number Form

7. Signature

June 20, 2011

Signature

Date (MM/DD/YYYY)

Kym Cardin

Transportation & Disposal Compliance Coordinator

Name

Official Title

This license is not valid until the effective date and unless signed by the Applicant and the Director of the Business Compliance Division (Bureau of Waste Prevention, Massachusetts Department of Environmental Protection).

Do not write below this line - for MassDEP use only

The Department hereby grants the above-named company a license to transport hazardous waste pursuant to M.G.L. Chapter 21C and Massachusetts Hazardous Waste Regulations 310 CMR 30.000. The license becomes effective twenty-one (21) days after the date of signature on the license by the Director of the Business Compliance Division, unless during that time an appeal has been received by the Department. In that case, the license is not in effect until, and if, the appeal is resolved in favor of the license applicant.

This license authorizes only the named licensee to engage in the transportation of all categories of hazardous waste listed or described in 310 CMR 30.100. This license is not transferable. This license does not grant any rights not otherwise granted by federal, state, or local statutes, ordinances, or regulations. The licensee shall comply at all times with all state and federal regulations and statutes applicable to the transportation of hazardous waste.

Director, Business Compliance Division

10/21/11

Date (MM/DD/YYYY)

11/12/11

12/31/16

Effective Date (MM/DD/YYYY)

Expiration Date (MM/DD/YYYY)

475

Massachusetts License Number



CITY OF PROVIDENCE  
STATE OF RHODE ISLAND  
BOARD OF CONTRACT AND SUPPLY

BIDDERS BLANK

Name of Company:	
Agrees to bid on: Items(s) to be bid	<u>RFP FOR HAZARDOUS WASTE REMOVAL, SPILL CONTAINMENT SUPPLIES, AND ENVIRONMENTAL CONSULTING FOR THE PROVIDENCE WATER SUPPLY BOARD (BLANKET 2012-2014)</u>
Date of Award	
Total Amount in Writing:	
Total Amount in Figures:	

Additional Bidding Details (Use Additional Pages if Necessary)

Federal ID# or Social Security #:	04-2698999
Signature:	<i>Stephen Keelth</i>
Title of Person signing:	Field Service Specialist
Firm Name:	Clean Harbors Environmental Services,
Address:	8 Dexter Rd, E Providence, RI 02914
Phone #:	401-431-1847
Delivery Date:	
Name of Surety Company	None, no bonding required



5

Clean Harbors Environmental Services, Inc.  
8 Dexter Street  
East Providence, R.I. 02914  
401.431.1847  
www.cleanharbors.com

May 3, 2012

City of Providence  
Board of Contract and Supply  
Department of the City Clerk, City Hall  
Providence, RI 02903

**RE: Clean Harbors Bid for Hazardous Waste Removal, Spill Containment Supplies, and Environmental Consulting –Providence Water**

Attn. Purchasing Officer:

On behalf of Clean Harbors, I would like to thank you for the opportunity to submit this bid for the above referenced services. Clean Harbors has the resources and experience to provide quality environmental field services in an efficient manor with the safety of all personnel involved being the top priority. Clean Harbors has routinely provided these services to the City of Providence for several years and we desire to continue this successful partnership.

Clean Harbors is fully licensed and permitted by the Federal Government and the State of Rhode Island to handle, cleanup, remove, transport, and dispose of hazardous waste. Specific licenses or permits can be provided upon request. We have approximately 100 facilities nation-wide, including several permitted hazardous waste facilities and service centers throughout New England. We have completed projects that range from small diesel spills resulting from truck accidents, to projects as large as million gallon oil spills in coastal waters. Clean Harbors has the ability to mobilize crews from multiple New England service centers to respond to spills and events of any size in Rhode Island.

Please find copies of our MBE/WBE waiver request form and associated documentation, which have been sent to the city human resources department for approval. Emergency Response pricing, Pricing Conditions and Exceptions are also included. Should you have any questions please contact me by telephone at 401.431.1847 or email at [kailherc@cleanharbors.com](mailto:kailherc@cleanharbors.com).

Sincerely,

A handwritten signature in cursive script that reads "Chris Kailher".

Chris Kailher  
Field Service Specialist  
Encl.

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## **EXCEPTIONS CONDITIONS AND ADDITIONS**

Clean Harbors anticipates entering into a mutually beneficial contract with the City of Providence (the City) for the provision of these services as we currently provide them to the City. Clean Harbors has identified the following terms for inclusion and/or discussion with regard to any resulting environmental services or disposal contract with the City.

- Clean Harbors does not guarantee a specific response time. However, Clean Harbors does agree to use its best effort to respond within specific time frames, and will contact the City if such time frames cannot be met in an emergency situation. Our service record performance with the City clearly identifies that we have ample resources to provide the most prompt response to the City.
- Pricing notes included on the attached Emergency Response Rates are applicable to the emergency and non-emergency labor, equipment and materials pricing provided on the bid form.
- Pricing provided on the bid form for the disposal of hazardous waste shall be in accordance with the attached General Price Conditions and waste class codes.
- Please see the attached SERA agreement, which we would request be added to any agreement that would govern the provision of emergency response services.

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## General Pricing Conditions

This proposal is submitted contingent upon the right to negotiate mutually acceptable contract terms and conditions, which are reflective of the work contemplated and an equitable distribution of the risks involved therein. In the event that such agreement cannot be reached, Clean Harbors reserves the right to decline to enter into such an agreement without prejudice or penalty.

### *Assumptions and Considerations*

Please find below the general pricing conditions for this contract. These conditions govern all waste streams and generic pricing covered under this contract. These conditions are in addition to specific pricing notes provided on the pricing matrixes.

1. All waste profiling, manifests and labels will be furnished at no charge.
2. All approved ("Approved") waste streams are coded with Clean Harbors' Waste Classification Codes, which define the specifications for drummed, containerized and bulked wastes. Wastes that are received not conforming to these specifications may be subject to additional costs. A completed waste profile sheet, sample, representative analysis or MSDS must be submitted prior to approval and scheduling.
3. Lab Pack rates do not include explosive or potentially explosive, radioactive, temperature sensitive or infectious materials. Clean Harbors reserves the right to decline to accept for disposal any waste materials which, in its reasonable judgment, it cannot dispose of in a lawful manner or without a risk of harm to public health or the environment, or for which no legal means of disposal exists. Clean Harbors will provide separate quotations for any potential high-hazard work (i.e. peroxidized ethers, explosives, cylinders, etc.) upon request.
4. Some bulk waste streams require a sample prior to acceptance and approval. Final pricing for bulk waste streams will be determined from actual samples and/or trial loads. Specifications for bulk waste streams will be individually defined, but will generally follow the same specifications as the containerized wastes.
5. All pricing presented in this contract is based on Clean Harbors' ability to utilize all currently approved TSDFs. If the number of sites approved by (CLIENT) is reduced or restricted, additional costs may be applied due to increased handling of wastes and reduced economies of scale.
6. Local, state and federal taxes applying to the generating location/receiving facilities are not included in disposal pricing and will be added to each invoice as applicable.
7. Unless otherwise noted on the bid price sheet, all prices are in US funds. Upon contract award, Clean Harbors will convert US funds to Canadian funds for Canadian generators using the current exchange rate at the time of the bid award.

## 8. Drum Minimums

The following minimum container charges apply to all waste, unless the base 55-gallon drum price is lower. Drum minimums take precedence over different size container pricing.

Waste Description	Minimum Charge
Electronics	\$12.00
Solvents, Fuels, Non-Haz Landfill	\$35.00
PCB Reclamation, Empty Drum Incineration, Bio-Haz Waste, Corrosive Fuels	\$45.00
Clean Extraction System (CES), Non-Haz Incineration, Batteries (except Lithium & Mercury), Light-Treat WWT, Haz Landfill, Lab Packs for: Fuel, WWT, & Landfill	\$60.00
Incinerable Liquids, Lightweight Incinerable Solids, Mercury Stabilization, Solid Fuels, Lab Packs for Incineration, PCB Landfill	\$80.00
Incinerable Solids, Bulk Reactives, PCB Incinerables, A99s, Oxidizers, Heavy-Treat WWT, RCRA Medical Waste, Canadian Landfill, Dioxin Liquids, NORM Waste	\$130.00
Mercury Debris for Retort	\$150.00
Lab Pack Reactives	\$155.00
DEA Controlled Substances	\$210.00
Lithium Batteries	\$260.00
Mercury Compounds/Salts/Batteries for Retort	\$325.00
Mercury for Incineration	\$365.00
Reactive Alkali Earth Metals for Incineration	\$525.00
Solid Dioxins for Incineration in Canada	\$830.00
Bulbs	\$55.00 per CHES waste class code
Empty Drums/Empty PCB Drums	
≤ 5gal	\$12.00
> 5gal < 20gal	\$20.00
≥ 20gal	\$40.00



Different size container pricing, excluding lab pack materials will be priced accordingly.  
Odd sizes not covered herein will be priced case-by-case.

Container size pricing as a percent of 55-gallon drum prices.

Container Size	Container Multiplier*
5 gallon or less	55 gallon price x 0.30 or drum minimums listed above, whichever is greater
6 gallon – 20 gallon	55 gallon price x 0.60
21 gallon – 30 gallon	55 gallon price x 0.75
31 gallon – 55 gallon	55 gallon price x 1.00
56 gallon – 85 gallon (overpacks)	55 gallon price x 1.45
Cubic Yard Boxes	55 gallon price x 3.50
Tote (<300 gallon)	55 gallon price x 5.00
Tote (300 - 375 gallon)	55 gallon price x 6.30

\*Or as otherwise indicated on bid spreadsheet.

9. Per pound surcharges will apply to certain waste Classification Codes as follows:
  - 9.1. FB5 – Base price up to 200 lbs., \$.70/lb. thereafter
  - 9.2. CCRK – Base price up to 500lbs, \$.90/lb. thereafter
10. Dedicated or non-milkrun emergency pickups will be charged at full truckload price.  
Cancellation of a pickup with less than 72 hours notice will incur a \$250.00 cancellation fee.
11. Time over eight (8) hours in the normal workday and all day Saturday is considered overtime and will be billed at 1.5 times the applicable straight time rate for all billable personnel unless otherwise quoted. Sunday and Holidays are considered premium time and will be billed at 2.0 times the applicable straight time rate for all billable personnel unless otherwise quoted.
12. All transportation rates are based on utilization of Clean Harbors' transportation equipment or Clean Harbors approved transporters.
  - 12.1. Demurrage Schedule

Demurrage will not be charged for pickup of waste up to and including 1 hour loading time. After 1 hour, the demurrage schedule of charges applies.

Unloading demurrage will not be charged for wastes being delivered to Clean Harbors

plants, unless a very significant generator-caused problem develops, such as improperly identified or non-conforming waste or a chemical release as a result of a failed container. An exception to this allowance is for direct burn and/or direct feed materials being incinerated. Demurrage will be invoiced based on the hours it takes to burn the material unless the trailer can be dropped at the incinerator and picked up when empty.

Demurrage will be charged for shipments unloaded at non-Clean Harbors facilities, in excess of 1 hour. Clean Harbors will do its best to properly coordinate such loads, however we cannot control the process times at non-Clean Harbors facilities.

\* For conforming waste, demurrage only to be charged after 1 hour on generator site.

Van or Flat-Bed Trailer	\$98.00/hr
Vac/Transporter	\$98.00/hr
Roll Off	\$98.00/hr

#### 12.2. Pumping Schedule

Pumping time will be charged at the rate of \$110.00/hour, which covers the time we are using vacuum trucks to pump materials from a tank or containers into the truck.

13. CHES reserves the right to quote unique transportation pricing for lined or agitated trailers or drop deck flatbeds, roll off rental and roll off drop fees as required.
14. Repairs to damaged Clean Harbors' owned or leased rolloff containers or other equipment by a customer will be invoiced at a quoted hourly rate for labor and parts will be invoiced at cost plus 30%.
15. Clean Harbors requires free and easy access to each pickup site. Drums/containers must be in DOT shippable condition.
16. Some generators require their waste to have a witness during the waste processing and/or incineration process. Clean Harbors will invoice a witness burn fee of \$1,000.00 per day in these situations.
17. Reactive alkali metal compounds should typically be packaged in metal outer containers no larger than 5 gallons in size. The inner contents must be less than 5 pounds of reactive metal or less than 20 pounds of reactive batteries in rigid poly containers. Reactive metals and batteries must be packaged under oil. Requests to manage these materials in larger inner charge sizes or larger outer container sizes will be handled on a case by case basis.
18. Prices for PCB items are only effective if the items are received within 9 months of the out of service date (OSD). Out of Service Date (OSD) for PCB incinerables should be clearly identified in Section J of the manifest. Prices for OSD's exceeding 9 months will be billed as follows:
  - 18.1. Received over 9 months – 1.25 x base price
  - 18.2. Received over 10 months – 1.50 x base price

18.3. Received over 11 months – 2.00 x base price

## 19. Cylinder Conditions

- 19.1. Certain high hazard and extremely reactive cylinders will be handled case by case including chlorine dioxide, xenon difluoride, pentaborane, tetrafluorohydrazine, hydrogen cyanide anhydrous, fluorine >5%, sodium potassium alloy, potassium, sulfur trioxide, bromine pentafluoride, bromine trifluoride, chlorine pentafluoride, chlorine trifluoride, trifluoromethyl peroxide, trifluoromethylhypofluorite, xenon dioxide, xenon hexafluoride, xenon tetrafluoride, bis (trifluoromethyl) peroxide, hydrazine, methyl hydrazine, oxygen difluoride.
- 19.2. Zone A cylinder transportation (as required) will be quoted case by case and will be billed in addition to disposal.
- 19.3. Cylinders required to be returned to the generator after processing must be properly labeled to indicate "Return to Generator" and have operable valves. Return transportation will be quoted case by case.
- 19.4. Cylinders without original stenciling, labels and/or tags will be subject to additional an analysis charge.
- 19.5. Cylinders with inoperable valves may be subject to rejection or may be charged an additional handling fee of \$400.
- 19.6. Cylinders must in DOT-shippable condition.
- 19.7. Cylinders with greater than 5% solids may be subject to surcharge or rejection.
- 19.8. All ½ ton, 1 ton and larger cylinders will be quoted by case by case. These cylinders are subject to a connect and disconnect fee of \$ 1,500.00 each. If scrapping or disposal of the cylinder carcass is required, additional charges will be quoted individually.
- 19.9. All cylinders require an approved cylinder evaluation sheet and leak test for final acceptance
- 19.10. Phosgene leak test will be quoted case by case.

Cylinder Sizes	
Lecture (CYLE) -	Up to 3" dia. and 13" length or 4" dia. and 10" length
Small (CYSM) -	Up to 4" dia. and 24" length
Medium (CYME) -	Up to 12" dia. and 36" length
Large (CYLG) -	Up to 16" dia. and 52" length
Extra Lrg (CYXL) -	Up to 18" dia. and 54" length
1/2 Ton (CYHT)* -	Up to 30" dia. and 52" length or 20" dia. and 82" length
Ton (CYTN)* -	Up to 24" dia. and 94" length or 30" dia. and 82" length

20. Pricing is based on the current market capacity, conditions and Government regulations. If a significant market-wide pricing, capacity or regulatory change affects our pricing, Clean Harbors will document such changes and approach (CLIENT) to re-negotiate pricing.

21. A tank wash or rolloff wash fee of \$244.00 will apply any time a wash of a tanker or rolloff

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is required for non-PCB items. Additional fees will apply for any tank (confined space) entries or PCB washouts.

- 22. Cleanouts of vacuum or sludge boxes will be charged at \$465.00.
- 23. Minimum volume of 15 tons (or yards, whichever is greater) will be billed for all Classification Codes received in a roll off container; intermodal or dump trailer delivered to a CHES TSDF unless quoted otherwise on bid spreadsheet.
- 24. A minimum disposal charge of \$775.00 will be billed for all bulk liquid loads.
- 25. Bulk Minimums: The following minimum bulk disposal charges apply per load delivered to a CHES incinerator, landfill or other end disposal facility.

Incineration Solid -	12 tons
Incineration Liquid -	\$775
Fuels Blend Liquid -	\$775
Waste Water Treatment -	\$775
Landfill -	
Hazardous	\$1,040
Non-hazardous liquids -	\$1,040
Non-hazardous solid -	\$520

Note: Wastes that are lightweight and priced by the cubic yard will be invoiced based upon the size of the rolloff container

- 26. Payment terms will be in conformance with the Waste Disposal Services Agreement.
- 27. Proposal is valid for 120 days
- 28. Payment terms are NET 30 days from date of invoice. Interest to accrue at the rate of 1.5% per month or the maximum allowed by law after 30days.

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29. Variable Energy and Security Recovery Fee:

Clean Harbors is currently imposing a Recovery Fee that is comprised of two components; a 1.5% charge for Security covering insurance, liability and security costs and a charge for Energy costs that is revised monthly based on the average diesel prices from the US Department of Energy. With current diesel prices, the total recovery fee is 16.5%. The Recovery Fee is applied to the entire invoice and will be broken out separately.

The charge for energy costs will be set on the first Wednesday of the month based on data from the US Department of Energy (<http://tonto.eia.doe.gov/oog/info/wohdp/diesel.asp>). The energy fee will be determined from the following table:

<u>Diesel Price Range</u>	<u>Energy Fee</u>	<u>Total Recovery Fee</u>
< 1.10/gal	0.0%	1.5%
3.41 - 3.50	12.5%	14.0%
3.51 - 3.60	13.0%	14.5%
3.61 - 3.70	13.5%	15.0%
3.71 - 3.80	14.0%	15.5%
3.81 - 3.90	14.5%	16.0%
3.91 - 4.00	15.0%	16.5%

An additional 0.5% will apply for each \$0.10 increase in diesel cost above \$4.00/gal.

The rate for energy costs will change (up or down) if the average price of diesel has changed from the previous range for a period of more than 2 out of the previous 3 weeks. The new rate will apply with invoices cut the following Monday.

## Applicable Disposal Codes

Quoted disposal pricing codes. If waste does not meet the below criteria additional charges may apply.

LCCRQ - AEROSOLS FOR INCINERATION  
Example: spray paints, pesticide aerosols, freon aerosols, etc  
No cylinders or lecture bottles  
No dioxin aerosols  
Follow DOT/TDG regulations for packing guidelines  
Packaged Per Lab Pack Guidelines  
LCCRQ PRIMARY DISPOSAL METHOD: INCINERATION  
B26A - ACIDIC WASTEWATER WITH LOW METALS  
pH 1-6  
Neutralization equivalent less than 5 (approx. <10% acid)  
Flashpoint greater than 140 degrees F  
Cyanide/sulfide non-detectable  
No pesticides  
Less than one percent T.O.C. (Total Organic Carbon)  
Less than 10-ppm hexchrome  
Less than one-inch solids in drum  
Less than one percent ammonia  
Less than 500-ppm total metals  
PRIMARY DISPOSAL METHOD: Wastewater Treatment

B26A  
B26B - ALKALINE WASTEWATER WITH LOW METALS  
pH 7-13  
Cyanide/sulfide non-detectable  
Neutralization equivalent less than 5 (approx. < 10% bases)  
Flashpoint greater than 140 degrees F  
Less than one percent T.O.C. (Total Organic Carbon)  
Less than 10-ppm hexchrome  
Less than one-inch solids in drum  
Less than one percent ammonia  
Less than 500-ppm total metals  
No pesticides  
No solvents  
PRIMARY DISPOSAL METHOD: Wastewater Treatment

B26b  
A23 - BILAYERED SOLVENT/WATER  
Non-detectable PCBs  
Less than 5 percent organic halogen/sulfur  
pH between 2-12  
Waste codes and treatability acceptable for CES  
Less than one-inch solids in drum  
No pesticides, biocides, or cyanides  
No chelating agents, surfactants, or emulsifiers  
a23 Up to 100ppm phenol

Must not set-up with water or with organic solvents  
PRIMARY DISPOSAL METHOD: FUELS  
BLENDING/CES/INCINERATION

A22K - LOW BTU ORGANIC LIQUID

DRUM SPECIFICATIONS:

pH 2-14  
Ammonia less than 10 percent  
Source of PCB <50 ppm  
Heating value less than 5000 BTUs per pound  
Less than 5 percent organic halogens/sulfur  
Must not set-up in water or with organic solvents  
Less than one inch of solids in the drum  
No pesticides

PRIMARY DISPOSAL METHOD: DESTRUCTION INCINERATION

\*

BULK SPECIFICATIONS:

Heating value less than 2000 BTUs per pound  
Metals within normal feed limits  
Chlorine less than 5 percent  
Iodine less than 0.5 percent  
Bromine less than 0.5 percent  
Fluorine less than 0.5 percent  
Sulfur less than 3 percent  
No pesticides or level A requirements  
Na/K/Mg/P each less than 0.5%  
Ash less than 5%  
Settleable solids less than 5%  
Viscosity less than #4 fuel oil

Must not set-up with water or with organic solvents

a22k

PRIMARY DISPOSAL METHOD: DESTRUCTION INCINERATION

A32 - SPECIFICATION OIL & WATER

Non-detectable concentration of PCB's  
Organic Halogen less than 1,000 ppm  
pH between 2-12.5  
Must be petroleum-based oil (greater than 5000 BTUs/lb)  
No pesticides  
Flash point greater than 100°F  
Cannot be mixed with any other hazardous waste  
Total Cadmium less than 2 ppm  
Total Chrome less than 10 ppm  
Total Arsenic less than 5 ppm  
Total Lead less than 10 ppm  
Less than one-inch of solid in the drum

Greater than 5 percent water

PRIMARY DISPOSAL METHOD: OIL RECOVERY/WASTEWATER  
TREATMENT

a32

FB1 - LIQUID FOR FUEL

Example: paint thinner, solvents

Less than four inches of dispersible sludge

Less than five percent halogens/sulfur

Source of PCB < 50 ppm

Greater than 10,000 BTU's

No pesticides

No debris

Low viscosity (e.g. thinners)

Must not set-up with water or with organic solvents

PRIMARY DISPOSAL METHOD: FUEL BLENDING/INCINERATION

\*

BULK SPECIFICATIONS:

Less than five percent water

Greater than 10,000 BTU's

Less than two percent halogens

Source of PCB < 50 ppm

fb1

PRIMARY DISPOSAL METHOD: FUEL BLENDING/INCINERATION





**Providence Water Supply Board**  
**Standard Labor Rates - April 2008**

	UoM	Price
<b>Field Personnel</b>		
Field Technician	HR	\$49.00
Senior Technician	HR	\$53.00
Foreman	HR	\$58.00
Equipment Operator	HR	\$55.00
Supervisor	HR	\$79.00
Project Manager	HR	\$100.00
Chemist	HR	\$72.00
Lead Chemist	HR	\$85.00
Site Safety Officer	HR	\$109.00
<b>Technical Personnel</b>		
Associate Engineer	HR	\$85.00
Designer	HR	\$85.00
Field Engineer/Scientist/Geologist	HR	\$85.00
Field Inspector	HR	\$65.00
Mechanic	HR	\$78.00
Professional Engineer/LSP	HR	\$120.00
Senior Engineer/Scientist/Geologist	HR	\$95.00
Senior Mechanical Technician	HR	\$83.00
Wastewater Treatment Operator	HR	\$87.00
Welder	HR	\$78.00
<b>Administrative/Managerial Personnel</b>		
Coordinator	HR	\$105.00
General Manager	HR	\$138.00
On Site Administration	HR	\$52.00
<b>Major Event "Strike Team"</b>		
Strike Team Admin/Coordinator	HR	\$125.00
Strike Team Logistics/Procurement	HR	\$95.00
Strike Team Leader	HR	\$183.00
Strike Team Operations Manager	HR	\$136.00
Per Diem	DAY	\$184.00



**Providence Water Supply Board  
Emergency Response Labor Rates - April 2008**

	<b>UoM</b>	<b>Price</b>
<b>Field Personnel</b>		
Field Technician	HR	\$58.00
Senior Technician	HR	\$63.00
Foreman	HR	\$76.00
Equipment Operator	HR	\$69.00
Supervisor	HR	\$98.00
Project Manager	HR	\$126.00
Chemist	HR	\$90.00
Lead Chemist	HR	\$116.00
Site Safety Officer	HR	\$134.00
<b>Technical Personnel</b>		
Associate Engineer	HR	\$95.00
Designer	HR	\$100.00
Field Engineer/Scientist/Geologist	HR	\$107.00
Field Inspector	HR	\$82.00
Mechanic	HR	\$96.00
Professional Engineer/LSP	HR	\$151.00
Senior Engineer/Scientist/Geologist	HR	\$120.00
Senior Mechanical Technician	HR	\$87.00
Wastewater Treatment Operator	HR	\$102.00
Welder	HR	\$96.00
<b>Administrative/Managerial Personnel</b>		
Coordinator	HR	\$126.00
General Manager	HR	\$161.00
On Site Administration	HR	\$65.00
<b>Major Event "Strike Team"</b>		
Strike Team Admin/Coordinator	HR	\$131.00
Strike Team Logistics/Procurement	HR	\$95.00
Strike Team Leader	HR	\$183.00
Strike Team Operations Manager	HR	\$136.00
Per Diem	DAY	\$184.00



**Providence Water Supply Board  
Equipment Rates - April 2008**

	UoM	Price
<b>Earth Moving Equipment</b>		
Backhoe Loader, 1 Yard Bucket	HR	\$75.00
Fork Attachment for Bobcat Loader	DAY	\$58.00
Bobcat Loader/Mini Excavator	HR	\$70.00
Sweeper Attachment for Bobcat Loader	DAY	\$142.00
Bulldozer 6-13 ton	DAY	\$650.00
Excavator	HR	\$95.00
Loader, 3 Yard Bucket	HR	\$73.00
<b>Electric Power Tools</b>		
1/2in Drill, Electric	DAY	\$43.00
Circular Saw, Electric	DAY	\$60.00
Mercury Vacuum	DAY	\$197.00
Reciprocating Saw (Sawzall), Electric	DAY	\$79.00
Wet Vacuum (Shop Vac)	DAY	\$43.00
<b>Field Analytical</b>		
4 Gas/5 Gas Meter	DAY	\$170.00
Bailer & Sampling Equipment	DAY	\$60.00
Draeger Air Monitoring Pump	DAY	\$75.00
Explosion/Oxygen Meter	DAY	\$170.00
Geiger Counter Meter	DAY	\$157.00
Geoprobe	DAY	\$228.00
Hydrogen Cyanide Meter	DAY	\$130.00
Hydrostatic Tester	DAY	\$115.00
Interface Probe	DAY	\$126.00
Lumex RA915+ Mercury Vapor Analyzer	DAY	\$495.00
Mercury Vapor Analyzer	DAY	\$255.00
Particulate Meter, Mini Ram or equivalent	DAY	\$126.00
Personal Air Pump Meter	DAY	\$60.00
pH Meter	DAY	\$60.00
PID Meter	DAY	\$126.00
Well Purging/Sampling Pump	DAY	\$60.00
<b>Gas Powered Tools</b>		
Brush Cutter/Power Broom	DAY	\$122.00
Chain Saw	DAY	\$122.00
Cutoff Saw (Demo)	DAY	\$131.00
<b>Light Duty Truck/Response Equipment</b>		
Emergency Response Van	HR	\$79.00
Pickup/Van/Car/Crew Cab	HR	\$18.00
Spill Trailer	DAY	\$195.00
Stake Body/Utility Truck	HR	\$49.00
Utility Drum Trailer/Boom Trailer	DAY	\$95.00



**Providence Water Supply Board  
Equipment Rates - April 2008**

	UoM	Price
<b>Heavy Duty Trucks</b>		
Box Truck, 10 Wheel	HR	\$49.00
Box Truck (6 Wheel)	HR	\$49.00
Heavy Duty Liftgate Truck	HR	\$49.00
Dump Truck, 10 Wheel	HR	\$60.00
Tractor Only, No Trailer	HR	\$45.00
Tractor w/Box Van	HR	\$56.00
Tractor w/Flatbed/Lowbed	HR	\$57.00
Tractor w/Dump Trailer	HR	\$56.00
Tractor w/Rolloff Trailer	HR	\$60.00
High Powered Vacuum Truck/Cusco	HR	\$93.00
Skid Mounted Vacuum System	HR	\$49.00
5800cfm Air Mover/Guzzler	HR	\$93.00
Tractor w/Liquid Transporter	HR	\$56.00
Vactor w/Cyclone	HR	\$93.00
Vactor w/HEPA Filter	HR	\$120.00
Vactor w/High Rail	HR	\$140.00
Tractor w/Vacuum Trailer	HR	\$56.00
Vacuum Truck, Straight	HR	\$56.00

**\*\* Decontamination of Vacuumed Trucks, Vactors, Cuscos, Trailers, etc. not included  
Some may require personnel entry, some may be deconned at a local truck wash.**

**Hoses/Pipe**

2in Cross Link Poly Chem Hose, 25ft	DAY	\$17.50
3in Cross Link Poly Chem Hose, 25 ft	DAY	\$24.00
4in Cross Link Poly Chem Hose, 25ft	DAY	\$32.00
4in Flex Hose	FT	\$2.75
6in Flex Hose	FT	\$3.50
4in Lay Flat Hose, 25ft	DAY	\$28.50
6in Lay Flat Hose, 25ft	DAY	\$37.50
2in Oil Suction Hose, 25ft	DAY	\$14.50
3in Oil Suction Hose, 25ft	DAY	\$20.00
4in Oil Suction Hose, 25ft	DAY	\$28.50
6in Oil Suction Hose, 25ft	DAY	\$41.50
Wash Hose, 1/2in x 50ft	DAY	\$8.00

**Pneumatic Power Tools**

3/4in Drill, Rotary Hammer	DAY	\$91.00
Jackhammer, 40Lb	DAY	\$65.00
Jackhammer, 60Lb	DAY	\$82.00
Jackhammer, 90Lb	DAY	\$98.00
Pneumatic Chipping Gun	DAY	\$105.00
Steel Nibbler, Pneumatic	DAY	\$131.00



**Providence Water Supply Board  
Equipment Rates - April 2008**

	UoM	Price
<b>Marine Response Equipment</b>		
Power Workboat, 12-14ft	DAY	\$285.00
Power Workboat, 15-17ft	DAY	\$356.00
Power Workboat, 17-22ft	DAY	\$570.00
Power Workboat, 23-30ft	DAY	\$625.00
Power Workboat, 23ft-30ft, Twin Engine	DAY	\$857.00
Power Barge Boat, 26ft-30ft, Twin Engine	DAY	\$925.00
Boat/Workskiff without Motor	DAY	\$135.00
OSRV (Marco/JBF or Equivalent) 28-30ft	DAY	\$5,475.00
Rigid Hull Inflatable (RIB) (18ft-22ft)	DAY	\$750.00
Landing Craft (LCM) (26ft-28ft) Twin Engine	DAY	\$850.00
Underwater ROV	DAY	\$1,255.00
10 inch Swamp Boom per foot per day	FT	\$1.70
18in Containment Boom per Foot per Day	FT	\$1.90
24in Containment Boom per Day	FT	\$2.45
36in Containment Boom per Day	FT	\$2.75
Drum Skimmer (24in-36in)	DAY	\$600.00
1 inch Belt Skimmer	MO	\$569.00
Rotating Skimmer Unit	DAY	\$816.00
Skimmer, Duck Bill	DAY	\$26.00
Skim Pack	DAY	\$162.00
Weir Skimmer Unit	DAY	\$165.00
Hydraulic Power Pack	DAY	\$220.00
PFD Survival Suit	DAY	\$79.00
PFD Work Vest Rental	DAY	\$26.00
OSRV Belt Drive Replacement	EA	\$1,302.00
OSRV belt-light oil pads (Set of 4)	EA	\$758.00
**** Vessel costs include first tank of fuel only ****		
* Cost of Decontamination of Marine Response Equipment not included.		
* Replacement Skimming Belts will be priced on request as needed.		
<b>Pressure Washing Equipment</b>		
1000psi Pressure Washer	DAY	\$100.00
2000psi Pressure Washer	DAY	\$109.00
2500psi Hot Water Pressure Washer	DAY	\$341.00
2500psi Pressure Washer	DAY	\$118.00
3000psi Hot Water Pressure Washer	DAY	\$376.00
2D/Automated Nozzle For Use With a Water Blaster	HR	\$65.00
3D/Automated Nozzle For Use With a Water Blaster	HR	\$81.00
Water Blaster, 30gpm/10,000psi	HR	\$71.00
Water Blaster, 20,000psi	HR	\$136.00
Water Blaster, 40,000psi	HR	\$165.00
Water Blaster 80gpm/10,000psi	HR	\$162.00
<b>Respiratory Protection</b>		
2 Man Breathing System	DAY	\$288.00
4 Man Breathing System	DAY	\$366.00
Breathing Air Hose, 100ft	DAY	\$105.00
Air Breathing Machine	DAY	\$341.00
Negative Air Machine (Blower w/ HEPA filter)	DAY	\$262.00
Respirator, Full Face	DAY	\$32.00
Self Contained Breathing Apparatus (SCBA)	DAY	\$262.00



**Providence Water Supply Board  
Equipment Rates - April 2008**

	UoM	Price
<b>Pumping/Transferring Pumps</b>		
1in Double Diaphragm Pump	DAY	\$97.00
2in Centrifugal Pump	DAY	\$110.00
2in Chemical Diaphragm Pump	DAY	\$182.00
2in Double Diaphragm Pump	DAY	\$137.00
2in Electric Submersible Pump	DAY	\$86.00
2in Hale Pump	DAY	\$109.00
3in Chemical Diaphragm Pump	DAY	\$201.00
3in Diesel Lister Pump	DAY	\$154.00
3in Double Diaphragm Pump	DAY	\$154.00
3in Electrical Submersible Pump	DAY	\$109.00
4in Centrifugal Pump	DAY	\$154.00
4in Double Diaphragm Pump	DAY	\$212.00
4in Electric Submersible Pump	DAY	\$159.00
4in Trash Pump	DAY	\$285.00
4in Hydraulic Transfer Pump	HR	\$35.00
6in Hydraulic Sludge Pump with Power Pack	DAY	\$542.00
6in Hydraulic Transfer Pump	HR	\$262.00
Drum Loader	DAY	\$172.00
Electric Drum Pump	DAY	\$109.00
Hand Pump	DAY	\$35.00
Drum Vacuum, Pneumatic	HR	\$32.00
<b>Site Support</b>		
150,000 BTU Portable Heater	DAY	\$272.00
2,000 - 2,900 Gal Poly Storage Tank	DAY	\$79.00
Frac Tank, Double Walled	DAY	\$194.00
20,000 Gal Frac Tank	DAY	\$155.00
3,000 - 3,900 Gal Steel Storage Tank	DAY	\$27.00
300 - 500 Gal Poly Storage Tank	DAY	\$42.00
4,000 - 6,000 Gal Poly Storage Tank	DAY	\$96.00
4000 Watt Generator	DAY	\$139.00
Air Compressor, 8/10cfm	DAY	\$121.00
Air Compressor, 175cfm	DAY	\$262.00
Vehicle ATV, 4X4 or 4X6	DAY	\$366.00
Skid Mounted Liquid Phase Carbon System (10GPM)	DAY	\$68.00
Carbon Filter System	DAY	\$249.00
Decontamination Trailer	DAY	\$183.00
Dewatering Box	DAY	\$172.00
Dump Trailer, No Tractor Staged on Site	DAY	\$74.00
Eyewash Station	DAY	\$53.00
Generator, 5K	DAY	\$157.00
Generator, 8K	DAY	\$183.00
Generator, 12K	DAY	\$162.00
15 Gal HEPA Vacuum	DAY	\$172.00
Incident Command Unit	DAY	\$1,568.00
Hopper	DAY	\$4.30
Intermodel Container	DAY	\$32.00
Intrinsically Safe Drop Light	DAY	\$105.00



**Providence Water Supply Board  
Equipment Rates - April 2008**

<b>Site Support</b>	<b>UoM</b>	<b>Price</b>
Light Stand	DAY	\$105.00
Light Tower w/Generator	DAY	\$523.00
Office Trailer	DAY	\$115.00
Portable Boiler	DAY	\$910.00
Rolloff Container with Tarp & Bows	DAY	\$20.00
Secondary Containment Unit	DAY	\$41.00
Halogen Spotlight	DAY	\$105.00
Tank Trailer/Transporter, No Tractor (For Storage Only)	DAY	\$455.00
Vacuum Box, Watertight	DAY	\$109.00
On-site Van Trailer (Tractor not included)	DAY	\$201.00

**\*\* Spotting fee, Liners, Cleaning of Unit not Included**

<b>Specialty Equipment</b>	<b>UoM</b>	<b>Price</b>
Cutting Torch/Acetylene Torch	DAY	\$120.00
Electric Auger	DAY	\$74.00
Auger, Manual	DAY	\$65.00
Chemical Cleaning Unit	HR	\$115.00
Compactor	DAY	\$65.00
Walk Behind Concrete Saw	DAY	\$228.00
Confined Space Entry Gear	DAY	\$364.00
DBI/Rogliss Tripod	DAY	\$65.00
Digital Camera	DAY	\$86.00
Drum Crusher, Portable	DAY	\$455.00
Drum Tilter, Mechanical	DAY	\$172.00
Electric Blower	DAY	\$87.00
Fiber Optic Camera	HR	\$58.00
Fiber Optic Camera Truck	HR	\$149.00
Forklift, 2000Lb Capacity	DAY	\$418.00
Plasma Cutting TORCH	DAY	\$237.00
Pnuematic Fan Blower	DAY	\$87.00
Remote Drum Opener, Pnuematic	DAY	\$1,192.00
Sand Blaster and Hose	HR	\$29.00
Transit Set	DAY	\$125.00



**Providence Water Supply Board  
Materials Rates - April 2008**

	<b>UoM</b>	<b>Price</b>
<b>Personal Protective Equipment (Per person per change out)</b>		
Level A w/ResponderPlus Suit/Changeout	EA	\$950.00
Level A w/Responder Suit/Changeout	EA	\$750.00
Level B w/CPF2 or Polytyvec/Changeout	EA	\$200.00
Level B w/CPF3 or Saranex Suit/Changeout	EA	\$250.00
Level B w/CPF4 or Barricade Suit/Changeout	EA	\$300.00
Level C w/CPF1,2 or Polytyvec/Changeout	EA	\$60.00
Level C w/CPF4 or Barricade Suit/Changeout	EA	\$120.00
Level C w/CPF3 or Saranex Suit/Changeout	EA	\$75.00
Modified Level D (Tyvec, Gloves and Boots)	EA	\$30.00
Communication Device for use with EPA Level A PPE	DAY	\$160.00
<b>Chemical Protective Garments</b>		
Kappler CPF1 Suit (Blue)	EA	\$34.00
Kappler CPF2 Suit (Grey)	EA	\$56.00
Kappler CPF2 Suit w/Strapped Seams (Grey)	EA	\$94.00
Kappler CPF3 Suit w/Hood & Boots (Tan)	EA	\$127.00
Kappler CPF3 Suit w/Hood & Strapped Seams (Tan)	EA	\$160.00
Kappler CPF4 Suit w/Hood & Boots (Green)	EA	\$132.00
Chemrel Suit, Level C	EA	\$80.00
Nomex Suit and Hood	EA	\$55.00
Polycoated Rain Gear, 22mil	EA	\$18.00
Tyvec, Polycoat HD/BT	EA	\$18.00
Tyvec, Saranex	EA	\$57.00
Tyvec, White	EA	\$22.00
<b>Hand Protection</b>		
12in PVC Gloves	PAIR	\$11.00
14in Neoprene Gloves	PAIR	\$13.00
14in Nitrile Gloves	PAIR	\$13.00
18in PVC Gloves	PAIR	\$12.10
Cotton Winter Glove Liners	PAIR	\$6.00
Cut Resistant Gloves	PAIR	\$29.00
Latex Gloves	PAIR	\$6.30
Leather Gloves	PAIR	\$8.00
Puncture Resistant Gloves	PAIR	\$34.00
Silver Shield Gloves	PAIR	\$34.00
<b>Foot Protection</b>		
Non Steel Toe Chest Waders - Purchased	PAIR	\$225.00
Disposable Boot Covers (Chicken Boots)	PAIR	\$12.50
<b>Head / Facial Protection</b>		
16oz Eyewash	EA	\$22.00
Earplugs	PAIR	\$1.92
Face/Splash Shield	EA	\$22.00
First Aid Kit, 25 Person	EA	\$83.00
<b>Respiratory Protection</b>		
Acid Cartridges	PAIR	\$29.00
Asbestos Cartridges	PAIR	\$30.00
Chlorine Cartridges	PAIR	\$29.00
Mercury Cartridges	PAIR	\$54.00
MSA Chemical Cartridge	EA	\$30.00
Organic Vapor Cartridges (No Dust)	PAIR	\$29.00
Organic Vapor/Dust Combination Cartridges	PAIR	\$51.00





**Providence Water Supply Board  
Materials Rates - April 2008**

**DOT Shipping Containers**

	UoM	Price
5 Gal / 20 Litre Closed Poly Drum 1H1/Y1.8/170	EA	\$29.00
5 Gal / 20 Litre Closed Steel Drum 1A1/Y1.8/300	EA	\$34.00
5 Gal / 20 Litre Poly Drum 1H2/Y1.5/60	EA	\$22.00
5 Gal / 20 Litre Steel Drum 1A2/Y1.8/100	EA	\$34.00
5.5 Gal / 20 L Steel Drum 1A2/Y23/S	EA	\$22.00
10 Gal / 40 Litre Fiber Drum	EA	\$40.00
15 Gal / 60 Litre Poly Drum 1H1/Y1.8/100	EA	\$71.00
16 Gal / 70 L Closed Poly Drum	EA	\$61.00
16 Gal / 70 L Poly Drum 1H2/Y56/S	EA	\$64.00
16 Gal Fiber Drum	EA	\$29.00
20 Gal / 80 Litre Fiber Drum	EA	\$34.00
20 Gal / 80 Litre Poly Drum (1H2/Y56/S)	EA	\$100.00
30 Gal / 120 Litre Closed Poly Drum 1H1/Y1.8/100	EA	\$78.00
30 Gal / 120 Litre Closed Steel Drum, New 1A2/Y1.6/200	EA	\$94.00
30 Gal / 120 Litre Closed Steel Drum, Reconded 1A1/Y1.4/100	EA	\$89.00
30 Gal / 120 Litre Fiber Drum 1G/X56/S	EA	\$51.00
30 Gal / 120 Litre Poly Drum 1H2/Y142/S	EA	\$84.00
30 Gal / 120 Litre Steel Drum, New 1A2/Y1.4/100	EA	\$111.00
30 Gal / 120 Litre Steel Drum, Reconditioned 1A2/Y1.2/100	EA	\$80.00
55 G / 205 L Closed Steel Drum, Recon 1A1/Y1.4/100 (17-E)	EA	\$44.00
55 G / 205 L Steel Drum, Reconditioned 1A2/Y1.2/100 (17-H)	EA	\$66.00
55 Gal / 205 L Stainless Steel Drum, Reconditioned	EA	\$252.00
55 Gal / 205 Litre Closed Poly Drum 1H1/Y1.8/150	EA	\$100.00
55 Gal / 205 Litre Closed Poly Drum 1H1/Y1.8/150, Recycled	EA	\$98.00
55 Gal / 205 Litre Closed Steel Drum, New 1A1/Y1.8/300	EA	\$97.00
55 Gal / 205 Litre Fiber Drum 1G/Y190/S	EA	\$56.00
55 Gal / 205 Litre Poly Drum 1H2/Y237/S	EA	\$149.00
55 Gal / 205 Litre Steel Drum Heavy Gauge 1A2/1.5/100 (17-C)	EA	\$137.00
55 Gal / 205 Litre Steel Drum, New 1A2/Y1.5/100	EA	\$110.00
55 Gal/205 Litre Steel Drum Poly Line 6HA1/X1.5/280 (6D/37M)	EA	\$187.00
85 Gal / 320 Litre Steel Drum, New 1A2/X400/S	EA	\$230.00
85 Gal / 320 Litre Steel Drum, Recycled 1A2/X400/S	EA	\$195.00
110 Gal Steel Drum, New 1A2/Y400S	EA	\$502.00
110 Gal Steel Drum, Reconditioned 1A2/Y400S	EA	\$455.00
1 Cubic Yard Flexbin 11G/Y/2022/1122	EA	\$154.00
1 Cubic Yard Supersac 13H2/Y/06	EA	\$82.00
Cubic Yard Box for Non-Haz Waste	EA	\$100.00
18x18x24in Nonhazardous Pathological Waste Box	EA	\$10.00
4ft Fluorescent Tube Box 4G/Y275	EA	\$25.00
Fluorescent Bulb Tubes, 4ft 100 bulb capacity	BOX2	\$61.00
Fluorescent Bulb Tubes, 4ft 125 bulb capacity	BOX3	\$61.00
Fluorescent Bulb Tubes, 4ft 150bulb capacity	BOX4	\$61.00
Fluorescent Bulb Tubes, 8ft 100 bulb capacity	BOX2	\$88.00
Fluorescent Bulb Tubes, 8ft 125 bulb capacity	BOX3	\$88.00
8ft Fluorescent Tube Box 4G/Y275	EA	\$27.00
Waste Wrangler	EA	\$187.00



**Providence Water Supply Board  
Materials Rates - April 2008**

	<b>UoM</b>	<b>Price</b>
<b>DOT Shipping Containers</b>		
Asbestos Bag	EA	\$1.60
Drum Liners	EA	\$22.00
Drum Rings/Bolts/Gaskets	EA	\$29.00
Dump Trailer Poly Liner	EA	\$96.00
Filter/Liner for Filter Box	EA	\$356.00
Flexbin/Cubic Yard Box Liner	EA	\$29.00
Pathological Waste Bag	EA	\$6.10
Poly Sheet, 6mil 20ft x 100ft	EA	\$115.00
Rolloff Poly Liner	EA	\$78.00
Poly Bags, 6mil, per Roll	EA	\$170.00
Vacbox Liner/Bladder	EA	\$770.00
Hazardous Waste Labels	EA	\$1.30
Labels - DOT	EA	\$1.50
<b>Absorbent Materials</b>		
Absorbent Boom, 3in x 4ft	EA	\$8.00
Absorbent Boom, 5in x 10ft x 4/Bale	BALE	\$154.00
Absorbent Boom, 8in x 10ft x 4/Bale	BALE	\$247.00
Absorbent Pad (101 Grade) 100/bale	BALE	\$127.00
Absorbent Roll, 38in x 144ft	EA	\$181.00
Absorbent Rug, 36in x 300ft	EA	\$300.00
Absorbent Sweep, 17in x 100ft	BALE	\$159.00
Activated Carbon for Water treatment systems	LBS	\$3.10
Corn Cob Absorbent 40lb / 18 kg bag	BAG	\$17.00
HGX Absorbent (Mercury absorbent)	LBS	\$20.00
HGX Absorbent (Mercury Absorbent), 5 lbs container	EA	CALL
Oil Snare, Loose in Bag	BOX	\$66.00
Oil Snare, on a Line, 50ft	EA	\$97.00
Poly Absorbent, 20 lb / 23 kg	BAG	\$105.00
Rags, 50 lb / 23 kg	BOX	\$61.00
Saw Dust, 20 lb / 9 kg	BAG	\$10.00
Speedi Dry	BAG	\$12.00
SPI Solidification Particulate (Oil Bond)	LBS	\$19.00
SPI Waterbond	LBS	\$16.00
Vermiculite 4 cuft / 3 cubic meter	BAG	\$32.00
<b>Degreasers &amp; Neutralizing Agents</b>		
142 Solvent	GAL	\$11.00
Antifreeze, Concentrate	GAL	\$5.80
Capsur	GAL	\$170.00
Cirtic Acid Solution, 15%	GAL	\$7.00
Citrus Cleaner Degreaser	GAL	\$61.00
Diesel Fuel Used a Cleaner	GAL	CALL
Hydrated Lime, 50 lb / 23 kg	BAG	\$8.00
Hydrochloric Acid	LBS	\$3.60
Penetone Degreaser	GAL	\$33.00
Pink Stuff Degreaser	GAL	\$22.00
Sanimate Degreaser	GAL	\$22.00
Sea Clean Degreaser, 5 Gal / 20 Litre	EA	\$83.00
Simple Green Degreaser	GAL	\$34.00
Soda Ash, 100 lb / 45 kg	BAG	\$52.00
Sodium bisulfate 50 lb / 23 kg	BAG	\$121.00
Sodium Hypochlorite, 15% (Bleach)	GAL	\$9.00
Spray Gel	GAL	\$31.00



**Providence Water Supply Board  
Materials Rates - April 2008**

	UoM	Price
<b>Sampling And Lab Supplies</b>		
8oz Sample Jars	EA	\$14.00
CHLOR-D-TECT 4000 Test Kit (Halogens)	EA	\$29.00
CHLOR'N'OIL Test Kit 0-50ppm PCB	EA	\$39.00
Draeger Tube	EA	\$29.00
Hanby Soil Reagent/Sample	EA	\$56.00
pH Paper, 1-14/Roll	EA	\$17.00
Sample Tube	EA	\$17.00
2in Flange/Ring Gasket	EA	\$6.00
3in Flange/Ring Gasket	EA	\$7.00
4in Flange/Ring Gasket	EA	\$9.30
8in Flange/Ring Gasket	EA	\$16.00
10in Flange/Ring Gasket	EA	\$19.00
14in Flange/Ring Gasket	EA	\$22.00
24 - 36in Manhole Gasket	EA	\$83.00
<b>Marine Equipment</b>		
3/8in Unguarded Galvanized Chain	FT	\$7.00
Anchor, 18Lb	EA	\$137.00
PFD Deck Suit	EA	\$676.00
PFD Safety Light	EA	\$29.00
1/2in Nylon Rope	FT	\$1.00
1/2in Poly Rope	FT	\$0.50
1/8in Poly Rope	FT	\$0.40
<b>Hand Tool/Construction Accessories</b>		
16in Street Broom	EA	\$35.00
24in Floor Broom	EA	\$35.00
3 Gal Pump Spray Bottle	EA	\$54.00
3/8in Manilla Rope	FT	\$0.50
3/8in Manilla Rope Coil, 600ft	EA	\$165.00
3in Long Handle Scraper	EA	\$23.00
3in Scraper	EA	\$15.00
Carbide Blade	EA	\$14.30
12in Masonary Cutting Wheel Blade	EA	\$16.00
12in Metal Cutting Wheel Blade	EA	\$21.00
Caution Tape/Roll	EA	\$56.00
Chemical Tape/Roll	EA	\$51.00
Deck/Scrub Brush	EA	\$18.00
Disposal Hand Pump/Syphon Pump	EA	\$34.00



**Providence Water Supply Board  
Materials Rates - April 2008**

	UoM	Price
<b>Hand Tool/Construction Accessories</b>		
Duct Tape/Roll	EA	\$12.00
Extension Cord, 50ft	EA	\$56.00
Fence Stakes	EA	\$9.10
Fence, Slit 100ft	EA	\$143.00
Flat Shovel	EA	\$32.00
Garden Hoe	EA	\$30.00
Garden Rake	EA	\$30.00
Pitch Fork	EA	\$100.00
Plastic Shovel	EA	\$55.00
Sawzall Blade	EA	\$34.00
Shrink Wrap	ROL	\$48.00
Small Sledge Hammer	EA	\$40.00
Snow Fence/Safety Fence, 50ft	EA	\$77.00
Spaded Shovel	EA	\$35.00
Squeegee	EA	\$37.00
<b>Miscellaneous</b>		
#25 Filter Bag	EA	\$9.00
Acetylene Bottle	EA	\$45.00
Breathing Air Bottle Refill	EA	\$30.00
Collection Jar for Mercury Vacuum	EA	\$44.00
Dump Truck Tarp	EA	\$363.00
Filtration Bag for Mercury Vacuum	EA	\$29.00
Hand Cleaner	EA	\$33.00
Rolloff Bow	EA	\$42.00
Rolloff Tarp	EA	\$418.00
Nitrogen Cylinder	DAY	\$66.00
Misc. Handtools	DAY	\$34.00
<b>ER Coverage Fees/Safety Plans/Reports</b>		
Emergency Response Coverage (SPCC)	EA	\$500.00
Additional Site Coverage (each site-up to 3 additional sites)	EA	\$300.00
Multi-State/Multi-Site Response Plan Listing	EA	\$1,600.00
Emergency Response Coverage (OPA90 Level)	EA	\$900.00
OPA-90 PREP Documentation Fee	EA	\$300.00
FRP/MOM Listing	EA	\$650.00
Etiological Infectious Materials Response Coverage	EA	\$1,200.00
Optional ER Site Walk (50 Mile Radius)	EA	\$300.00
Optional ER Site Walk (Outside 50 mile radius)	HR	\$70.00
Minimum Charge for ER or BioHaz Jobs	EA	\$2,000.00
Post Incident Action Report Level1	EA	\$500.00
Post Incident Action Report Level2	EA	CALL
Emergency Coordination/H&S Review	EA	\$275.00



**Providence Water Supply Board  
Analytical Rates - April 2008**

**Organic Analyses**

	UoM	Price
Acid Extractables (method 625 or 8270)	EA	\$269.00
Semivolatiles (methos 625 or 8270)	EA	\$455.00
Base Neutral Extractables (method 625 or 8270)	EA	\$309.00
BTEX (method 602 or 8020)	EA	\$114.00
Fingerprint by GC/FID (ID and Quant)	EA	\$174.00
Halogenated Volatiles (method 601 or 8010)	EA	\$126.00
Chlorinated Herbicides (method 8150)	EA	\$276.00
Polynuclear Aromatic Hydro (method 8310)	EA	\$331.00
PCB water or soil (method 608, 8080 or 8081)	EA	\$126.00
PCB oil (method 8080 or 8081)	EA	\$109.00
PCB wipe (method 8080 or 8081)	EA	\$109.00
Pesticides & PCBs (method 608, 8080 or 8081)	EA	\$212.00
Pesticides (method 608, 8080 or 8081)	EA	\$167.00
Tot. Petroluem Hydrocarbons as Diesel (method 8015)	EA	\$120.00
Tot. Petroluem Hydrocarbons as Gasoline (method 8015)	EA	\$105.00
Volatiles (method 624 or 8260)	EA	\$206.00
Volatile Petroleum Hydrocarbons (standard)	EA	\$120.00

**Trace Metals Analyses**

Mercury (method 245.1, 7470 or 7471)	EA	\$50.00
Individual metals by ICP (method 200 or 7000)	EA	\$20.00

**Inorganic Analyses**

Acidity (method 305.1)	EA	\$28.00
Alkalinity (method method 310.1)	EA	\$28.00
Ammonia (method 350.2)	EA	\$38.00
Ash Content (method D482-80)	EA	\$50.00
Biochemical Oxygen Demand (method 405.1)	EA	\$50.00
BTU Heating Value (method D240-76)	EA	\$144.00
Chloride (method 325.3)	EA	\$28.00
Chemical Oxygen Demand (method 410)	EA	\$38.00
Cyanide, Reactive (method 7.3.3.2)	EA	\$55.00
Cyanide, Total (method 335.2 or 9010)	EA	\$50.00
Fluoride (method 340.1)	EA	\$33.00
Flashpoint (method 1010 or D1310-84)	EA	\$43.00
Halogens (method D808 or D512)	EA	\$152.00
Hardness (method 130.2)	EA	\$28.00
Kjeldahl Nitrogen (method 351.3)	EA	\$50.00
Nitrite (method 354.1)	EA	\$33.00
Nitrate & Nitrite (method 353.2, 352.1 and 354.1)	EA	\$38.00
Orthophosphate (method 365.2)	EA	\$38.00
Paint Filter Test (method 9095)	EA	\$33.00
pH (method 150.1 9040 or 9045)	EA	\$22.00
Phenol, Total (method 420.1 or 9065)	EA	\$50.00
Petroleum Hydrocarbon Oil & Grease (method 5520F)	EA	\$92.00
Specific Gravity (method D1429-76)	EA	\$55.00
Sulfate (method 375.4 or 9036)	EA	\$33.00
Sulfide, Reactive (method 7.3.4.2)	EA	\$60.00
Sulfide, Total (method 376.1 or 9030)	EA	\$38.00
Sulfur (method D129-64)	EA	\$103.00
Surfactants (method 425.1)	EA	\$87.00



**Providence Water Supply Board  
Analytical Rates - April 2008**

**Inorganic Analyses**

	<b>UoM</b>	<b>Price</b>
Total Organic Carbon (method 415.1 or 9060)	EA	\$77.00
Total Oil & Grease, Gravimetric (method 413.1 or 9070)	EA	\$65.00
Tot. Pet. Hydrocarbons by IR (method 418.1)	EA	\$85.00
Total Solids (method 160.3 or 2450G)	EA	\$22.00
Total Suspended Solids (method 160.2)	EA	\$22.00

**Environmental Packages Toxicity Characteristic Leaching Procedure**

TCLP Semivolatiles (extraction not included) (method 8270)	EA	\$455.00
TCLP extraction (for metals, BNA, Pest & Herb) (method 1311)	EA	\$87.00
Full TCLP (includes extraction, Pesticides & Herbicides)	EA	\$1,403.00
TCLP 8 Metals (extraction not included) (method 7000)	EA	\$162.00
TCLP Pesticides (extraction not included) (meth8080 or 8081)	EA	\$169.00
TCLP Volatiles (ZHE extraction not included) (method 8260)	EA	\$201.00
Zero Headspace Extraction (for TCLP VOA)	EA	\$114.00

**Appendix IX Analyses**

Appendix IX Dioxin	EA	\$1,895.00
Appendix IX Pesticides	EA	\$304.00
Appendix IX Volatiles	EA	\$336.00

**Surcharge Schedule**

- Surcharge for expedited turnaround, data within 24hrs - 100%
- Surcharge for expedited turnaround, data within 48hrs - 75%
- Surcharge for expedited turnaround, data within 72hrs - 50%
- Surcharge for expedited turnaround, data within 96hr - 35%

**Waste Material Approval**

Profile Approval Fee (No Sample)	EA	\$82.00
Sample & Profile Approval Fee	EA	\$109.00



**Providence Water Supply Board  
Notes - April 2008**

1. All labor, equipment, materials and services outlined in this Schedule of Rates will be invoiced at the rates listed, regardless of Clean Harbors' method of acquisition. Any items not described in this Schedule of Rates which are acquired by Clean Harbors shall be invoiced at Clean Harbors' cost plus a markup of twenty percent (20%). (Unless otherwise specified, these rates are not valid for response to Infectious Agents/Biologicals.)
2. Lodging and subsistence for Clean Harbors personnel and our subcontractors in the field are included in a per diem charge per person per day when working more than 30 miles from our closest operations center. The rate is outlined in the labor section of this document.
3. At its sole discretion, Clean Harbors will determine the level of protection required for each project. Level A, B, C or D personal protection and safety packages will be invoiced at the rates shown in the Schedule of Rates.
4. The Schedule of Rates includes the cost of Clean Harbors basic medical monitoring program. Any special medical monitoring required by the client or the nature of the work will be added to the project scope and the client will be invoiced at cost plus a markup of twenty percent (20%).
5. Clean Harbors' personnel and equipment will be charged portal-to-portal (mobilization and demobilization included). Services provided prior, during and/or subsequent to actual project site activities will also be charged at the Hourly Rate. This includes, but is not limited to, time taken by personnel to decontaminate and re-don protective clothing and equipment that is billed as part of the project.
6. Clean Harbors' normal employee workday is 7:00 am to 3:30 pm, Monday through Friday. Other work hours must be agreed to in writing in advance. No more than eight (8) hours of straight time will be billed for one person for one day. All time will be based upon a 24 hour day.
7. All hours worked in excess of eight (8) hours in the normal workday, as described above, as well as all hours worked all day Saturday are considered overtime and will be billed at 1.5 times the applicable straight time rate for all billable personnel.
8. Sunday and Holidays are considered premium time and will be billed at 2.0 times the applicable straight time rate for all billable personnel. Holidays are the legally observed United States Federal Holidays plus the day after Thanksgiving. When local laws or regulations recognize additional holidays or when local laws or regulations define premium hours in excess of this definition, Clean Harbors will invoice in accordance with local laws or regulations.
9. All emergency call-outs (i.e., less than 24-hour notice) will be subject to a minimum four (4) hour response charge. Minimum charges do not apply to Transportation and Disposal.
10. A mobile communication charge of \$50 per day will apply for each foreman and all supervisor personnel for all emergency response projects.
11. Charges for Safety Plans are assessed on all Emergency Response projects, or those involving OSHA regulated substances. Site Specific Health & Safety Plans prepared for the customer, or as required by applicable regulations, will be quoted on an individual basis.
12. All transportation equipment rates are subject to additional per mile charges for any day where total mileage exceeds 100 miles. These charges for high fuel consumption will be determined at the beginning of each job/project and maybe adjusted monthly.
13. A variable Energy and Security Recovery Fee (that fluctuates with the DOE national average diesel price), will be applied to the total invoice.
14. For the purposes of determining proper wages to be paid on prevailing wage projects, Field Technician and Senior Field Technician shall be defined as equivalent to the "Laborer" job description from the wage determination. Other Clean Harbors job titles should be consistent with existing prevailing wage categories.
15. For equipment with both an Hourly Rate and a Daily Rate, Hourly Rates will apply up to 6 hours; then the Daily Rate will apply up to 12 hours  
After 12 hours and up to 18 hours the Hourly Rate will apply.  
After 18 hours two Daily Rate charges will be applied. No more than 2 Daily Rates will apply per calendar day.  
For equipment with only Daily Rates, a day will be charged up to 12 hours.  
After 12 hours and up to 18 hours, an Hourly Rate will apply calculated as the Daily Rate divided by 8 hours.  
After 18 hours two Daily Rates will apply. No more than 2 Daily Rates will apply per calendar day.  
For boats and other marine equipment, Daily Rates will apply regardless of the hours used per day. Only one Daily Rate will apply for each calendar day.  
A day consists of a one calendar day. A new day begins at midnight and charges begin to accumulate at midnight for the next day.
16. For equipment identified in this Schedule of Rates that includes a Weekly Rate, a "Week" is defined as not more than seven (7) Daily Rate charges in a seven (7) day period, Monday through Sunday. The equipment will be subject to additional days or hours in excess of seven (7) Daily Rate charges in a week, not to exceed two weekly charges in a single 7 day week, Monday through Sunday.
17. All waste disposal from project and or response activities will be charged additionally to the rates lists herein.
18. Standby charges will be negotiated on a case-by-case basis.

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## BIDDER'S BLANK

### LABOR AND EQUIPMENT SCHEDULE

The bidder must supply the following information in addition to the exact fee schedule as required in Section 1.8. It represents a partial list of personnel and material which may be required.

LABOR:

HOURLY RATE

		Working Hours	Non-working Hours
1. Foreman	\$	58.00	87.00
2. Equipment Operator	\$	55.00	82.50
3. Welder	\$	78.00	117.00
4. Electrician	\$	78.00	117.00
5. Field Technician	\$	49.00	73.50
6. Mechanic	\$	78.00	117.00
7. Senior Engineer	\$	95.00	142.50
8. Senior Chemist	\$	95.00	142.50
9. Senior Geologist	\$	95.00	142.50
10. Field Engineer	\$	85.00	127.50
11. Field Chemist	\$	85.00	127.00
12. Field Geologist	\$	85.00	127.50



13. Compliance Consultant	\$ 120.00	180.00
14. Industrial Hygienist	\$ 109.00	163.50
15. Project Manager	\$ 100.00	150.00
16. Supervisor	\$ 79.00	118.50
17. Site Safety Officer	\$ 109.00	163.50

**PROTECTIVE EQUIPMENT**

**RATE/DAY**

	<b>Working Hours</b>	<b>Non-working hours</b>
1. EPA Level A suit with air pak \$	750.00/ea	750.00/ea
2. EPA Level B suit with air pak and Saranex Tyvek \$	250.00/ea	250.00/ea
3. EPA Level C suit with air pak and and Saranex Tyvek\$	75.00/ea	75.00/ea

## BIDDERS BLANK

### TRANSPORTATION AND VACUUM EQUIPMENT

#### RATE/HOUR

	Working Hours	Non- working hours
1. Vacuum tractor trailer	\$ 56.00	56.00
2. Vacuum truck	\$ 56.00	56.00
3. Emergency Response	\$ 79.00	79.00

## BIDDERS BLANK

### CONSTRUCTION EQUIPMENT

#### RATE/HOUR

	Working Hours	Non- working hours
1. Excavator CAT 225	\$ 95.00	95.00
2. Excavator CAT 235	\$ 95.00	95.00
3. Loader CAT 950	\$ 73.00	73.00
4. Bobcat Loader	\$ 70.00	70.00

# BIDDERS BLANK

## SPILL CONTAINMENT SUPPLIES

### SPILL CONTAINMENT ADSORBENTS

### COST

1. Petroleum sheets	\$	127.00 per 100 bale	
			Per 200 bale
2. Petroleum Sorbent boom, bag of 4	\$	247.00	
			Per 8"x10'
	\$	96.00	
			Per 3"x12'
3. Universal Sorbent pads 25 gal/bale, 18" X18"	\$	127.00	
			Per 100 PKGE
4. Universal Sorbent roll 36" X 150'	\$	181.00	
			Per roll
5. Universal Sorbent boom, bag of 5	\$	154.00	
			Per 5"x10'
6. Speedi-dry/bag	\$	12.00	
			Per Bag

**NOTE: BIDDER TO PROVIDE INFORMATION ON ABSORBENTS AT TIME OF BID.**

## DISPOSAL PRICES

### ITEM

### COST

1. Bulk oil and water

\$ 0.54 code a32

Per gallon

2. Flammable liquid

\$ 1.00 code fb1

Per gallon

3. Flammable liquid

\$ 93.00 fb1

Per 55 gal drum

4. Low BTU organics  
non halogenated

\$ 2.65 a22k

Per gallon

5. Low BTU organics  
non halogenated

\$ 297.00

Per 55 gal drum

6. Gas and Water

\$ 1.25 code a23

Per gallon

7. Gas and Water

\$ 193.00

Per 55 gal drum

### LAB PACK WASTE

### COST

1. Flammable liquid

\$ 93.00 code fb1

Per 55 gal drum

\$ 70.00

Per 30 gal drum

\$ 56.00  
Per 16 gal drum

\$ 35.00  
Per 5 gal drum

2. Corrosive Liquid

\$ 187.00 acid 167.00 alka  
Per 55 gal drum

\$ 140.00 acid 126.00 alkal  
Per 30 gal drum

\$ 112.00 acid 100 alkaline  
Per 16 gal drum

\$ 60.00 acid 60 alkaline  
Per 5 gal drum

3. Paint Waste

\$ 93.00 334 in cans  
Per 55 gal drum

\$ 70.00 250 in cans  
Per 30 gal drum

\$ 56.00 200 in cans  
Per 16 gal drum

\$ 35.00 100 in cans  
Per 5 gal drum

# BIDDERS BLANK

4. Aerosols

\$ 341.00 code lccrq

Per 55 gal drum

\$ 256 code lccrq

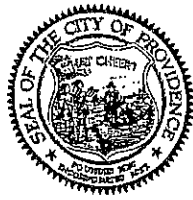
Per 30 gal drum

\$ 205.00 lccrq

Per 16 gal drum

\$ 102.00 lccrq

Per 5 gal drum



## MINORITY AND WOMEN'S BUSINESS ENTERPRISE PROGRAM

### BIDDER INFORMATION AND FORMS:

Contracting Agency: \_\_\_\_\_

Contract Number: \_\_\_\_\_

Contract Title: \_\_\_\_\_

Pursuant to the City of Providence Code of Ordinances, Chapter 21, Article II, Sec. 21-52 (Minority and Women's Business Enterprise) and Rhode Island General Laws (as amended), Chapter 31-14, et seq. (Minority Business Enterprise), Minority Business Enterprise (MBE) and Women's Business Enterprise (WBE) participation goals apply to the contract.

The MBE goal is \_\_\_\_\_ 10% of total bid  
(20% total applied)

The WBE goal is \_\_\_\_\_ 10% of total bid

#### **Bid Requirements:**

Bid must include a commitment to utilize MBEs and WBEs at a percentage that equals or exceeds the contract goals stated above. Bidder must submit the following completed documents with the bid:

- 1.) MBE and WBE participation Disclosure Forms (**Part B1 and Part B2**)
- 2.) Statement of intent Forms (**Part C**)
- 3.) MBE/WBE Participation Affidavit (**Part D**)
- 4.) MBE/WBE Participation Waiver Request form (**Part E**) & Information on unsuccessful MBE/WBE contract, if applicable.
- 5.) Subcontractor utilization form (**Part F**), if applicable.

#### **Verifying Certification:**

Each bidder is responsible for verifying that all MBEs and WBEs that the bidder intends to use on a contract are certified by the Minority Business Enterprise Compliance office. A directory of certified MBEs & WBEs is available online at [www.mbe.ri.gov](http://www.mbe.ri.gov) (click "Directory Search" then search by "Produce or Service"). For questions, please call (401) 421-7740 Ext. 397 or Ext. 250.

The current MBE/WBE directory is also available at the State of RI MBE office, One Capitol Hill, 2nd Floor, Providence, RI 02903. Please call (401) 574-8253 to verify certification, expiration dates and services that the MBE/WBE is certified to provide.

*(NOTE: Companies identified as Portuguese are not included in the City of Providence MBE/WBE Program)*

### Contract Requirements:

During the term of the contract, any unjustified failure to comply with the MBE/WBE participation requirements is a material breach of contract. Before a contract is signed, the contractor must submit the Subcontractor Utilization Form with its final payment request. The Subcontractor Utilization Form will include a list of the names of all subcontractors utilized on the contract, both MBE/WBE and non-MBE/WBE, the total amount paid to each subcontractor, and the owner's race/ethnicity and sex.

**Note: (If a bidder fails to provide the requested information the bidder will be deemed to be unresponsive.)**

### Waiver Requests:

If a bidder is unable to comply with a contract goal, the bidder may submit a waiver request with the bid. The waiver request must be made on the MBE/WBE Participation Waiver Request Form. No waiver will be granted unless the waiver request includes documentation that demonstrates that the bidder has made good faith efforts to comply.

### Participation of MBE/WBE:

The total dollar value of a contract with a company certified as both MBE and WBE (M/WBE) may be counted towards either MBE or the WBE goal, but not both. The bidder must choose the goal to which the contract value is applied.

### Non-affiliation:

A bidder **MAY NOT** use an MBE or WBE to meet a contract goal if:

1. The bidder has a financial interest in the MBE or WBE.
2. The bidder has an interest in the ownership or control of the MBE or WBE.
3. The bidder is significantly involved in the operation of the MBE or WBE.

A bidder that is an MBE or WBE **MAY NOT** use itself to meet a contract goal.

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### Commercially Useful Function:

The bidder may count toward the contract goals only expenditures to MBEs and WBEs that perform a commercially useful function in the execution of the contract. Commercially useful function means the performance of real and distinct work for which the business enterprise has the skill, expertise, and responsibility to perform manage and supervise.



### **Subcontracting by MBE or WBE:**

A bidder **MAY NOT** count toward its contract goal any agreement with a certified MBE or WBE subcontractor who intends to subcontract more than 10% of the dollar amount of the services to be performed under its agreement with the bidder. This restriction does not apply to an MBE's or WBE's Contracts for the purchase of materials, equipment, or supplies incidental to the performance of services under its agreement with the bidder.

### **Manufacturers:**

A bidder may count toward the contract goal its entire expenditure to a certified MBE or WBE manufacturer.

### **Supplier:**

Manufacturers - A bidder may count towards the contract goal 100% of its expenditure to a certified MBE or WBE supplier who manufactured the goods supplied.  
Non-Manufacturers - A bidder may count 100% of its expenditure to a certified MBE or WBE supplier who is a wholesaler warehousing the good supplied or who is a manufacturer's representative. (However, only 10% of each contract goal may be attained by expenditure to MBEs or WBEs that are non-manufacturing suppliers.)

### **Joint Ventures:**

A bidder may count toward the contract goals the portion of its expenditure to a joint venture that is equal to the percentage of the MBE or WBE participation in the joint venture. The MBE or WBE member of the joint venture must have an interest in the control, management and operation of the joint venture commensurate with the member's percentage of ownership. The MBE or WBE that is a member of the joint venture must be responsible for a clearly defined portion of the work to be performed, equal to its share in the ownership, control, and management of the joint venture.

### **Insurance Companies and Travel Agents:**

A bidder may count toward the contract goals only 10% of its expenditure to a MBE or WBE insurance company or travel agent.

### **Financial Institutions:**

A bidder may count towards the contract goals only the fees charged and earned by an MBE or WBE company.



MINORITY AND WOMEN'S BUSINESS ENTERPRISE PROGRAMS

MBE AND WBE PARTICIPATION REQUIRED FORMS

Name of Bidder: Clean Harboirs Environmental Services, Inc.

Address: 8 Dexter Road, East Providence, RI 02914

Phone Number(s): 401-431-1847

Contracting Agency: \_\_\_\_\_

Contract (Project Title): \_\_\_\_\_

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Bid Due Date: 5/7/12

Goals: MBE \_\_\_\_\_%      WBE \_\_\_\_\_%

THIS PACKAGE OF MBE AND WBE PARTICIPATION FORMS IS DUE WITH THE BID.

FOR MORE INFORMATION OR ASSISTANCE WITH THESE FORMS, CONTACT:

Mr. Ernesto Figueroa  
Purchasing Officer/ MBE/WBE Coordinator,  
Purchasing Department  
25 Dorrance Street  
Providence, Rhode Island 02903  
(401) 421-7740 Ext. 663  
[efigueroa@providenceri.com](mailto:efigueroa@providenceri.com)



Part B1:

**MBE PARTICIPATION DISCLOSURE FORM**

Use this form to list Minority Business Enterprises that you will use to meet the MBE Participation Goal. Please be reminded that:

- The same Subcontractor may not be used to meet both the MBE and WBE goals.

Prime Contractor's Name: \_\_\_\_\_

Prime Contractor's Address: \_\_\_\_\_

Prime Contractor's Phone Number(s): \_\_\_\_\_

Contract Number & Title: \_\_\_\_\_

**MBE SUBCONTRACTORS**

Name:	Project Vendor Number	Expiration Date	\$Amount of Subcontract	% of Total Contract
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Total Dollar Amount of Contract	\$-----
Total Dollar Amount of MBE Subcontracts	\$-----

**TOTAL MBE PERCENTAGE OF ENTIRE CONTRACT** \_\_\_\_\_%

Form Prepared by:

<u>Christopher Kailher</u>	<u>401-431-1847</u>	<u>May 4, 2012</u>
Name & Title	Phone	Date



**Note:** Bidders who fail to supply the above information will be considered Non-Responsive.

Part B2:

**WBE PARTICIPATION DISCLOSURE FORM**

Use this form to list Minority Business Enterprises that you will use to meet the WBE Participation Goal. Please be reminded that:

- The same Subcontractor may not be used to meet both the MBE and WBE goals.

Prime Contractor's Name: Clean Harbors Environmental Services, Inc.

Prime Contractor's Address: 8 Dexter Rd, East Providence, RI 02914

Prime Contractor's Phone Number(s): 401-431-1847

Contract Number & Title: Hazardous Waste Removal, Spill Containment Supplkie  
Environmental Consulting-Providence Water Supply Board

**WBE SUBCONTRACTORS**

Name:	Project Vendor Number	Expiration Date	\$Amount of Subcontractor	% of Total Contract
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Total Dollar Amount of Contract \$ \_\_\_\_\_

Total Dollar Amount of WBE Subcontracts \$ \_\_\_\_\_

TOTAL WBE PERCENTAGE OF ENTIRE CONTRACT \_\_\_\_\_%

Form Prepared by:

Christopher Kailher                      401-431-1847                      May 4, 2012  
Name & Title                                      Phone                                      Date



Note: Bidders who fail to supply the above information will be considered Non-Responsive.

Part C:

MBE/WBE AND PRIME CONTRACTOR'S STATEMENT OF INTENT

Complete a separate Form for each MBE and WBE identified in Part B.

Contract Name and Number: \_\_\_\_\_

Name of Prime Contractor: \_\_\_\_\_

Prime Contractor's Phone Number(s): \_\_\_\_\_

Name of MBE or WBE: \_\_\_\_\_

MBE or WBE Certification Number: \_\_\_\_\_

Work / Service to be performed by MBE or WBE: (ex: Carpentry and Painting) \_\_\_\_\_ S  
none \_\_\_\_\_

Materials / Supplies to be furnished by MBE or WBE:  
\_\_\_\_\_  
\_\_\_\_\_

Subcontract Amount: \$ 0 \_\_\_\_\_ (If this is a requirements contract, the subcontract dollar amount may be omitted).

Subcontract percentage of total contract: 0 \_\_\_\_\_ %

The undersigned prime contractor and subcontractor agree to enter into a contract for the work / service indicated above for the dollar amount or percentage indicated, subject to the prime contractor's execution of a contract with the City of Providence for the above referenced contract number. The undersigned subcontractor is currently certified as an MBE or WBE with the City of Providence Minority and Women's Business Opportunity Office.

Christopher Kailher  
Signature of Prime Contractor (Required)

Christopher Kailher  
Printed Name

May 6, 2012  
Date

\_\_\_\_\_  
Signature of MBE or WBE (Required)

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Date



Part D:

MBE/WBE PARTICIPATION AFFIDAVIT

The undersigned authorized representative of contractor does hereby make the following Affidavit:

Contractor acknowledges the MBE goal of 10% and the WBE goal of 10% for contract No./Title \_\_\_\_\_ with the City of Providence.

My firm will make best efforts to achieve the MBE and WBE participation goals for this contract. I understand that, if awarded the contract, my company must submit to the Minority and Women's Business Coordinator at MBE/WBE office copies of all executed agreements with the MBE & WBE firm being utilized to achieve the participation goals and other requirements of the RI General Laws. I understand that these documents must be submitted prior to the issuance of a notice to proceed.

I understand that, if awarded the contract, my firm must submit to the MBE/WBE Office canceled checks and any other documentation and reports required by the MBE and WBE Office on a quarterly basis verifying payments to the MBE and WBE finally utilized on the contract.

I understand that if I am awarded this contract and I find that I am unable to utilize the MBEs or WBEs identified in my statements of Intent, I must substitute other certified MBE and WBE firms to meet the participation goals. I understand that I may not make a substitution until I have obtained the written approval of the MBE/WBE Office.

I understand that, if awarded this contract, authorized representatives of the City of Providence may examine, from time to time, the books records and files of my firm to the extent that such material is relevant to a determination of whether my firm is complying with the MBE and WBE participation requirements of this contract.

I do solemnly declare and affirm under the penalty of perjury that the contents of the foregoing affidavit are true and correct to the best of my knowledge, information and belief.

Clean Harbors Env. Services, Inc.  
Contractor Company Name

Chris Kailher  
Signature

8 Dexter Rd, E Providence, RI 02914  
Address

Chris Kailher, FS Specialist  
Print Name and Title

Sworn and subscribed before me this \_\_\_\_\_ day of \_\_\_\_\_, in the year \_\_\_\_\_

\_\_\_\_\_  
Notary Public



Part E:

**MBE / WBE PARTICIPATION WAIVER REQUEST FORM**

Name of Bidder: Clean Harbors Environmental Services, Inc.

Address: 8 Dexter Road, East Providence, RI 02914

Phone Number(s): 401-431-1847

Contracting Agency: \_\_\_\_\_

Contract Number: \_\_\_\_\_ Bid Due Date: 5/7/12

Goals on this contract: 10 % MBE 10 % WBE

I have achieved 0 % MBE 0 % WBE

I am requesting a waiver of 10 % MBE 10 % WBE

I have contacted the M/WBE Office for assistance \_\_\_ Yes  No (check one)

Number of MBE Firms Contacted: \_\_\_\_\_ (Attach a list of names)

Number of WBE Firms Contacted: \_\_\_\_\_ (Attach a list of names)

Explain why a waiver is being requested:

Attach documentation of your good faith efforts to contact, negotiate and secure MBEs and WBEs, including:

1. The reasons why your company is unable to secure sufficient MBE/WBE participation to meet the stated goals.
2. The efforts made by your company to select portions of the contract to be performed by MBEs and WBEs.
3. For each MBE or WBE that placed a bid that you consider to be unacceptable, a statement that explains the basis for that conclusion.
4. **Submit this form to the City of Providence MBE/WBE Office for signature and approval by either the MBE/WBE Compliance Officer or the MBE/WBE Coordinator. All requests must be made at least four (4) days prior to the bid opening date.**

\_\_\_\_\_  
Signature of M/WBE Officer or MBE/WBE Coordinator

\_\_\_\_\_  
Date

Printed Name:



Clean Harbors Environmental Services, Inc.  
42 Longwater Drive  
Norwell, MA 02061  
781.792.5000

[www.cleanharbors.com](http://www.cleanharbors.com)

May 3, 2012

Minority/Business Compliance Officer:  
City of Providence  
Minority and Womens Business Opportunity Office  
Providence, RI

Re: MBE/WBE Request for Waiver for Hazardous Waste Removal, Spill Containment Supplies,  
and Environmental Consulting – Providence Water

Attn. Minority/Business Compliance Officer:

On behalf of Clean Harbors, I would like to thank you for the opportunity to submit a proposal to perform the services in the referenced RFP. Due to the specialized nature of this work and an unknown quantity of work from a resulting contract, Clean Harbors anticipates the self performance of all of the services required. Therefore, Clean Harbors respectfully requests a waiver from the MBE/WBE goal of 20%. This self performance declaration is based on the economic feasibility of Clean Harbors to self perform tasks more cost effectively than with the use of a subcontractor, based on the outlined scope of work.

If portions of this contract are later identified as suitable for the application of subcontracted services by qualified subcontractors, Clean Harbors will make a good faith effort to provide such opportunities to MBE and WBE subcontractors. Please feel free to contact Project Manager, John Whyte at 401.431.1847 if you have any questions.

Sincerely,  
Clean Harbors Environmental Services, Inc.

*Ken Shackleton*

Ken Shackleton  
Government Contracts Manager / Small Business Liaison Officer





Part F:

**SUBCONTRACTOR UTILIZATION FORM**

**THIS FORM MUST BE INCLUDED WITH REQUEST FOR FINAL PAYMENT**

Prime Contractor's Name: \_\_\_\_\_

Contract Title: \_\_\_\_\_

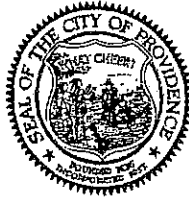
Contract Number: \_\_\_\_\_

Total Contract Amount: \$ \_\_\_\_\_

Provide the following information for EACH AND EVERY Subcontractor, both MBE/WBE and Non-MBE/WBE companies used on this contract. (Duplicate this page, if necessary.)

Name of Subcontractor	Goods or Services Provided on Subcontract
Race / ethnicity and sex of subcontractor's owner	Dollar amount of subcontract
Dollar amount paid to date	If amount paid is less than subcontract dollar amount, explain why.
Name of subcontractor	
Name of subcontractor	

Note: please list the race or gender of MBE/WBE only.



INFORMATION ON UNSUCCESSFUL MBE/WBE CONTACT

Minority Business Enterprise Requirements

Additional copies of this information form shall be prepared by the prime contractor or General Bidder in the quantity necessary to comply with bidding requirements.

ITEM NO. ON REQUEST FOR EXTENSION:

NAME OF MBE or WBE COMPANY CONTACTED:

Address \_\_\_\_\_

Telephone No. \_\_\_\_\_

Date of Initial Contact \_\_\_\_\_

How was contact made? (Check appropriate answer) telephone \_\_\_\_\_ in person \_\_\_\_\_

Sub-Contractor work offered to this MBE/WBE Company \_\_\_\_\_

Result of contact (check appropriate answer) MBE/WBE firm declined job \_\_\_\_\_  
\_\_\_\_\_ MBE/WBE firm offered to do job at price of \$ \_\_\_\_\_, which was determined by our company to be too high; MBE/WBE company offered to do job at a price of \$ \_\_\_\_\_, which was satisfactory, but the MBE/WBE company was judged by our company to be unqualified for the job \_\_\_\_\_

Name and Title of the MBE/WBE company officer who can verify above information as to MBE/WBE Company's response \_\_\_\_\_

It is certified herewith by the below signed officer of the General Bidder that the above information is accurate and complete.

\_\_\_\_\_  
Date

\_\_\_\_\_  
General Contractor

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Business Address

Providence Water Docket 4406

**Data Requests of the  
Division of Public Utilities  
Set 8**

DIV 8-2. Please provide the amount spent on hazardous waste disposal in FY 2011 and FY 2013.

Answer: Providence Water's cost for hazardous waste disposal in FY 2011 was \$10,086 and in FY 2013 \$4,024.

Providence Water Docket 4406

**Data Requests of the  
Division of Public Utilities  
Set 8**

DIV 8-3. Please provide a breakdown of Administrative and General Miscellaneous expenses for FY 2013.

Answer: See attached breakdown of Admin/General miscellaneous expenses for FYE 6/30/2013.

Div 8-3 Admin and General Miscellaneous Expenses for FY2013

Partridge Snow & Hahn	45,258	Legal Services/Strategic Plan
Butler and Associates	2,031	Review/Evaluation
Narragansett Bay Commission	5,554	Sewer Fee
Vanishing Geese	300	Geese Control
UPS Store	240	Shipping Fees
Dejana Truck	125	Parts
Registry of Motor Vehicles	747	Registrations/License Plates
Division of Motor Vehicles	510	Registrations/License Plates
Cyber Communications	451	Radio Programming
Systech International	1,200	Inspection Stickers
RI Division of Taxation	10	Annual Fee
Mitchell 1	2,348	Yearly Service Fee
Custom Permit Service	40	Vehicle Permit
Narragansett Business Forms	468	Vehicle Inspection Books
Tec Tool Equipment	850	Mohawk Lift
Towne Auto Upholstery	300	Seat Repair
Industrial Welders	42	Bottled Gasses
D-Signs	472	Reflective Decals
BCM Controls	1,382	Gate Repair/Security Services
Clark the Locksmith	1,380	Rekeying Pump Station Doors
Adaptive Minds	137,040	Billing Software/Oracle Support
EOS	45,145	Consulting Services
DB Visualizer	433	Database Management Software
David Delesto	165	Consulting Services
Employee Reimbursement	563	Mileage/Phone Reimbursements
Employee Reimbursement	1,834	Travel Reimbursements
Employee Reimbursement	635	Misc Reimbursements
Southwest Airlines	1,046	Travel
Expedia	1,612	Travel
Mandalay Bay	742	Travel
Trimble Nav	995	Travel
Urisa	400	Travel
Millonzi Fine Catering	233	Refreshments
D. Palmieri's Bakery	579	Refreshments and other services
Delouise Bakery	36	Refreshments
Venda Ravioli	2,045	Catering Services
Mt Fuji	100	Flower arrangement
Adobe Systems	49	Software
Eugene Galliant	300	Customer Refund for Discolored Water
Orchard Garage	7,945	Parking Passes
AMWA	427	Training
AFA Protect	12,776	Alarm Testing
Jefferson Electric	8,712	Elctrical Services
Admiral Fire	5,392	Replace Smoke Detectors
Advanced Safety Systems	702	Batteries

Total

293,613

Providence Water Docket 4406  
Data Requests of the Division of Public Utilities and Carriers  
Set 8, Issued 10/04/13

DIV 8-4. The Adaptive Minds contract provided in response to DIV 5-2 was for a two-year period ending in FY 2013 for development and support of PWSB's customer service software system.

- a. Please provide a complete copy of the Adaptive Minds proposal for which pages 1 and 3 of 8 were included in the response to DIV 5-2.
- b. Please state whether a successor contract has been agreed upon. If yes, please provide the contract and the winning bidder's proposal.
- c. Please explain why ongoing expenses will not be lower than FY 2012 given the FY 2012 to FY 2013 contract with Adaptive Minds included costs for customer software system development.

Answer: a. Please see attached.

b. Please see attached bid proposal. There is no separate contract.

c. Please see attached memo from Providence Water's Senior Manager of MIS.



CITY OF PROVIDENCE  
STATE OF RHODE ISLAND  
BOARD OF CONTRACT AND SUPPLY

Success for  
Div 8-4(a)

**BIDDER'S BLANK**

<b>Name of Company:</b>	Adaptive Minds, Inc.
<b>Agrees to bid on:</b>	<b><u>RFP FOR CUSTOMER SERVICE SOFTWARE SUPPORT FOR PROVIDENCE WATER SUPPLY BOARD</u></b> <b><u>(BLANKET 2011-2013)</u></b>
<b>Date of Award:</b>	
<b>Total Amount in Writing:</b>	A minimum of one-hundred and thirty-five thousand per year and a maximum of one hundred and seventy-seven thousand, four hundred and eighty per year for fiscal years 2012-2013
<b>Total Amount In Figures:</b>	A minimum of \$135,000 and maximum of \$177,480 per year for fiscal years 2012-2013

Additional Bidding Details: See attached proposal.

<b>Federal ID# or Social Security #:</b>	05-0505394
<b>Signature:</b>	
<b>Title of Person Signing:</b>	President
<b>Firm Name:</b>	Adaptive Minds, Inc.
<b>Address:</b>	1643 Warwick Avenue #101, Warwick, RI 02889
<b>Phone #:</b>	(401) 464-8080
<b>Delivery Date:</b>	FY2012 - 2013
<b>Name of Surety Company:</b>	The Hartford and ACE-American

Purchasing Department, City Hall, Room 305, Providence, RI 02903, (401) 421-7740 ext. 261/751-003 (TDD)

**Bidder's Blank**

**July 1, 2011 – June 30, 2012**

Hourly Rate (Normal Working Hours)

\$102.00 (see attached Proposal Pricing)

Hourly Rate (Other than Normal Working Hrs)

\$125.00

**July 1, 2012 – June 30, 2013**

Hourly Rate (Normal Working Hours)

\$102.00 (see attached Proposal Pricing)

Hourly Rate (Other than Normal Working Hrs)

\$125.00

Vendor Name:

Adaptive Minds, Inc.

Tel No: (401) 464-8080

Address:

1643 Warwick Ave #101

\_\_\_\_\_

City - State:

Warwick, RI 02889





Part E:

MBE / WBE PARTICIPATION WAIVER REQUEST FORM

Name of Bidder: Adaptive Minds, Inc.

Address: 1643 Warwick Ave #101, Warwick RI 02889

Phone Number(s): 401.464.8080

Contracting Agency: Providence Water Supply Board

Contract Number: \_\_\_\_\_ Bid Due Date: 4/25/11

Goals on this contract: 10 % MBE 10 % WBE

I have achieved 0 % MBE 0 % WBE

I am requesting a waiver of 10 % MBE 10 % WBE

I have contacted the M/WBE Office for assistance  Yes  No (check one)

Number of MBE Firms Contacted: \_\_\_\_\_ (Attach a list of names)

Number of WBE Firms Contacted: \_\_\_\_\_ (Attach a list of names)

Explain why a waiver is being requested: Not applicable.

Work to be performed by MBE (Adaptive Minds personnel - Non-Discrimination/Hiring Certification Attached.  
Attach documentation of your good faith efforts to contact, negotiate and secure MBEs and WBEs, including:

1. The reasons why your company is unable to secure sufficient MBE/WBE participation to meet the stated goals.
2. The efforts made by your company to select portions of the contract to be performed by MBEs and WBEs.
3. For each MBE or WBE that placed a bid that you consider to be unacceptable, a statement that explains the basis for that conclusion.
4. Submit this form to the City of Providence MBE/WBE Office for signature and approval by either the MBE/WBE Compliance Officer or the MBE/WBE Coordinator. All requests must be made at least four (4) days prior to the bid opening date.

Signature of M/WBE Officer or MBE/WBE Coordinator \_\_\_\_\_ Date \_\_\_\_\_

Printed Name: \_\_\_\_\_

# Providence Water

*Customer Service and Billing Software Technical  
Support for Providence Water Supply Board (blanket  
2011-2012)*

## *Proposal Document*

By Adaptive Minds, Inc., a Rhode Island corporation.



Monday, April 25, 2011

Prepared by Adaptive Minds, Inc. for Providence Water Supply Board  
Adaptive Minds, Inc., 1643 Warwick Avenue, #101, Warwick, RI 02889  
Phone: (401) 464-8080; Fax: 888-900-8027

Federal Tax Id: 05-0505394

Adaptive Minds, Inc. is a best-practices technology services firm that develops custom client/server, Web and database solutions and successful e-business strategies that yield quantified, cost-effective results.

## Table of Contents

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## *Introduction*

This document proposes that Adaptive Minds Inc., a Rhode Island software-consulting corporation, assist Providence Water Supply Board, in the development and support of its customer service software system (Customer STAR), its Oracle databases and its web-based Intra-Net applications to meet the requirements of MIS and Customer Service requirements.

### *Project Description*

The proposed project is the delivery of software and database technical support, enhancements and new developments for the existing Providence Water customer service system, the related Oracle databases and intranet web site applications.

### *Goals and Objectives*

The three essential goals are:

1. Deliver ongoing technical support of:
  - a. Providence Water's Customer Service and Billing (Customer\*STAR) software system.
  - b. Providence Water's Customer Service and Billing (Customer\*STAR) Oracle databases.
2. Deliver enhancements to the Customer\*STAR system in various areas, including but not limited to:
  - a. Integration of GIS software into and out of Customer STAR.
  - b. Linking and system integration of dwelling codes to rates.
  - c. Creation of online bill presentment and payment features.
  - d. Strengthened validity checking to preserve data integrity problems that cause customer service and billing issues, including addresses and meter information consistency checks with GIS standards.
  - e. Improvements to the bill collection modules to support the requirements of ongoing collections improvements, including improvements to interest calculation and collections modules.
  - f. Improvements to financial database tables and system processes to provide better tracking of financial data.
  - g. Migration of system modules to web-based Intranets to facilitate easier access by users to modules from anywhere on the enterprise, and to centralize MIS administration of modules.
3. Deliver enhancements to Providence Water Intranet web site by converting the Intranet to a Linux based Java web.

## Proposed Solution

To accomplish the specified project goals, Adaptive Minds will staff this project with the following qualified individuals:

- (1) David Gecawich, who is a Sun Certified Programmer with a Bachelors degree in Computer Science and qualified to perform the following work as required by the RFP:
  - o Sr. PowerBuilder Client/Server Developer
  - o Oracle DBA and Oracle Database Developer - UNIX
  - o Sr. Web Database Developer - Java, JSP, HTML and ASP
  - o Customer STAR Software Developer
  - o CSTAR DBA
  - o GIS/CSTAR Integration Developer
  - o Hansen Database Integration Technician
- (2) Patrick Wynne, who is a Sun Certified Programmer with over 10 years of experience in software systems development and is qualified to perform the following work as required by the RFP:
  - o Sr. Web Database Developer - Java, JSP, HTML and ASP
  - o Oracle Database Developer
  - o GIS/CSTAR Integration Developer
  - o PowerBuilder Client/Server Developer
  - o Customer STAR Software Developer
- (3) Richard Spaziano, who is a seasoned Programmer with over 10 years of experience in software systems development and is qualified to perform the following work as required by the RFP:
  - o Customer STAR Software Developer - over 2 years experience programming Providence Water's Customer STAR in PowerBuilder
  - o PowerBuilder Client/Server Developer - 10 years experience programming, supporting or managing Powerbuilder and related systems at MetLife and
  - o Oracle Database Developer
  - o GIS/CSTAR Integration Developer
- (4) Chris Thompson, who is a Sun Certified Programmer with a Bachelors degree in Computer Science and qualified to perform the following work as required by the RFP:
  - o Sr. PowerBuilder Client/Server Developer
  - o Oracle Database Developer
  - o Sr. Web Database Developer - Java, JSP, HTML and ASP
  - o Customer STAR Software Developer
  - o GIS Developer
- (5) Senior Consultant, to be named by Adaptive Minds, contingent upon the review and approval of the MIS manager of Providence Water.

## Contract Type and Pricing

**Contract Type:** Adaptive Minds, Inc. offers that the proposed be a time and materials project, billed based on an hourly schedule proposed in the following section.

**Contract Pricing:** Adaptive Minds has determined that:

- The scope of work requires technical skills that vary, ranging from Powerbuilder to Java/JSP/Linux to Oracle/DBA to VB and ASP.
- Size of the system (300,000 bills per year)
- Expected integration requirements with other systems such as GIS and e-Commerce will increase by 20-40% in fiscal year 2007, 2008 and 2009

Adaptive Minds has analyzed the requirements, numerous systems and various advanced technical skills required for this support contract. As a result, AWI has determined that:

- The scope of work requires up to 3 qualified senior consultants to perform the following roles on a part-time basis for an average minimum of 90 hours per month and an average maximum of 145 hours per month:
  - Sr. PowerBuilder Client/Server Developer
  - Oracle DBA and Oracle Database Developer - UNIX
  - Sr. Web Database Developer - Java, JSP, HTML and ASP
  - Customer STAR Software Developer
  - GIS Integration Developer
- The resulting total cost of the proposed project will be a minimum of \$135,000 per year, not to exceed \$177,480, to be started within 30 days of purchase order approval. The cost is calculated in the following pricing schedule:

Hours Per Month	Months Per Year	Total Hrs Per Year	Regular Hourly Rate	Price Per Year	Discounted Hourly Rate	Discount Per Year	Price Per Year
90	12	1,080	\$175	\$189,000	\$125 / hr 28% off	-\$64,000	\$135,000
96	12	1,152	\$175	\$201,600	\$120 / hr 31% off	-\$83,360	\$138,240
115	12	1,375	\$175	\$240,625	\$115 / hr 34% off	-\$81,925	\$158,700
130	12	1,560	\$175	\$273,000	\$110 / hr 37% off	-\$101,400	\$171,600
145	12	1,740	\$175	\$304,500	\$102 / hr 42% off	-\$127,020	\$177,480

- Please note that at 145 hours per month, PWSB will pay a discounted hourly rate of \$102 per hour, which is a fifteen percent (15%) reduction of the hourly rate paid by PWSB in the prior customer software RFP award. i.e. in the FY2009-2011 award, an hourly rate of \$120/hour was paid.
- Once Providence Water has awarded a bid, Adaptive Minds will allocate resources for 90, 96, 115 or 130 or 145 hours per month based upon the total award of bid.

This price does not take into account any hardware or software that might be purchased by Providence Water, nor does it include any reimbursable expenses such as (but not limited to): travel, shipping, transportation, meals and accommodations. Adaptive Minds will notify Providence Water before incurring expenses, and will invoice periodically for expenses.

## **Maintenance**

Adaptive Minds anticipates no new maintenance requirements on the software other than those that presently exist on the current software and database system. However, maintenance may be required in the future for reasons including, but not limited to, feature enhancements, database modifications, power failures, system outages and business need changes due to business growth, procedures changes and third party product additions and changes in the Providence Water business or physical environments that are different from the environments at the time of deployment.

## **Terms**

Adaptive Minds proposes net 60-day terms. Payments received after 60 days may delay any work and schedules under the project.

Invoices are submitted weekly or monthly, as agreed upon with PWSB. All invoices are accompanied by supporting detail time activity logs.

## **Assurance/Overage**

Adaptive Minds will make its best effort to adhere to the cost estimates set forth in this proposal and other definition documents. If Adaptive Minds has reason to believe that a cost estimate may be exceeded, it shall promptly inform Providence Water.

In the event of any new or unexpected deliverables that are required by Providence Water after the project has begun, Adaptive Minds will provide estimates and will be available to complete the work on an hourly basis. Work done outside of this project will be completed at a flat rate of \$125 per hour.

Adaptive Minds will do the best of its ability and experience to competently, loyally, diligently and conscientiously perform all of the duties required under this proposal.

## **Capabilities and Expertise**

Adaptive Minds, Inc. is a software services firm that offers a solutions-based approach to help clients create and support innovative system, web, client/server and database strategies and implement their own scalable electronic business that thrives in the new economy.

Adaptive Minds, Inc. has been providing quality client/server Oracle systems support since 1997. We have built over 30 systems from conception, and performed major enhancements on over 35 systems for a variety of industries throughout North America, including Providence Water. We have an excellent reputation for quality, reliability and service, and all of our solutions are designed and engineered in the New England region of U.S.A.

**Qualifications:** Adaptive Minds is a professional services corporation consisting senior team of Internet, client/server and database professionals offering multi-disciplined set of talents including:

- 14 years software programming and database expertise in **Customer\*STAR v1.0, v1.2, and v2.x** (32-bit extension) including extensive and forensic analysis and programming of modules used for billing, customer service, reporting, meter inventory, meter reading, financial transactions and **web-based bill presentment**.
- 16 years software programming experience in **PowerBuilder**, including PowerBuilder versions 11.5, 10.x, v7.x, v4 and v3.

- **Sun Certified Programmers in Java**, and over 13 years of experience in Java web-based architecture, design and programming, dating back to the beta version of Java Servlet API.
- Over 30 combined years of large databases, and **Oracle DBA** installation, configuration, performance tuning, backup, and restore experience in Oracle 7.x, 8i, 9, and 10g.
- 21 years experience working with multiple **network operating systems** including SLES Linux, RedHat Linux, HP-UX, NT and Novell.

## Organizational Profile

**Company History:** For more than 10 years, Adaptive Minds has specialized in providing professionally architected and implemented software, web and database technology solutions. Adaptive Minds, Inc. was incorporated in Rhode Island in 1999. Adaptive Minds, Inc. is a best-practices technology services firm that develops custom client/server, Web and database solutions and successful e-business strategies that yield quantified, cost-effective results.

Adaptive Minds adapts quickly to the ever-changing technology marketplace by providing agency quality service - at substantially less overall than agency prices. Agencies typically provide many resources (a project manager, a DBA, a programmer, a network admin), paying for idle time of resources in between tasks. By having broad advanced skills, one or two AML resources can perform the job of 4-5 big agency contractors for far less, resulting in substantially reduced overall contract prices and more efficient use of resource. This has been accomplished by building Adaptive Minds without any venture funding. Adaptive Minds is entirely self-funded and remains completely self-capitalized, relying solely on its successful client relationships to fund growth. This growth strategy has paid off.

**Client Roster:** Ultimately, Adaptive's relationships are all based on contract terms. All clients of the company are at any time in "Project" status, meaning that Adaptive maintains client relationships via Contracts, which leads to one or many Projects per client. It is Adaptive's policy to only allow a select few clients simultaneous Project status.

We pride ourselves in establishing long-term, productive and successful relationships with our clients. Please feel free to contact the individuals below to hear firsthand about their experience with Adaptive Minds:

### References

John Chenard  
CTO, Providence Equity Partners (former CTO of Mariner1.com)  
[john@broadspjn.com](mailto:john@broadspjn.com)  
(401) 741-3636

Ms. Michele Jamieson  
Project Lead / DBA Manager  
CVS Corporation  
[mjamieson8@cox.net](mailto:mjamieson8@cox.net)

Murali Menon  
VP of Engineering, ConnectTerra  
ConnectTerra  
[murali@connecterra.com](mailto:murali@connecterra.com)  
(617) 441-2213

David Dadekian, CTO  
NibbleBox  
[nibblebox.adaptiveminds.com](mailto:nibblebox.adaptiveminds.com)  
[dd@soundstght.com](mailto:dd@soundstght.com)

Former VP of Engineering, Aruba, Inc.



**Client Conflicts:** Adaptive Minds, Inc. is a wholly owned, private software services firm with a largely confidential client list. Adaptive Minds' existing relationships with other clients have no conflicts with Providence Water business.



STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS  
Office of the Secretary of State

James R. Langsein, Secretary of State

**COPY**

The Office of the Secretary of the State of Rhode Island and Providence Plantations, HEREBY CERTIFIES, that

*Adaptive Minds, Inc.*

a Rhode Island corporation, filed original articles of incorporation in this office on the nineteenth day of May A.D., 1999; and

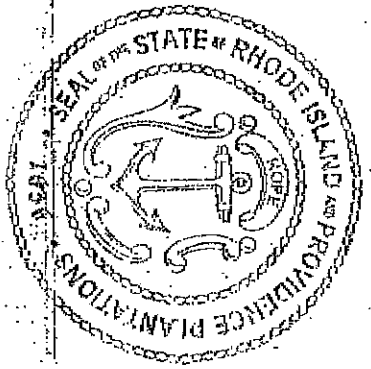
IT IS FURTHER CERTIFIED that said corporation is now of record and in good standing in this office.

SIGNED AND SEALED this nineteenth day of May A.D., 1999.

*James R. Langsein*

Secretary of State

BY *Alma Ostrella*





# SUN CERTIFICATION



David M Gecawich

HAS FULFILLED ALL REQUIREMENTS AS A

SUN CERTIFIED PROGRAMMER

FOR THE JAVA™ 2 PLATFORM

On February 25, 2002

Scott McNealy, President, Chairman, and CEO of Sun Microsystems, Inc.

Bill Richardson, Vice President and General Manager of Sun Educational Services



Christopher Thompson  
HAS FULFILLED ALL REQUIREMENTS AS A  
SUN CERTIFIED PROGRAMMER  
FOR THE JAVA™ 2 PLATFORM

On February 22, 2002

Scott McNealy, President, Chairman, and CEO of Sun Microsystems, Inc.

Bill Richardson, Vice President and General Manager of Sun Educational Services

SUN CERTIFICATION



## DAVID M. GECAWICH

401-464-8080

dgeccawich@badaptiveminds.com

Local to vicinities of Providence, Boston and Groton

## SUMMARY

Dave is an IT professional with over 20 years of software design, development and management experience, including 14 years of client server development. Dave is Sun Certified in Java 2, has a bachelors degree in Computer Science and is an IBM Corporation veteran. He also has solid team lead ability, analytical skills, and communication skills. He has experience with distributed application design, development and deployment; object-oriented analysis and design; middleware, infrastructure and frameworks; and database design, infrastructure and implementation; GUI design, team mentoring and prior teaching experience. David's experience and strong work ethic would make him a welcome addition to any team.

## TECHNICAL SKILLS

- **Design Methodologies:** UML, RUP and Entity-Relationship Modeling
- **Languages:** PowerBuilder v4-11, Java, SQL, C-Sharp, JavaScript, XML, HTML, C, C++, PL/SQL, Transact-SQL, Perl
- **Middleware:** Websphere, WebLogic, J2EE, EJB, LDAP, JBoss, iPlanet (IAS), JRun, CORBA, MQ, JDBC, JNDI, JMS, RMI, Sockets, DCOM, MTS
- **Web:** JSP, Java Servlets, HTML, XML, DHTML, Applets, iPlanet (iWS), Apache, IIS, Tomcat, J2ME, WAP, WML, ASP
- **Databases:** DB2, Oracle 10g, Oracle 9i, 8i and 7.x, SQL Server, Sybase, Access
- **Security:** J2EE Web and EJB authentication and authorization; permission, role and row level authorization frameworks
- **Operating Platforms:** UNIX (Sun, HP & LINUX AS2.1 and ES 9), Windows 2000/NT and Mac, IBM Mainframes
- **Other:** Rational Rose, E-R-Win, Hibernate, Cocobase, Toplink, JBuilder, Eclipse, Oracle DBA Utilities, Satori, StructureBuilder, Visual Basic, Visual Age, Actvex, InterDev, Perl, Delphi, CVS, VSS, PVCS, Documentum, Assembler

## EDUCATION

- **SUN Certified Programmer**, Java 2 Platform, SUN Microsystems, 2002
- **IBM Certified Systems Programmer**, Experienced Programmer Education, IBM Corporation, 1990
- **B.S. - Computer Science** (*Cum Laude*) - 1989, Marist College, Poughkeepsie, NY, Minor: Mathematics, Major: GPA: 3.54

## EXPERIENCE

**JavaEE Design Lead / Senior J2EE Developer** at large utility organization. (Sep 2009 - Present)

*Technologies Used: PowerBuilder, JavaEE, JBoss, Oracle, UML, Hibernate, Ant, Eclipse, XML, Web Services, C#, Spring, Jasper*

- Migrated Customer\*STAR to PowerBuilder v7 and v11.5; programmed numerous major enhancements to Customer Star. Designed, developed and deployed a data warehouse web application in Oracle on UNIX, and developed a Java 2 EE web application that centralizes the financial reporting of customer billing, collections and receivables for the financial, commercial services and engineering lines of business. Project involved meeting with various department heads to agree on financial reporting rules and implementing the rules in Java, PowerBuilder and PL/SQL, as well as identifying variances and developing both database and software modifications to fix variances issues in order to balance books to the penny.
- Design and development of a platform independent web-based invoicing and payment processing system which uses JavaEE, web services, JBoss, Oracle, JSP, Hibernate and Jasper on Linux and Windows platforms. Write technical specification using UML class diagrams. Develop JavaEE business and integration classes that meet the requirements and leverage enterprise frameworks. Design and develop application frameworks using object-oriented design for Hibernate and database persistence layer. Develop web services that perform USPS presorts and address standardizations, and create single or bulk web-based professionally designed bills for customers.
- Play a lead role in design and development of software and web services that bridge MV-RS, AMR, GIS and Customer Billing systems.

**J2EE Architect / Senior J2EE Developer** for commercial credit bureau and financial data online service provider. (2007 - Present)  
*Technologies Used: JavaEE, JBoss, SQL Server, UML, Hibernate, Ant, Eclipse, XML, Web Services, Jasper Reports*

- Hands-on team lead in design and development of JavaEE web applications which produce a variety of financial reports on commercial businesses, and makes the data available over the web in the forms of a web service or more conventional forms such as PDF or HTML. Authored UML documentation of requirements and design, and user-level Web Service API documentation.

**J2EE Senior J2EE Developer / Architect** for global provider of transaction processing systems. (Nov 2003 - 2006)

*Technologies Used: J2EE, WebSphere, DB2, RUP, UML, Hibernate, Ant, Eclipse, JBoss, CVS, JBuilder 9*

- Design and development of J2EE distributed international application which is deployed to Websphere, DB2 and MS SQL Server. Write technical specification using UML diagrams and Together!.
- Develop J2EE business and integration classes that meet the requirements defined in use cases and leverage enterprise frameworks.
- Design and develop application frameworks for Hibernate and database persistence layer, application extension framework for multi-site customizations and exception handling framework.
- Work with Architect, Project Manager and Technical Leads to provide overall release object design for releases 8, 9, 10, 11 and 12 using UML class and sequence diagrams, and to completed all phases of use case development and JUnit testing for 20 use cases.

**J2EE Developer & Technical Architect** for Inventory Control system at large pharmaceutical company. (Apr-2002 – Jun 2003)

*Technologies Used: J2EE, JSP, Struts, EJB, RUP, UML, Cocobase, LDAP, iPlanet/SunONE, Ant, PVCS*

- **Architecture:** Served as the Technical Architect for the Inception, Elaboration and Construction phases of Iteration 1 and all phases but construction of Iteration 2. Project goal was to convert and enhance a major IBM legacy finance ledger system to J2EE, Informatica and MicroStrategy. The new system manages gross margin and shrink information at frontstore, pharmacy and category levels. Met with customer's enterprise technology center and Sun consultants to understand the customer's overall technology infrastructure, capabilities, constraints and policies. Mentored developers and other designers on design and impact of decisions on the big picture. Created an application System Architecture document that addressed the enterprise technology needs and business needs through application structure diagrams, tier demarcation diagrams, package design diagrams, technology selections for each tier, state management architecture, incorporated mechanisms and selected architecturally significant use cases that would address all key risk areas through evolutionary prototypes during the Elaboration phase. Resulting multi-tier architecture consisted of presentation tier (iPlanet, Struts, JSP, MVC), business tier (IAS/J2EE, Session EJBs) and integration tier (Cocobase O/R, Entity EJBs, and Oracle8i) with LDAP (iPlanet Directory Server) and SiteMinder providing security policy services.
- **Design:** Served as lead object-oriented designer for use cases. Performed iterative business domain and process analysis and modeling to arrive at class and sequence diagrams for use cases and horizontal class infrastructure using design patterns and Rational Rose for UML modeling. Forward and reverse engineered designs into Java 2 presentation and business tier class source code for implementation by developers. Met with developers to review and iterate web-tier and middle-tier class interfaces. Create mock unit tests to validate design and published source to PVCS for implementation by developers.
- **Development:** Integrated corporate enterprise frameworks, developed security, lookup and HTTP session application frameworks; developed the first collection of well-documented, Java classes for developers to use as a reference implementation, including Session and Entity EJBs for business tier and integration tiers, JSP/Struts classes for the presentation tier and several of the complex application frameworks (facades, managers, mediators, factories etc.) that were reused by all use cases. Distributed, reviewed and mentored developers on each new release, evolving development team standards in the process. Provided weekly status reports to project management, and worked many extra hours to keep all developers productive and to insure timely delivery of implemented, integrated and tested deliverables.

**Senior Software Engineer** for Corporate Web Portal at one of America's best-performing Fortune 500 companies ( Oct-2001 – Mar 2002 )

*Technologies Used: J2EE, JSP, Java Servlets, LDAP, iPlanet and DB2*

- Architect system design requirements for a brand asset management Java 2 EE web portal application on UNIX, targeted at automating and consolidating the brands for numerous worldwide Textron subsidiary web sites, including subsidiaries Bell Helicopter and Cessna Aircraft.
- Design a object-oriented framework with well-documented, reusable Java components for user-registration, secure login, auto-email generation, and user profile searches. Designed common object interface that works with both LDAP and relational user databases.
- Develop the J2EE web application using open standards technologies including JSP, Java Servlets, LDAP, iPlanet, and JDBC.
- Lead analysis and design meetings with customer management, staff and development team. Assign roles and responsibilities. Track schedule, monitor team progress, and report weekly status to management to drive project to delivery.

**City of Providence** (Jun 98 - Jun 99; Aug 2001 – Oct-2001)

*Customer Management Web – Java, AWT/Swing, PowerBuilder and J2EE and Oracle*

**Senior Software Engineer**

- Designed, developed and deployed a data warehouse in Oracle on UNIX, and developed a Java 2 EE web application that centralizes the financial ledger reporting of customer billing, collections and receivables for the financial, commercial services and engineering lines of business. Project involved meeting with various department heads to agree on financial reporting rules and implementing the rules in Java and PL/SQL, as well as identifying variances and developing both database and software modifications to fix variances issues in order to balance books to the penny.
- Designed, developed and deployed Java 2EE web application used for customer management, billing, finance and database archiving. Developed the Java Servlets, JSP and JavaBeans for the web interface and middle-tier for this application, which is used by the largest water utility supplier in RI to automate various parts of billing, finance and reporting.
- Develop and administer Oracle PL/SQL, SQL Loader control files, batch jobs, scripts and import/export parameter files to routinely load, manipulate and export the data in the Oracle data warehouse.

- Developed JavaBeans, JSP, Servlets and HTML forms to convert various parts of large PowerBuilder application developed by EDS from PowerBuilder to Java/Oracle. Developed server-side Enterprise JavaBean components, JSP, Servlets on IIS using JDBC to access Oracle on HP-UX. Solution includes installation and configuration of all web server components.
- Developed JavaBeans, JSP and database components for financials modules including A/R, billing/invoicing and collections.
- Developed several Java GUI (AWT/Swing) applications and applets to provide systems management to Oracle billing through JDBC.

**Ariba, Inc.** ( April 2000 – July 2000; Oct 2000 – May 2001 )

*B2B Online Auction Web Portal - J2EE, JSP, XML, XSLT and Oracle*

- **Web Architect and Senior Software Engineer** for Ariba, Inc., the leading global provider of B2B and open commerce solutions.
- Architected the web framework requirements for the redesign of the B2B e-procurement web product (sourcing.ariba.com) using Java, Oracle and WebLogic on Sun Solaris.
- Analyzed, designed and developed an object-oriented scalable EJB middle-tier for e-procurement product under J2EE and WebLogic.
- Analyzed, designed and developed an object-oriented scalable web front-end for e-procurement product under J2EE and WebLogic.
- Designed and developed 3 new incremental product releases with assistance from Ariba team,
- Developed reusable web components, JSP, custom tags, JNDI code, Servlets and JavaBeans that use the MVC pattern to access EJB Session Beans for the core modules of user registration, supplier auction bidding and buyer RFQ creation processes.
- Developed middle-tier Session EJBs to model bidding and registration business process mediators and Entity EJBs to model company and RFQ business entities. Designed EJBs to be loosely coupled, and marshaled objects by value to speed distributed performance.
- Developed part of the backend Oracle objects for user registration and bidding modules.
- Designed and helped develop transparent content internationalization, bidding engine dynamic attributes and a robust MVC architecture. The MVC pattern is robust and integrates JSP, Servlets, XML and EJBs to increase maintainability, speed development and provide reusable components for server-side HTTP data validation, page flow, task delegation and error handling.

**Cirrus Wireless, Inc.** ( May 2001 – Aug 2001 )

*PDA & Cell Phone Wireless Location Based System (LBS) – Java, XML, J2ME & SQL Server*

- **Software Architect and Senior Developer** – deigned, developed and deployed a wireless data-application-builder framework based in Java, and then used that framework to build the wireless mapping application offered by MapScape.com, using XML as the sole messaging protocol. The application, deployed at fortune-level companies such as Sunoco, targets mobile corporate managers with handhelds and cell phones. It is distinguished by its rich user interface, lightweight footprint and high speed performance accomplished by optimizations for devices with limited RAM/storage/network bandwidth including the fastest micro XML parser on the market, low-level string manipulation and a core set of optimized frameworks that revolve around event handling via MVC, PDA databases, network communications and real device image processing. (Java 1.2, XML, J2ME, WAP/WML, SQL Server, JSP, SuperWaba, Palm OS, WinCE).
- Design and develop a J2ME application that runs on Motorola cell phones and uses serial communications to receive GPS data points (latitude, longitude, speed, altitude, heading) in a multi-threaded embedded application, and then transmit the location data over the Internet wirelessly to an HTTP server that maps the data for fleet management.

**Enigma Media, Inc.** (Jul-00-Sep 00)

*Online Digital Entertainment Web - J2EE, JSP and Oracle*

- **Senior Software Developer and Project Manager** for entertainment e-portal founded by Doug Liman (director of motion picture hits “Go” and “Swingers”) and Doug Bartis (developer of television series “Providence”, “Everyone Loves Raymond” and “Will and Grace”).
- Led the development of two large J2EE and Oracle web entertainment e-portals.
- Analyzed, designed and developed reusable front-end JSP, middle-tier EJB objects and Oracle 8i database for complex web user registrations, browser-based file uploads, content searches, people directory searches, email responder messaging, content management, web-based employee workflow management and live radio station streaming.
- Designed and implemented web security architecture that is Sun J2EE specification compliant.
- *Project Manager* - Met with executives, analyzed business requirements and developed detailed project plan. Created online project collaboration web site. Assigned roles and work. Reported status and drove project to on-time delivery.

**Mariner1.com** ( Dec 1999 - April 2000 )

*Online B2C Boating Web - J2EE and Oracle*

- **Senior System Developer** for on-line boating company that pioneered B2C online consumer reporting for the boating industry.
- Architected the web, middle-tier and database requirements for a large Java 2EE and Oracle web application that is an online portal for boaters.
- Designed and implemented database in Oracle 8i using entity-relationship modeling.

- o Developed JavaBeans, JSP, Servlets, JavaScript and HTML for the numerous online search modules including anything you want to know about boat models, boat dealer locators, mariner locations, boat reviews, boat repair shops, weather, marine forecasts, message boards, maps/driving directions and a simple yet powerful wizard that chooses the right boat for you (using a complex proprietary configuration algorithm).
- o Developed the Java, PL/SQL, SQL Loader control files and batch jobs to receive routine data feeds from geographic and news data providers.
- o Developed JavaBeans and JSP for the business self-registration and consumer self-registration, each performing complex data collection and generating workflow events and emails which ultimately lead to the user being able to simply and securely login to the site over the web.
- o Led the full lifecycle development, including vendor product coordinator, team assignment and weekly status reports.

**SupplierMarket.com** ( Aug 99 - Nov 99 )

*Online B2B e-Procurement Portal - Java Servlets, JSP, AWT and Oracle*

- Senior Web Developer** in the full lifecycle of e-procurement web portal. Helped spearhead launch of site that streamlines supply chains and matches buyers and suppliers for build-to-order manufacturing contracts. The site was featured in INFORMATIONWEEK and on the cover page of InternetWeek on week of October 18, and in less than 8 months, was acquired for approx. \$600M.
- o Designed web application web security, directory architecture, JSP naming schemes, database access and object persistence framework and web component interfaces for middle-tier Java data access and business logic components.
  - o Developed middle layer Java data access components that perform CRUD (create, retrieve, update and delete) operations on Oracle.
  - o Developed JSP, Servlets, HTML forms and JavaScript for web modules for user registration, supplier bidding, buyer auction monitoring, RFQ build process and browser based digital asset file uploading.
  - o Developed Java GUI applet that performed advanced AWT image and document viewing, printing and scrolling. Integrated applet into web application and developed conditional browser code to support Netscape and IE browsers.
  - o Synchronized and stress tested subsystem code to make thread safe in a multi-tier, multi-threaded architecture.
  - o Developed automation utility that generated HTML and JSP web markup and code that served as template starter files that reduced front-end development time by approximately 50%.

**KeySpan** (Jun 1999 - Jul 1999)

*Intranet Billing Meter Reading Site - Microsoft COM/Achrex/ASP and Oracle*

- Lead Web Developer** with AMR Corp, a subsidiary of KeySpan - the largest natural gas distribution company in the Northeast - to launch an IntraNet application on-schedule in 45 days.
- o Designed and developed a data-driven Intranet application targeted at water utility organizations that manages the Oracle billing interface of a mobile meter reading system.
  - o Developed ASP and COM application modules that automate the upload and download of data across the web between an Oracle billing system and mobile meter reading devices.
  - o Developed COM layer, VB front-end, HTML and JavaScript to operate as either an IIS web, or a VB6 client/server application.
  - o Developed all of the embedded PL/SQL statements to create, retrieve, update and delete meter reading records from Oracle 8i.

**eSped.com** (Apr 1999 - May 1999)

*Online Government Forms Web Application - Microsoft ASP, COM and SQL Server*

- Senior Software Engineer** - Design and develop web-based application for Application Service Provider that performs forms automation, data management and high-quality government forms reporting in HTML and PDF.
- o Architected web security, directory scheme, middle-tier component subsystems and database using E-R modeling and UML.
  - o Developed COM code that performs SQL database access to SQL Server
  - o Developed web based ASP, server-side JavaScript, HTML and COM modules that dynamically generate high-quality reports in PDF or HTML format
  - o The applications, used by Commonwealth of Massachusetts and State of Louisiana, manages the data entry and reporting of lengthy, high-quality federal forms (i.e. Individual Evaluation Plans). The application makes extensive use of JavaScript, HTML, and VBScript to implement the forms, reports and validation, and uses ADO within ASP pages to maintain the student database information in SQL Server, along with a custom-written COM database layer that encapsulates the data interface.

**Art of Software, Inc** (1993-1995 p/t)

*Commercial Project Management Application*

- Lead Software Engineer** for a project management application that was tailored for object-oriented software projects. The application was promoted by James Rumbaugh, often credited as the co-founder of object orientation, with his bestseller book "Object-Oriented Modeling and Design", and published by Prentice Hall. In use at fortune-level companies like AT&T and Anderson Consulting, this application is best described as a Microsoft Project tailored for object-oriented projects.
- o Developed the Visual Basic code, SQL programming and relational database for system modules that automate project management, team member creation, role and responsibility assignment, schedule and Gantt chart creation, and expert system document filtering, viewing and printing.
  - o Trained extensively by design architects in the areas of OOA, OOD and database design.



- o Developed installation programs and various commercial deployment tools, including a copy protection DLL, and an app that managed the OO expert system content using VISUAL BASIC, SQL, Access and OLE Automation.

**Tarnell, LLC**, Providence, RI (1994 - May 1999)

Senior Software Engineer & Manager - Visual Basic, SQL Server, Oracle, ER/Wm, Delphi and PowerBuilder

- Provided commercial software development, architecture and technical strategy to this nationally recognized Dun & Bradstreet competitor that provides Plastics and Chemical industry sales lead generation software and databases and credit approval databases and software.

- **Sales Force Automation (SFA) Commercial Application (DSS) - Delphi, SQL Server and Oracle**

- o Designed, developed and managed client/server application that was the company flagship lead generation software and sales database (TIPs) targeted at fortune-level chemical & plastics suppliers.

- o Designed the database using entity-relationship modeling. Administered the database migration to SQL Server and Oracle.

- o Developed database programming SQL in both PL/SQL and Transact-SQL. Developed and automated Oracle utility scripts, SQL Loader control files, import/export parameter files and BCP scripts, which are used to dump, deploy and load data.

- o Managed and assigned responsibilities to team of programmers assigned to maintain and enhance the software.

- o Designed and developed C/C++ dynamic link libraries that interface with InstallShield to perform custom product installation tasks such as complex file I/O, Oracle database configuration and SQL Server configuration.

- o Design and developed Java/JSP prototype for the Internet version of this software.

- **Sales and Financial Data Collection Application (OLTP) - VB, PowerBuilder, SQL Server**

- o Worked with team to develop mission critical data collection application used to manage sales, financial and credit intelligence on over 250,000 Chemical and Plastics companies using Visual Basic, PowerBuilder, SQL Server, low-level ODBC API and OLE Automation.

- o Designed system using client/server architecture, object modeling (Rumbaugh) and normalized database modeling techniques.

- o Designed and implemented the database using E-R modeling, which consists of over 200 tables and dozens of stored procedures, views and triggers for MS SQL Server and Interbase.

- **Credit & Risk Management Application - Delphi, SQL Server and Oracle**

- o Designed and developed financial risk management system for Instant Credit Evaluation (ICE) and credit reporting.

- o Developed financial chart and report analysis modules that greatly simplified credit report analysis by displaying statistical trend analysis in chart format.

- o Designed system to allow for interoperability of vendor-supplied and OLTP user-entered data.

**FleetBoston Bank**, Providence, Rhode Island (1992-1994)

- **Client/Server Financial Applications Developer** - Converted 2 legacy consumer-financing applications to Visual Basic, SQL, Access and Novell. Pioneered the first GUI database application developed internally at Rhode Island Hospital Trust National Bank, formerly a BankBoston Company. (Visual Basic 3, Access, Novell, IBM MVS)

- **Large Applications Programmer** - Provided primary production support for the backend and front-end of the RI Consumer Financing System using COBOL/CICS in IBM MVS/TSO mainframe environment. (COBOL, CICS, MVS, TSO, JCL, Easytrieve).

**IBM Corporation**, Poughkeepsie, New York (1987-1992)

- **Systems Programmer** for IBM National Service Division - Developed operating system code and provided technical support to fortune 500 companies for MVS and VM on IBM mainframe computers using Assembler and PL/AS. Specialized in I/O subsystems, IPL, dump and restore (DDR) and device driver development for large disk storage and tape systems. Designed and developed a fully functional XA operating system for research that consisted of IPL, multi-threaded dispatch, memory paging/swapping and I/O subsystem. Attended numerous courses on system design, architecture, service, quality and project management.

- **Statistical Application Programmer** for VLSI Computer Chip Manufacturing Line, the largest semi-conductor plant in the world in 1987 - Worked with team of 2 seasoned IBM software engineers to develop and debug a user-friendly on-line application system using SAS, JCL, TSO/PDF and CLIST in an MVS/XA environment. Electrical engineers used the system as the primary tool in analyzing critical trend data on IBM computer chips; this was a 1-year full-time co-op assignment in 1988-89 at Fishkill while at Marist College.

- **Teacher Assistant** for IBM computer operators in college courses including Pascal, Discrete Math and Pre-Calculus; this was a 1-year part-time contract in 1987-88 at IBM while an undergraduate at Marist.

**CHRISTOPHER C. THOMPSON**  
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**SUMMARY**

Chris is a principal software engineer with a Bachelor's degree in Computer Science, Java 2 Platform certification from SUN Microsystems, and 14 years of experience in software design and development using a broad depth of innovative technologies including Oracle, PowerBuilder, Java, JSP and ASP. Chris is also experienced in Customer\*STAR modules and programming of GIS modules. Extensive programming experience developing Internet e-business, client/server, and wireless applications in progressive environments and varying industries. Technically oriented team player with strong communication and interpersonal skills.

**LANGUAGES/API's**

PowerScript (Powerbuilder), Java, JSP, XML, XSLT, Visual Basic, ASP, COM/Activex, SQL, WML, Waba, HTML, DHTML, JavaScript/JScript, VBScript, JDBC, ODBC, C, C++, Perl, Pascal, FORTRAN, ISAPI, CGI, ADO, DAO, RDO, Windows API, OLE Automation, Word Basic, SAS, Easytrieve, COBOL, CICS, OS/390, Assembler

**SOFTWARE/TOOLS**

JRun, Weblogic, PowerBuilder (v4-7), JBuilder (v1-5), StructureBuilder, MQ Series (v5.2), MTS, Visual Interdev (v1-6), Visual J++ (v1.1-6), Symphonia (v3.5), Homesite (v3-4.5), FrontPage, Visual Basic (v3-6), Visual C++ (v4-6), IIS (v1-5), SQL Server (v6.5-7), SilkRadar (v2.1), SQL Plus, Visual SourceSafe (v5-6), ClearCase LT, PVCS, Crystal Reports (v3-8.5), WISE (v6-8), InstallShield (v5.1), Visio, Word, Excel, Powerpoint, Lotus Notes

**DATABASES**

Oracle v7.3-10g, SQL Server v7, MS Access v2.0-2000, E-R-Win ERX, Visio

**EXPERIENCE**

**Providence Water Supply Board, Providence, RI (Aug 2001 – 2010)**

(contract)

*Customer Management Web – Java, JSP, ASP, Servlets, JRun, SQL, Oracle, Linux*

Developed components of a Java-based Intranet web application for use by a major utility organization in managing customer accounts, billing services and reporting on data validity. The application features Java-based technologies including JSP and Servlets running on Allaire's JRun application server. The application makes extensive use of SQL, JDBC, and an Oracle database to provide various billing, reporting, and customer maintenance services and reports. Performed various modifications to AMR Billing application using Microsoft ASP, ADO and Oracle as required to support AMR growth at PWSB.

*Customer Management and Billing Application – PowerBuilder v4-11x, Oracle, SQL*

Redesigned, upgraded and deployed an enterprise-level client/server application for use by the largest water utility supplier in RI for use in managing customer demographic and financial data, recording meter readings, and managing account billing cycles. Enhanced the portability, scalability, and performance of the application, while managing costs, by migrating to a 32-bit Powerbuilder 7.0 architecture from a 16-bit PowerBuilder 4.0 architecture. Added features like enhanced date and time handling throughout the application for better compatibility with Oracle database structures.

**Pet Supply Provider, Portland, ME Area (2008 - present)**

*Architect/ Developer – Jboss, Web Services, Jasper,*

Architect, design, develop, and deploy several web-based applications for the fast-growing provider of one of the largest US pet suppliers. The applications are heavily exposed via web services and JasperReports. JSP, JavaScript, and required extensive knowledge of XML, XSL transformations, and web service messaging.

**Legal Service Firm, Boston, MA (2004 – present)**

*Senior Systems Developer*

Design, develop, and deploy several web-based and windows form automation applications for a fast-growing mortgage legal service provider. The applications involve extensive database, web and 3<sup>rd</sup> party integration.

**Online Healthcare Solution Provider, Boston, MA (Mar 2002 – 2005)** (contract)

*Real-Time Workflow Process – IIS, XML/XSLT, MQ Series, SQL Server, COM, MTS, Visual Basic*

Designed, developed, and deployed several web-based applications for the fastest-growing provider of online solutions connecting physician offices and hospitals with their healthcare partners. The applications, including online Claims Submission, Claims Status Inquiry, Blue Cross Admission, and Obstetric Referral

Submission, were implemented using COM, MQ Series, SQL Server, Visual Basic, DHTML, and Javascript, and required extensive knowledge of XSL transformations, and HIPAA-compliant messaging.

As Project Leader, managed a small, highly focused development team to successfully deliver a series of products and enhancements to Blue Cross/Blue Shield of Northeastern Pennsylvania.

**Textron, Inc.,** Providence, RI ( Nov 2001 – Feb 2002 ) (contract)

*Corporate Web Portal – J2EE, Java, JSP, Servlets, LDAP, iPlanet*

Designed, developed, and deployed a Java-based web application and framework for one of the largest and best-performing companies in America. The application, implemented using open standards technologies including JSP, Java Servlets, LDAP, iPlanet and JDBC provides corporate branding services to both internal and external users. Features of this object-oriented architecture include well-documented, reusable modules for user registration, secure LDAP authentication, auto-email generation, and user profile searches.

**TLLC,** Providence, RI ( Nov 2001 – Dec 2001 ) (contract)

*Company and Credit Info Reporting Apps – IIS, Active Server Pages, SQL Server, Visual Basic*

Migrated four client server data entry applications used to collect company data, resumes, and credit information from this corporation's Houston location to their Providence site. Migrated and reconfigured the company's web application used for generating reports which aggregate and analyze company information. The web application features Active Server Pages running on IIS using ADO to communicate with a SQL Server database. Restored two SQL Server databases containing all company data collected and performed extensive reconfiguration, analysis and testing of both the data entry and web applications to verify data integrity.

**Special Education Administration Software Corp.** ( Oct 2001 – present ) (contract)

*Online Forms Processing and Reporting Software - Windows, SQL, Crystal Reports, WISE*

Implemented major enhancements to several Windows-based IEP (Individual Evaluation Plan) management desktop applications used by school administrators in the states of Louisiana and Michigan. Developed new user-friendly, GUI-based installation programs based on WISE 8.1 to significantly improve the distribution process for each application. Designed and developed a process for transparently updating the database structure on target machines during the installation/upgrade process. Enhanced the functionality and design of numerous reports using the latest version of Crystal Reports (v8.5).

**Cirrus Wireless,** Maynard, MA ( April 2001 – Oct 2001 ) (contract)

*GIS/SmartPhone/PDA Location Information Application - Wireless, GIS, Java, XML, XSLT, Xalan, Internet*

Lead developer for the mobile Internet JetStream Geo framework and MapScape Wireless application. Developed a map driven, location based GIS reporting system, using XML as the sole messaging protocol, and XSLT to perform server-side XML, HTML, and WAP transformations. The application, deployed at large fortune-level companies such as Sunoco, targets corporate managers with PDAs and SmartPhones (Palm OS, WinCE, PocketPC and RIM) and is distinguished by significantly faster performance than WAP applications, a mobile XML parser faster than any mobile XML parser on the market, and a core set of frameworks that provide infrastructure such as standardized event handling (via MVC), PDA database handling, data caching, HTTP and TCP/IP socket handling and real device image processing. The framework and application were completed in 60 days, on time and to specification.

**Ariba, Inc.,** Burlington, MA ( Oct 2000 – April 2001 ) (contract)

*Online B2B E-Portal Site - Internet, J2EE, XML, XSLT, SQL, Oracle8i, Weblogic*

Lead developer for Ariba, Inc., the leading global provider of B2B and open commerce solutions. Worked with a team at Ariba Sourcing to design and develop 3 new product releases, including site internationalization, trading engine enhancements and front-end overhaul using the Java 1.2 platform, JSP, DHTML, XML, XSLT, Servlets, EJBs on WebLogic 5.1 and Oracle 8i.

**Niblebox.com,** New York, NY ( July 2000 - Sept 2000 ) (contract)

*Online B2B E-Portal Site - Java, JSP, Servlets, Jrun, SQL, Oracle8i*

Lead developer for dot.com startup company that launched B2C and B2B entertainment e-portals simultaneously. Using Java Servlet 2.2 API, JSP 1.1, and XML with an Oracle 8i and Allaire's JRun 3.0 Enterprise, the portal matches entertainment suppliers and buyers for online engagements to mentor, direct, produce and publish high quality episodic shows, radio and music within a high exposure internet space.

**Ariba, Inc.,** Burlington, MA ( May 2000 - July 2000 ) (contract)

*Online B2B E-Portal Site - Internet, Java, JSP, Servlets, Oracle8i, Weblogic*

Played a lead role as a web developer in the redesign of this B2B manufacturing marketplace site under WebLogic. Using WebLogic 5.x, EJBs, Java Servlets, JSP 1.1, and XML with an Oracle 8i, the portal matches suppliers and buyers for online contracts to manufacture built-to-order, minimally engineered products with many different configurations, such as keyboards.

**Mariner1.com,** Newport, RI ( Nov 99 - April 2000 ) (contract)

**Online B2C E-Portal Site - Internet, Java, JSP, Servlets, SQL, Oracle8i**

Lead web developer for a dot.com startup company who launched a B2C site linking millions of marine recreation enthusiasts with boat dealers, repair facilities, marinas and other marine service providers, designed to simplify the process of selecting, buying and maintaining a boat. This comprehensive site offers the recreational boater consumer reviews, specifications on thousands of new boat models, and personalized help in selecting the best boat for their preferences. The site is powered by Java Servlets, JSP, EJBs with an Oracle 8i database in a multi-tier, multi-threaded architecture. A RAD toolkit was matured and implemented to accelerate the java web development cycle. Version 1 of the site was launched 45 days from the start of development.

**SupplierMarket.com, Burlington, MA ( Sept 99 - Nov 99 )**

(contract)

**Online B2B E-Portal Site - Internet, Java, JSP, Servlets, Jrun, Oracle8i**

Played a lead role as a web developer for a dot.com startup company who launched a web buying portal service that matches buyers and sellers for build-to-order manufacturing contracts. Using Java, Servlets, and JSP with an Oracle 8i database in a multi-tier, multi-threaded architecture, the application matches suppliers and buyers for online contracts to manufacture build-to-order, minimally engineered products with many different configurations, such as keyboards. Suppliers bid against one another on contracts until the Buyer selects the winner. The supplier that wins the bid pays the company a transaction fee averaging 2%. The site was featured in INFORMATICWEEK and on the cover page of InternetWeek on the week of October 18. The front-end development process was reduced by approximately 50% by developing a Java application that generated JSP pages and handled the data storage and retrieval automatically.

**LS Technologies, Marblehead, MA ( April 97 - Aug 99 )**

(contract)

**Online Forms Processing and Reporting Site - Internet, COM, SQL Server**

Designed and developed a data-driven Internet application for Commonwealth of Massachusetts and State of Louisiana that manages the data entry and reporting of lengthy, high-quality federal forms (i.e. Individual Evaluation Plans). The application, targeted at school administrators, automates form data entry and reporting, and simplifies the task of routinely submitting hardcopy IEP reports to the state. The application makes extensive use of JavaScript, HTML, and VBScript to implement the forms, reports and validation, and uses ADO within ASP pages to maintain the student database information in SQL Server, along with a custom-written COM database layer that encapsulates the database interface. The application generates reports on the fly in PDF or HTML format.

**Online Forms Processing and Reporting Software - Windows, SQL Server, Crystal Reports**

Designed, developed and implemented several IEP (Individual Evaluation Plan) management desktop applications for use in the states of Louisiana, North Carolina, Massachusetts, and Michigan. The software applications are bought and used by school administrators to manage student information related to an IEP, and to produce formatted, standardized federal reports. The applications were developed using Visual Basic 4.0 to 6.0, Access 7.0 and Crystal Reports 7.0. Integrated several third party tools into the applications including Microsoft's VSFlex grid control, Excel's Zip control, and Farpoint's Calendar Objx. Developed installation programs for all software to be distributed using WISE v6.0/Installshield v5.1. Designed and developed a client-server application to scan, OCR, and index documents that encompass a student's record. The application is developed in Visual Basic 5.0, wrapping third-party scanning ActiveX controls from Watermark, and uses SQL Server as the document repository.

**Fidelity Investments, Boston, MA ( Feb 95 - May 99 )**

(employee)

**Sr. Software Engineer**

**Online Securities Trading Application - Internet, C++, Oracle, SQL Server**

Responsible for the design and development of major functionality within an online trading Internet application. The site provides functionality that includes order entry, order status, order history, order logs, new account setup, balance inquiry, position inquiry, quotes, investment calculators, and market research. The presentation layer is made up of HTML, JavaScript, and Java applets and provides support for both Netscape and Internet Explorer browsers, versions 3.0 and up. The transactional web server is Netscape Enterprise Server running on 4 Sun Enterprise 4000 machines with an NSAPI socket relay to an application server. The multi-threaded application server software is written in C++ and runs on 8 HP Netserver Pro servers running Windows NT Server 4.0. The application server supports the use of HTML templates and is similar to the ASP model, but supports a proprietary server-side scripting language (WNL) as opposed to VBScript. Backend data sources include Oracle 7.0 and proprietary API's to mainframe CICS regions. The current user base is in excess of 12,000 active users. In all projects, a formal design methodology was followed which includes documented requirements, a Systems Design Specifications document, and a Technical Systems Design document.

**Environmental Consulting Corp., Maynard, MA ( May 96 - Jan 98 )**

(contract)

**Chemical Management Information System - Intranet, Windows, ActiveX**

Designed and developed both a Windows and Intranet application used to track and manage chemical and raw material usage for the environmental consulting industry. The application was designed with front-end flexibility in mind, encapsulating the majority of the business logic in ActiveX server DLLs and using a custom ActiveX composite treeview control for navigation in both front-ends. The Windows version of the application was written in Visual Basic 5.0, and the intranet version in ASP, JavaScript, VBScript, and

HTML. Designed and developed a custom SQL query builder tool to provide users with the ability to associate custom SQL query results with objects in a customizable flowchart.

Designed and developed a reusable document indexing ActiveX control, building on the Rich Textbox control shipped with Visual Basic 4.0. The ActiveX control offers spell-check, search and replace, and rich text editing.

**Bank of Boston, Providence, Rhode Island (1991-1995)**

(employee)

**Consumer Loans Conversion Programmer**

-Translated user requirements into the design, development, testing, and implementation of COBOL, CICS, and Easytrieve programs to convert data from various financial loans systems to the common Bank of Boston Consumer Loans system. Developed various COBOL and Easytrieve programs to perform data integrity validation, correction, and reporting. Coded all JCL and created system environments to perform Acceptance testing for loans conversion processes.

**EDUCATION**

**SUN Certified Programmer for Java 2 Platform, SUN Microsystems - Feb. 2002**

**B.A. - Computer Science May 1991**

Minor: Business Administration

**Boston University, Boston, Massachusetts**

**REFERENCES: AVAILABLE UPON REQUEST**



CITY OF PROVIDENCE  
STATE OF RHODE ISLAND  
BOARD OF CONTRACT AND SUPPLY

CERTIFICATION OF BIDDER  
(Non-Discrimination/Hiring)

Upon behalf of Adaptive Minds, Inc. (Bidder's Name),

I, David M. Gecawich (Name of Person Making Certification),

being its President (Title of Person Making Certification), hereby certify that:

1. Bidder does not unlawfully discriminate on the basis of race, color, national origin, gender, sexual orientation and/or religion in its business and hiring practices.
2. All of Bidder's employees have been hired in compliance with all applicable federal, state and local laws, rules and regulations.

Witness my hand, duly authorized on behalf of Bidder, on this    day of April 25, 2011 200

Bidder's Name: Adaptive Minds, Inc.

By: David M. Gecawich  
*David M. Gecawich*  
(Printed Name)

Title: President

City of Providence



Div 8-4(b)  
SENT TO  
STEVE COLMAN  
ON 9/13/13

Rhode Island

Department of City Clerk

MEMORANDUM

DATE: September 12, 2013

TO: Acting Purchasing Director

SUBJECT: RFP FOR CUSTOMER SERVICE SOFTWARE UPGRADE (BLANKET  
2013-2015) – WATER SUPPLY BOARD.

CONSIDERED BY: Board of Contract and Supply

DISPOSITION: VOTED: that the Acting Purchasing Director be authorized to engage Adaptive Minds, Inc., 1643 Warwick Avenue, Suite 101, Warwick, RI 02889, sole bidder, for RFP for Customer Service Software Upgrade (Blanket 2013-2015), in a total amount not to exceed One Hundred Forty Two Thousand Five Hundred (\$142,500.00) Dollars a year, all in accordance with the offer of said firm submitted on July 29, 2013.

cc: Pur.Dir.

Contr. /

WSB

File

City Clerk



552 Academy Avenue  
Providence, RI 02908

401-521-6300

[www.provwater.com](http://www.provwater.com)

Date: August 27, 2013

Honorable Angel Taveras  
Chairman, Board of Contract and Supply  
City Hall  
Providence, RI 02903

Dear Mayor Taveras:

**RE: RFP FOR CUSTOMER SERVICE SOFTWARE UPGRADE FOR PROVIDENCE  
WATER SUPPLY BOARD (BLANKET 2013-2015)**

The Hon. Angel Taveras  
Mayor

Boyce Spinelli  
General Manager

Date Of Bid Opening: July 29, 2013

RECOMMENDED BIDDER:  
(Name and Address)

Adaptive Minds, Inc.  
1643 Warwick Avenue, Suite 101  
Warwick, RI 02889

AMOUNT RECOMMENDED: \$142,500.00/yr

In response to our request for proposal regarding the above entitled, our Department received the following Bids (Please list by low bidder first)

	NAME	BASE	TOTAL
1	Adaptive Minds, Inc.	RI	\$142,500.00
2			
3			
4			
5			
6			

(Additional sheet is ( ) is not (X) attached)

(X) On the basis of said bids, we recommend the low bidder, as identified on line 1 which firm's bid has met the specifications.

( ) On the basis of said bids, we recommend the bidder identified on Line 2 While not the apparent bidder, a review of the bids reveal that it is in the best interest of the City to reject the low bidder(s) because: (Please provide explanation)

Additional sheet is / is not attached  
MINORITY PARTICIPATION 0%

Account Code # 601-140-52120

Respectfully Submitted,

  
Boyce Spinelli  
General Manager

William E. O'Gara, Esq.  
Legal Advisor

Carissa R. Richard  
Secretary

Joan S. Backway  
Member

Andy M. Andujar  
Member

Michael J. Correia  
City Councilman

Michael A. Solomon  
City Council President

Michael L. Pearis  
EX-Officio

Joseph D. Cataldi  
Vice Chairman

Brett P. Smiley  
Chairman

BOARD OF DIRECTORS

Member

Rhode Island Water Works Assn.  
New England Water Works Assn.  
American Water Works Assn.  
Water Research Foundation

An EPA WaterSense Partner

Only Tap Water Delivers



SUCCESSFUL



CITY OF PROVIDENCE  
STATE OF RHODE ISLAND  
BOARD OF CONTRACT AND SUPPLY

BID ENVELOPE

<b>Addressed To:</b>	Board of Contract and Supply Department of City Clerk City Hall, Room 311 Providence, RI 02903
<b>Name of Company:</b>	Adaptive Minds, Inc.
<b>Bid Description:</b>	RFP FOR CUSTOMER SERVICE SOFTWARE UPGRADE FOR PROVIDENCE WATER SUPPLY BOARD (BLANKET 2013-2015)
<b>Bid:</b>	See enclosed bid and associated proposal.



CITY OF PROVIDENCE  
STATE OF RHODE ISLAND  
BOARD OF CONTRACT AND SUPPLY

BIDDER'S BLANK

Name of Company:	Adaptive Minds, Inc.
Agrees to bid on: Items to	<u>RFP FOR CUSTOMER SERVICE SOFTWARE UPGRADE FOR PROVIDENCE WATER SUPPLY BOARD</u> <u>(BLANKET 2013-2015)</u>
Date of Award:	
Total Amount in Writing:	a minimum of one hundred and forty-two thousand dollars per year, and a maximum of one hundred and forty-nine, seven hundred and sixty dollars for fiscal years 2014 and 2015
Total Amount In Figures:	A minimum of \$142,500 per year, and a maximum of \$149,760

Additional Bidding Details: See attached proposal.

Federal ID# or Social Security #:	05-0505394
Signature:	<i>Daniel M. DeCarus</i>
Title of Person Signing:	President
Firm Name:	Adaptive Minds, Inc.
Address:	1643 Warwick Avenue #101, Warwick, RI 02889
Phone #:	(401) 398-7601
Delivery Date:	Fiscal years 2014 and 2015
Name of Surety Company:	The Hartford and ACE-American

Purchasing Department, City Hall, Room 305, Providence, RI 02903, (401) 421-7740 ext. 261/751-003 (TDD)

**Bidder's Blank**

**July 1, 2013 – June 30, 2014**

Hourly Rate (Normal Working Hours)

\$120.00 (see attached Proposal Pricing)

Hourly Rate (Other than Normal Working Hrs)

\$125.00

**July 1, 2014 – June 30, 2015**

Hourly Rate (Normal Working Hours)

\$120.00 (see attached Proposal Pricing)

Hourly Rate (Other than Normal Working Hrs)

\$125.00

Vendor Name:

Adaptive Minds, Inc.

Tel No: (401) 398-7601

Address:

1643 Warwick Ave #101

City - State:

Warwick, RI 02889

*DMJ*



Part E.

**MBE/WBE PARTICIPATION WAIVER REQUEST FORM**

Name of Bidder: ADAPTIVE MINDS, INC.

Address: 1643 WARWICK AVENUE #101, WARWICK, RI 02889

*DR*

Phone Number(s): 401-398-7601

Contacting Agency: PROVIDENCE WATER SUPPLY BOARD

Contract Number: \_\_\_\_\_ Bid Due Date: JULY 29, 2013

Goals on this contract:      % MBE      % WBE

I have achieved      % MBE      % WBE

I am requesting a waiver of      % MBE      % WBE

I have contacted the M/WBE Office for assistance Yes  No (check one)

Number of MBE Firms Contacted:      (Attach a list of names)

Number of WBE Firms Contacted:      (Attach a list of names)

Explain why a waiver is being requested: To offer competitive bid for this part-time contract, bidder will use its highly specialized staff and designees.

Attach documentation of your good faith efforts to contact, negotiate and secure MBEs and WBEs, including:

1. The reasons why your company is unable to secure sufficient MBE/WBE participation to meet the stated goals.
2. The efforts made by your company to select portions of the contract to be performed by MBEs and WBEs.
3. For each MBE or WBE that placed a bid that you consider to be unacceptable, a statement that explains the basis for that conclusion.
4. Submit this form to the City of Providence MBE/WBE Office for signature and approval by either the MBE/WBE Compliance Officer or the MBE/WBE Coordinator. All requests must be made at least four (4) days prior to the bid opening date.

Signature of M/WBE Officer or MBE/WBE Coordinator \_\_\_\_\_ Date \_\_\_\_\_

Printed Name: \_\_\_\_\_



MINORITY AND WOMEN'S BUSINESS ENTERPRISE PROGRAMS  
MINORITY AND WOMEN PARTICIPATION REQUIREMENTS

NAME OF BIDDER: ADAPTIVE MINDS, INC. *DM*

ADDRESS: 1643 WARWICK AVENUE #101, WARWICK, RI 02889

PHONE NUMBER: 401-398-7601

INTERESTING AGENCY: PROVIDENCE WATER SUPPLY BOARD

CONTACT PROJECT TITLE: RFP for Customer Service Software Upgrade for Providence Water  
(Blanket 2013-2015)

\_\_\_\_\_ JULY 29, 2013 \_\_\_\_\_

Bid Due Date: \_\_\_\_\_

Goods: Y/N \_\_\_\_\_ % W/B \_\_\_\_\_ %

MINORITY AND WOMEN PARTICIPATION BUSINESS INT WITH THE BID

FOR MORE INFORMATION CONTACT WITH THE SUPPLY BOARD CONTACT

Mr. Ronald Ferguson  
Purchasing Officer, Bid 13041  
Purchasing Department  
25 Dorrance Street  
Providence, Rhode Island 02903  
(401) 421-7740 EXT. 603  
[RUF@PW.SUPPLYBOARD.COM](mailto:RUF@PW.SUPPLYBOARD.COM)



Part F:

**SUBCONTRACTOR UTILIZATION FORM**

**THIS FORM MUST BE INCLUDED WITH REQUEST FOR FINAL PAYMENT**

Prime Contractor's Name: ADAPTIVE MINDS, INC.

Contract Title: RFP for Customer Service Software Upgrade for PWSSB (Blanket 2013-2015)

Contract Number: 218

Total Contract Amount: \$ \_\_\_\_\_

Provide the following information for EACH AND EVERY Subcontractor, both MBE/WBE and Non-MBE/WBE companies used on this contract. (Duplicate this page, if necessary.)

Name of Subcontractor	Goods or Services Provided on Subcontract
Race / ethnicity and sex of subcontractor's owner	Dollar amount of subcontract
Dollar amount paid to date	If amount paid is less than subcontract dollar amount, explain why.
Name of subcontractor	
Name of subcontractor	

Note: please list the race or gender of MBE/WBE only.



*Customer Service / Billing Software Upgrade /  
Technical Support for Providence Water Supply Board  
(blanket 2013-2015)*

*Proposal Document*

By Adaptive Minds, Inc., a Rhode Island corporation.



**ADAPTIVE MINDS**

Sunday, July 28, 2013

Prepared by Adaptive Minds, Inc. for Providence Water Supply Board  
Adaptive Minds, Inc., 1643 Warwick Avenue, #101, Warwick, RI 02889  
Phone: (401) 464-8080; Fax: 888-900-8027

Federal Tax Id: 05-0505394

Adaptive Minds, Inc. is a best-practices technology services firm that develops custom utility billing systems, client/server, Web, mobile and database solutions and successful e-business strategies that yield quantified, cost-effective results.

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## ***Introduction***

This document proposes that Adaptive Minds Inc., a Rhode Island software consulting corporation that specializes in customer financial database systems, assist Providence Water Supply Board, in the development and support of its customer service software system (Customer STAR), its Oracle databases and its web-based Intra-Net applications to meet the requirements of MIS and Customer Service requirements.

### **Project Description**

The proposed project is the delivery of software and database technical support, enhancements and new developments for the existing Providence Water customer service system, the related Oracle databases and intranet web site applications.

### **Goals and Objectives**

The three essential goals are:

1. Deliver ongoing technical support of:
  - a. Providence Water's Customer Service and Billing (Customer\*STAR) software system.
  - b. Providence Water's Customer Service and Billing (Customer\*STAR) Oracle databases.
2. Deliver enhancements to the Customer\*STAR system in various areas, including but not limited to:
  - a. Integration of GIS software into and out of Customer STAR.
  - b. Linking and system integration of dwelling codes to rates.
  - c. Improve and enhance online bill presentation and payment features.
  - d. Strengthened validity checking to preserve data integrity problems that cause customer service and billing issues, including addresses and meter information consistency checks with GIS standards.
  - e. Improvements to the bill collection modules to support the requirements of ongoing collections improvements, including improvements to interest calculation and collections modules.
  - f. Improvements to financial database tables and system processes to provide better tracking of financial data.
  - g. Migration of system modules to web-based Intranets to facilitate easier access by users to modules from anywhere on the enterprise, and to centralize MIS administration of modules.
3. Deliver enhancements to Providence Water Intranet web site by converting the Intranet to a Linux based Java web.

## Proposed Solution

To accomplish the specified project goals, Adaptive Minds will staff this project with the following qualified individuals:

- (1) David Gecawich, who is a Sun Certified Programmer with a Bachelors degree in Computer Science and qualified to perform the following work as required by the RFP:
  - o Sr. PowerBuilder Client/Server Developer
  - o Oracle DBA and Oracle Database Developer - UNIX
  - o Sr. Web Database Developer - Java, JSP, D/HTML, AJAX, Servlet, HTTP and ASP
  - o Customer STAR 3 Software Developer (with PWSB customizations)
  - o CSTAR 3 DBA (with PWSB customizations)
  - o PWSB Servicelink / WebCAST / CSTAR Web Service Architect/Developer
  - o GIS/CSTAR Integration Developer
  - o Hansen Database Integration Technician
- (2) Scott Martin, who has a Bachelors degree in Computer Information Systems, has over 10 year's experience with Java and is qualified to perform the following work as required by the RFP:
  - o PWSB Servicelink / WebCAST / CSTAR Web Service Architect/Developer
  - o Sr. Web Database Developer - Java, JSP, HTML and ASP
  - o Sr. WebCAST IDE/Server Developer
  - o Oracle Database Developer
  - a. Customer STAR Database Developer
- (3) Chris Thompson, who is a Sun Certified Programmer with a Bachelors degree in Computer Science and qualified to perform the following work as required by the RFP:
  - o Sr. PowerBuilder Client/Server Developer
  - o Oracle Database Developer
  - o Sr. Web Database Developer - Java, JSP, HTML, JavaScript and ASP
  - o Customer STAR Software Developer
    - a. GIS Developer
- (4) Patrick Wynne, who is a Sun Certified Programmer with over 10 years of experience in software systems development and is qualified to perform the following work as required by the RFP:
  - o Sr. Web Database Developer - Java, JSP, HTML and ASP
  - o Oracle Database Developer
  - o GIS/CSTAR Integration Developer
  - o PowerBuilder Client/Server Developer
  - o Customer STAR Software Developer
- (5) Richard Spaziano, who is a seasoned Programmer with over 10 years of experience in software systems development and is qualified to perform the following work as required by the RFP:
  - o Customer STAR Software Developer - over 2 years experience programming Providence Water's Customer STAR in PowerBuilder
  - o PowerBuilder Client/Server Developer - 10 years experience programming, supporting or managing Powerbuilder and related systems at MetLife and Oracle Database Developer
  - o GIS/CSTAR Integration Developer
- (6) Senior Consultant, to be named by Adaptive Minds, contingent upon the review and approval of the MIS manager of Providence Water.

## Contract Type and Pricing

**Contract Type:** Adaptive Minds, Inc. offers that the proposed be a time and materials project, billed based on an hourly schedule proposed in the following section.

**Contract Pricing:** Adaptive Minds has determined that:

- The scope of work requires technical skills that vary greatly, ranging from Powerbuilder to Java, JSP, Linux, HTML, Javascript to Oracle/DBA to VB and ASP.
- Size of the system is medium (300,000 bills per year) and number of bills will quadruple in 2013-2015 period, growing to over 1 million bills per year as part of conversion from quarterly to monthly billing.
- Expected integration requirements with other systems such as Servicelink, GIS and e-Commerce will increase by 20-40% in fiscal year 2013-

Adaptive Minds has analyzed the requirements, numerous systems and various advanced technical skills required for this support contract. As a result, AMI has determined that:

- The scope of work requires up to 3 qualified senior consultants to perform the following roles on a part-time basis for an minimum of 95 hours per month, on average, and a recommend number of hours of 104 hours per month, on average:
  - Sr. PowerBuilder Client/Server Developer
  - Oracle DBA and Oracle Database Developer - UNIX
  - Sr. Web Database Developer - Java, JSP, HTML and ASP
  - Customer STAR Software Developer
  - GIS Integration Developer

- **AN AVERAGE OF 104 HOURS / MONTH WERE WORKED BY ADAPTIVE MINDS, INC. IN FY 2013.** The estimated recommended required hours per month for FY2014 and FY 2015 is 104 hours per month, on average, **BASED UPON BOTH NEW PROJECTS INCLUDING MONTHLY BILLING, E-Bill Presentation, Itron ERT ID Conversion, Billing Postal Full Service Conversion, and EXISTING SYSTEMS TECHNICAL SUPPORT** to sustain operations of Customer STAR 3, WebCAST, AMR, MV-RS, Lead Tracking System, Servicelink, GIS, Hansen Oracle Database systems, as well as account for any potential MIS resource transitions in FY 2014 and 2015.
  - The resulting total cost of the proposed project will be a minimum of \$142,500 per year, not to exceed \$149,760, to be started within 30 days of purchase order approval. The cost is calculated in the following pricing schedule:

Hours Per Month	Months Per Year	Total Hrs Per Year	Regular Hourly Rate	List Price Per Year	Discounted Hourly Rate	Discount Per Year	Price Per Year
95	12	1,140	\$150	\$171,000	\$125 / hr 16% off	-\$28,500	\$142,500
* 104	12	1,248	\$150	\$187,200	\$120 / hr 20% off	-\$37,440	\$149,760

\* **RECOMMENDED OPTION:** This is the recommended option and best value for PWSB. At 104 hours per month, Adaptive Minds, Inc. has not increased its rates. While inflation, healthcare and operating costs have risen, PWSB will receive the same all inclusive rates for highly technical support services as the last RFP two years ago.

## Business Justification

- Ongoing operation and technical support of billing and meter reading system that bills \$60 million in revenue annually. The net result is that PWSB pays approximately a quarter of 1% in technical support costs, AND MUCH OF THE SUPPORT ARE PWSB SOFTWARE CUSTOMIZATIONS that are required as part of its specific needs (i.e. Servicelink integration, GIS integration, PUC rate filings, bill redesign etc.).
- The interest automation software developed by Adaptive Minds, Inc. creates income of \$300,000 and \$500,000 in charges annually. There is an approximate risk that 2/3 or \$200,000 - \$333,000 of interest charges will not be charged if monthly billing is performed improperly. Adaptive Minds, Inc. is confident that it can guide PWSB to the path to substantially reduce that risk and preserve and maximize legitimate interest charges.
- The PWSB bills are presorted by USPS certified software (aka Satori) configured and customized by AMI, resulting \$31,000 per year in bulk mail discounts and paving the way to e-bill presentation in electronic format. The USPS bulk discount savings could rise to \$124,000 per year when PWSB converts from quarterly to monthly billing, and additional savings with e-bill presentation. AMI's extensive experience in USPS certified presorting, monthly billing analysis and e-bill presentation will reduce costs by at least \$124,000 in bulk mailing costs annually.
- Ongoing urgent technical support for sustained operation of DOH-mandated water quality lead tracking system/reporting, yearend audit system/reporting and Servicelink systems. Oracle DBA support and disaster recovery support for CSTAR, Hansen, GIS and Servicelink systems.
- Once Providence Water has awarded a bid, Adaptive Minds will allocate resources for the required average hours per month based upon the total award of bid.
- Some months may require more than 104 hours; other months may require less than 104 hours, but the estimated average is 104 hours per month.

This price does not take into account any hardware or software that might be purchased by Providence Water, nor does it include any reimbursable expenses such as (but not limited to): travel, shipping, transportation, meals and accommodations. Adaptive Minds will notify Providence Water before incurring expenses, and will invoice periodically for expenses.

## Maintenance

Adaptive Minds anticipates no new maintenance requirements on the software other than those that presently exist on the current software and database system. However, maintenance may be required in the future for reasons including, but not limited to, feature enhancements, database modifications, power failures, system outages and business need changes due to business growth, procedures changes and third party product additions and changes in the Providence Water business or physical environments that are different from the environments at the time of deployment.

## Terms

Adaptive Minds proposes net 45-day terms. Payments received after 45 days may delay any work and schedules under the project.

Invoices are submitted weekly or monthly, as agreed upon with PWSB. All invoices are accompanied by supporting detail time activity logs.

## **Assurance/Overage**

Adaptive Minds will make its best effort to adhere to the cost estimates set forth in this proposal and other definition documents. If Adaptive Minds has reason to believe that a cost estimate may be exceeded, it shall promptly inform Providence Water.

In the event of any new or unexpected deliverables that are required by Providence Water after the project has begun, Adaptive Minds will provide estimates and will be available to complete the work on an hourly basis. Work done outside of this project will be completed at a flat rate of \$125 per hour.

Adaptive Minds will do the best of its ability and experience to competently, loyally, diligently and conscientiously perform all of the duties required under this proposal.

## **Capabilities and Expertise**

Adaptive Minds, Inc. is a software services firm that offers a solutions-based approach to help clients create and support innovative system, web, client/server and database strategies and implement their own scalable electronic business that thrives in the new economy.

Adaptive Minds, Inc. has been providing quality client/server Oracle systems support since 1997. We have built over 30 systems from conception, and performed major enhancements on over 35 systems for a variety of industries throughout North America, including Providence Water. We have an excellent reputation for quality, reliability and service, and all of our solutions are designed and engineered in the New England region of U.S.A.

**Qualifications:** Adaptive Minds is a professional services corporation consisting senior team of Internet, client/server and database professionals offering multi-disciplined set of talents including:

- 16 years software programming and database expertise in **Customer\*STAR v1.0, v1.2, v2.x and v3.x** (32-bit extension) including extensive and forensic analysis and programming of modules used for billing, customer service, reporting, meter inventory, meter reading, financial transactions and **web-based bill presentment**.
- 18 years software programming experience in **PowerBuilder**, including PowerBuilder versions 11.5, 10.x, v7.x, v4 and v3.
- **Sun Certified Programmers in Java**, and over 15 years of experience in Java web-based architecture, design and programming, dating back to the beta version of Java Servlet API.
- Over 30 combined years of large databases, and **Oracle DBA** installation, configuration, performance tuning, backup, and restore experience in Oracle 7.x, 8i, 9, and 10g.
- 21 years experience working with multiple network operating systems including SLES Linux, RedHat Linux, HP-UX, NT and Novell.

## **Organizational Profile**

**Company History:** For more than 12 years, Adaptive Minds, Inc. has specialized in providing professionally architected and implemented software, web, mobile and database technology solutions. Adaptive Minds, Inc. was incorporated in Rhode Island in 1999. Adaptive Minds, Inc. is a best-practices technology services firm that develops custom client/server, Web and

database solutions and successful e-business strategies that yield quantified, cost-effective results.

Adaptive Minds adapts quickly to the ever-changing technology marketplace by providing agency quality service - at substantially less overall than agency prices. Agencies typically provide many resources (a project manager, a DBA, a programmer, a network admin), paying for idle time of resources in between tasks. By having broad advanced skills, one or two AML resources can perform the job of 4-5 big agency contractors for far less, resulting in substantially reduced overall contract prices and more efficient use of resource. This has been accomplished by building Adaptive Minds without any venture funding. Adaptive Minds is entirely self-funded and remains completely self-capitalized, relying solely on its successful client relationships to fund growth. This growth strategy has paid off.

**Client Roster:** Ultimately, Adaptive's relationships are all based on contract terms. All clients of the company are at any time in "Project" status, meaning that Adaptive maintains client relationships via Contracts, which leads to one or many Projects per client. It is Adaptive's policy to only allow a select few clients simultaneous Project status.

We pride ourselves in establishing long-term, productive and successful relationships with our clients. Please feel free to contact the individuals below to hear firsthand about their experience with Adaptive Minds:

**References**

John Chenard  
 CTO, Providence Equity Partners (former CTO of Mariner1.com)  
[john@broadspjn.com](mailto:john@broadspjn.com)  
 (401) 741-3636

Ms. Michele Jamieson  
 Project Lead / DBA Manager  
 CVS Corporation  
[mjamieson8@cox.net](mailto:mjamieson8@cox.net)

Murali Menon  
 VP of Engineering, ConnectTerra  
 ConnectTerra  
[murali@connecterra.com](mailto:murali@connecterra.com)  
 (617) 441-2213

David Dadekian, CTO  
 NibbleBox  
[nibblebox.adaptiveminds.com](mailto:nibblebox.adaptiveminds.com)  
[dd@soundstight.com](mailto:dd@soundstight.com)

*Former VP of Engineering, Ariba, Inc.*

**Client Conflicts:** Adaptive Minds, Inc. is a wholly owned, private software services firm with a largely confidential client list. Adaptive Minds' existing relationships with other clients have no conflicts with Providence Water business.



STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS  
Office of the Secretary of State

James R. Langevin, Secretary of State

**COPY**

The Office of the Secretary of the State of Rhode Island and Providence  
Plantations, HEREBY CERTIFIES, that

*Adaptive Minds, Inc.*

a Rhode Island corporation, filed original articles of incorporation in this  
office on the nineteenth day of May A.D., 1999; and

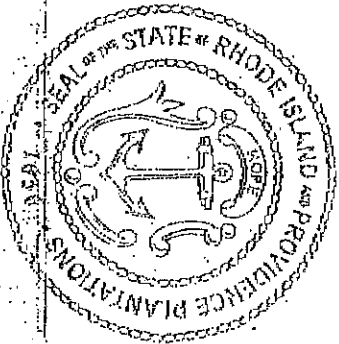
IT IS FURTHER CERTIFIED that said corporation is now of record and in  
good standing in this office.

SIGNED AND SEALED this nineteenth  
day of May A.D., 1999.

*James R. Langevin*

Secretary of State

BY *Debra Ostroff*





Bill Richardson, Vice President and General Manager of Sun Educational Services

Scott McNealy, President, Chairman, and CEO of Sun Microsystems, Inc.

On February 25, 2002

FOR THE JAVA™ 2 PLATFORM

SUN CERTIFIED PROGRAMMER

HAS FULFILLED ALL REQUIREMENTS AS A

David M Gecawich

SUN CERTIFICATION







M

# SUN CERTIFICATION



Christopher Thompson

HAS FULFILLED ALL REQUIREMENTS AS A

SUN CERTIFIED PROGRAMMER

FOR THE JAVA™ 2 PLATFORM

On February 22, 2002

Scott McNealy, President, Chairman, and CEO of Sun Microsystems, Inc.

Bill Richardson, Vice President and General Manager of Sun Educational Services

**DAVID M. GECAWICH**  
Vicinity of Providence, RI

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## SUMMARY

Dave is an IT professional with 25 years of software architecture, design, development and management experience, including 18 years of client server development and 14 years of Java EE experience. Dave is Sun Certified in Java 2. He has a Bachelor's degree in Computer Science from Marist College where he was Class President. A veteran of IBM Corporation, Dave has developed software on over a dozen Java EE systems, performing full lifecycle roles on the web, web service and mobile tiers, business and integration tiers and resource and database tiers. He also has solid team lead ability, analytical skills, and communication skills. He has experience with multi-tier, scalable, secure application design, development, architecture and deployment, object-oriented analysis and design, infrastructure and frameworks; database design, infrastructure and implementation; GUI design, team mentoring and teaching experience. Dave's experience and strong work ethic would make him a welcome addition to any team.

## TECHNICAL SKILLS

- Design Methodologies: UML, RUP, Agile, Scrum and Entity-Relationship (ER) Modeling
- Languages: Java, SQL, XML, PL/SQL, Transact-SQL, XHTML, JavaScript, C#, C, C++, Perl, PHP
- Middleware: Websphere, WebLogic, JBoss 4-7, Java EE 6, Glassfish, EJB2-3, Apache, Tomcat, J2EE, LDAP, JBoss 4-7, Spring Data/Core/Test/AOP/Web/etc., Multiple ORM tools, Hibernate 3+, JDBC, JMS, VMWare, Sockets
- Web: AJAX, DWR, CSS3, HTML5, jQuery, JSON, JSP, Servlets, XML, D/HTML, XHTML, JSF, REST, SOAP, Aplets, J2ME, WAP/WML
- Databases: DB2, Oracle 7-11, SQL Server 7-2008, Sybase, MySQL, Access, PostgreSQL
- Security: Java EE Web and EJB authentication and authorization; permission, role and row level authorization frameworks
- Operating Platforms: UNIX, Linux, Windows, Mac
- Other: JIRA, Rational Rose, E-R-Win, MS Project, Cocobase, Toplink, JBuilder, Eclipse, Oracle DBA Tools, Satori, StructureBuilder, Visual Basic, PowerBuilder, Perl, Delphi, CVS, VSS, PVCS, Assembler

## EDUCATION

- B.S. - Computer Science (*Cum Laude*) - 1989, Marist College, Poughkeepsie, NY, Minor: Mathematics; Major GPA: 3.54
- SUN Certified Programmer, Java 2 Platform, SUN Microsystems, 2002
- IBM Certified Systems Programmer, Experienced Programmer Education, IBM Corporation, 1990,
- Other: Class President at Marist College (1987-88), C/C++ Brainbench Certification (2002)

## EXPERIENCE

Adaptive Minds, Inc. – Principal Consultant, East Greenwich, RI (1999 – Present)

- Principal Java EE Developer and Architect at Providence Water Supply Board, Rhode Island. (Sep 2009 – Present)  
*Technologies Used: Java, PowerBuilder v3-11.x, SQL, Oracle, JSP, Javascript, CSS, AJAX, Junit, Struts, Java EE, JBoss, Tomcat, UML, Hibernate, Ant/Maven, Eclipse, XML, Web Services, Spring, Jasper - Web Based Financial and Mobile Order Systems*  
Work with product owner, users & developers to define functional and non-functional requirements for a web-based automated invoicing and payment processing system that delivers over \$60M and 300,000 HD statements annually. Work hands-on with developers, MIS management and business to perform iterative object oriented analysis and design, create UML diagrams and write Web Service APIs to model business domain and service requirements. Design and develop complex use cases, end to end, including (a) JavaEE, web services, JSP/Struts MVC user interfaces and Jasper reports, (b) middle-tier classes for Commands, Services, DAOs, Spring/Hibernate mappings on JBoss5 and Tomcat, and (c) designed Oracle tables and constructed complex SQL. Lead other developers by example. Incorporate non-functional requirements into design and code so system is scalable, reliable, maintainable, portable, fast and secure. Do code reviews. Standardized Eclipse, Ant and JBoss developer environment for max productivity and replication to other developers. Lead development of CIS web service subsystem for a ServiceLink mobile field service order system, including design and coding of multiple Java EE web services, XML and XML Schemas. Also, enhance Java Swing customer finance application. Create fixes and enhancements to billing system in a blended combination of client/server PowerBuilder 11.x and Java EE components.

- Senior Java EE Developer at leader in IP Video & Security Surveillance Intelligence Systems, MA. (Nov 12 – Present)  
*Technologies Used: Java, SQL, Agile, Scrum, Spring3 Core/TestNG/Data Access/AOP/Web/etc, Hibernate with Annotations, AJAX, Reverse AJAX (DWR), jQuery, CSS3, TortoiseSVN, Subversion, Javascript, Dreamweaver CS6,*

JSP, Eclipse Jmm

Agile Scrum: groom backlog, assist PO and team in understanding scrum, help guide Sprint Planning Meetings in producing estimates with scrum cards, task list and sprint backlog. Participate in daily standups answering 3 key questions (yesterday, today, blockers). Develop and debug code in IntelliJ, dynamic, contemporary desktop-like web application end-to-end including extensive JavaScript, CSS, jQuery, AJAX and DWR that interact with middle-tier Java EE server and Spring managed components; use Test Driven Development (TDD) to develop Spring TestNG unit tests and write DAOs using Spring/Hibernate.

- **Principal Java EE Developer & Architect** for Credit and Sales Information Bureau (Dun & Bradstreet competitor), Providence, RI (2006 - Aug 2009)

*Technologies Used:* JavaEE, JBoss, SQL Server, UML, Hibernate, Ant, Eclipse, XML, Web Services, JasperServer  
Hands-on team lead in OOAD and development of secure JavaEE systems which provide financial web services, web-based back office administration and web reports on commercial businesses. Developed front end in JSP/Servlet/Struts and web services, multi-tier business logic using frameworks and design patterns (Hibernate, Services, DAO, Domain etc.), backend ER design and forward engineering to SQL Server and JUnit Test suite creation. Administered JBoss, developed high-end business intelligence reports in Jasper, outputted to PDF, HTML, Excel or Text. Interacted with management, customer's partners and clients and authored documentation of requirements, design and UML diagrams, and user-level Web Service API documentation.

- **Technical Architect & Senior Java EE Developer, GTECH**, West Greenwich, RI (Nov 2003 - 2006)  
*Technologies:* Java EE, WebSphere, JBoss, DB2, RUP, UML, Hibernate, Ant, Eclipse, CVS, Junit, JSP, HTML, CSS  
Design and development of web-based Java EE distributed international lottery applications which are deployed to WebSphere, DB2 and MS SQL Server. Lead OO Analysis and Design, create UML diagrams and produce technical specifications. Develop Java EE classes that meet the requirements defined in use cases and leverage enterprise frameworks. Design and develop application frameworks for Hibernate and database persistence layer, application extension framework for multi-site customizations and exception handling framework. Work with Architect, Project Manager and Technical Leads to provide overall release object design for releases 8, 9, 10, 11 and 12 using UML class and sequence diagrams, and to completed all phases of use case development and JUnit testing for 20 use cases.

- **Technical Architect & Senior J2EE Developer, CVS Corporation.** (Apr-2002 - Jun 2003)  
*Technologies Used:* J2EE, JSP, Struts, EJB, RUP, UML, ORM, Cocobase, LDAP, iPlanet/SunONE, Ant, PVCS, JUnit  
**Architecture:** Served as Technical Architect for the Inception, Elaboration and Construction phase of the development of a J2EE Inventory Stock Ledger system which managed Gross Margin and Shrink for \$40B system managed by Finance. Worked with Enterprise Architects to incorporate into project non-functional requirements for performance, scalability, availability, enterprise constraints and policies. Mentored developers and OO designers on design and impact of decisions on the big picture. Created System Arch Spec.  
**Design:** Served as lead object-oriented designer for use cases. Performed iterative business domain and process analysis and modeling to arrive at class and sequence diagrams for use cases and horizontal class infrastructure using design patterns and Rational Rose for UML modeling. Forward and reverse engineered designs into Java 2 presentation and business tier class source code for implementation by developers. Met with developers to review and iterate web-tier and middle-tier class interfaces. Create mock unit tests to validate design and published source to PVCS for implementation by developers.  
**Development:** Integrated corporate enterprise frameworks, developed security, lookup and HTTP session application frameworks; developed the first collection of well-documented, Java classes for developers to use as a reference implementation, including Session and Entity EJBs for business tier and integration tiers, JSP/Struts classes for the presentation tier and several of the complex application frameworks (facades, managers, mediators, factories etc.) that were reused by all use cases. Distributed, reviewed and mentored developers on each new release, evolving development team standards in the process.

- **Architect & Principal Software Engineer, Textron**, one of America's best-performing Fortune 500 companies, Providence, RI (Oct-2001 - Mar 2002)

*Technologies Used:* J2EE, JSP, Java Servlets, LDAP, iPlanet and DB2

**Architect** system design and create UML for a brand asset management Java 2 EE web portal application on UNIX, targeted at automating and consolidating the brands for numerous worldwide Textron subsidiary web sites, including subsidiaries Bell Helicopter and Cessna Aircraft. **Design** a object-oriented framework with well-documented, reusable Java components for user-registration, secure authentication and authorization, auto-email generation, and user profile searches. Designed common object interface that works with both LDAP and relational user databases. **Lead analysis and design meetings** with customer management, staff and development team. Assign roles and responsibilities. Track schedule, monitor team progress, and report weekly status to management to drive project to delivery. **Develop** the J2EE web application using open standards technologies including JSP, Java Servlets, LDAP, iPlanet, and JDBC.

- **City of Providence** (Jun 98 - Jun 99; Aug 2001 - Oct-2001)  
*Customer Management Web - Java, JSP/Servlets, AWT/Swing, J2EE, Oracle and PowerBuilder*  
**Senior Software Engineer**  
Designed, developed and deployed a data warehouse in Oracle on UNIX, and developed a Java 2 EE web application that centralizes the financial ledger reporting of customer billing, collections and receivables for the financial, commercial services and engineering lines of business. Developed Java Swing customer information application.
- **Ariba, Inc.**, Burlington, MA ( April 2000 - July 2000; Oct 2000 - May 2001 )  
*B2B Online Auction Web Portal - J2EE, JSP, XML, XSLT and Oracle*  
**Web Architect and Senior Software Engineer** for Arriba, Inc., the leading global provider of B2B and open commerce solutions. Architected the web framework requirements for the redesign of the B2B e-procurement web product (sourcing.ariba.com) using Java, Oracle and WebLogic on Sun Solaris.
- **Cirrus Wireless, Inc.**, Lowell, MA (May 2001 - Aug 2001 )  
*PD4 & Cell Phone Wireless Location Based System (LBS) - Java, XML, J2ME & SQL Server*  
**Software Architect and Senior Developer** - deigned, developed and deployed a wireless data-application-builder framework based in Java, and then used that framework to build the wireless mapping application offered by Mapscape.com, using XML as the sole messaging protocol. (Java 1.2, XML, J2ME, WAP/WML, SQL Server, JSP, SuperWaba, Palm OS, WinCE). Design and develop a J2ME application that runs on Motorola cell phones and uses serial communications to receive GPS data points (latitude, longitude, speed, altitude, heading) in a multi-threaded embedded application, and then transmit the location data over the Internet wirelessly to an HTTP server that maps the data for fleet management.
- **Enigma Media, Inc.**, New York, NY (Jul-00-Sep 00)  
*Online Digital Entertainment Web - J2EE, JSP and Oracle*  
**Senior Software Developer and Project Manager** for entertainment e-portal founded by Doug Liman (director of motion picture hits "Go" and "Swingers") and Doug Barris (developer of television series "Providence", "Everyone Loves Raymond" and "Will and Grace"). Led the development of two large J2EE and Oracle web entertainment e-portals made of reusable, scalable front-end JSP, middle-tier EJB objects and Oracle 8i database for complex web user registrations, browser-based file uploads, content searches, people directory searches, email responder messaging, content management, web-based employee workflow management and live radio station streaming. Designed and developed J2EE compliant web security implementation. *Project Manager* - Met with executives, analyzed business requirements and developed detailed project plan. Created online project collaboration web site. Assigned roles and work. Reported status and drove project to on-time delivery.
- **Mariner1.com**, Newport, RI (Dec 1999 - April 2000 )  
*Online B2C Boating Web - J2EE and Oracle*  
**Senior System Developer & Architect** for on-line boating company that pioneered B2C online consumer reporting for the boating industry. Architected the web, middle-tier and database requirements for a large Java 2EE and Oracle web application that is an online portal for boaters. Designed and implemented database in Oracle 8i using entity-relationship modeling. Developed JavaBeans, JSP, Servlets, JavaScript and HTML for the numerous online search modules including anything you want to know about boat models, boat dealer locators, mariner locations, boat reviews, boat repair shops, weather, marine forecasts, message boards, maps/driving directions and a simple yet powerful wizard that chooses the right boat for you (using a complex proprietary configuration algorithm). Led the full lifecycle development, including vendor product coordinator, team assignment and weekly status reports.
- **SupplierMarket.com**, Waltham, MA ( Aug 99 - Nov 99 )  
*Online B2B e-Procurement Portal - Java Servlets, JSP, AWT and Oracle*  
**Senior Web Developer & Web Architect** in the full lifecycle of e-procurement web portal. Helped spearhead launch of site that streamlines supply chains and matches buyers and suppliers for build-to-order manufacturing contracts. The site was featured in INFORMATIONWEEK and on the cover page of InternetWeek on week of October 18, and in less than 8 months, was acquired for approx. \$600M. Designed web application web security, directory architecture, JSP naming schemes, database access and object persistence framework and web component interfaces for middle-tier Java data access and business logic components. Developed middle layer Java data access components that perform CRUD (create, retrieve, update and delete) operations on Oracle using object-to-relational mapping. Developed JSP, Servlets, HTML forms and JavaScript for web modules for dozens of use cases. Developed Java GUI applet that performed advanced AWT image and document viewing, printing and scrolling. Synchronized and stress tested subsystem code to make thread safe in a multi-tier, multi-threaded architecture.
- **KeySpan**, Waltham, MA (Jun 1999 - Jul 1999)  
*Intranet Billing Meter Reading Site - Microsoft COM/ActiveX/ASP and Oracle*  
**Lead Web Developer** with AMR Corp, a subsidiary of KeySpan - the largest natural gas distribution company in the

Northeast – to launch an IntraNet application on-schedule in 45 days. Designed and developed a data-driven Intranet application targeted at water utility organizations that manages the Oracle billing interface of a mobile meter reading system. Developed ASP and COM application modules that automate the upload and download of data across the web between an Oracle billing system and mobile meter reading devices.

- **eSped.com** (Apr 1999 - May 1999)  
*Online Government Forms Web Application - Microsoft ASP, COM and SQL Server*  
**Senior Software Engineer** - Design and develop web-based application for Application Service Provider that performs forms automation, data management and high-quality government forms reporting in HTML and PDF. Architected web security, directory scheme, middle-tier component subsystems and database using E-R modeling and UML. Developed COM code that performs SQL database access to SQL Server. Developed web based ASP, server-side JavaScript, HTML and COM modules that dynamically generate high-quality reports in PDF or HTML format.

- **Art of Software, Inc** (1993-1995 p/t)  
*Commercial Project Management Application*  
**Lead Software Engineer** for a project management application that was tailored for object-oriented software projects. The application was promoted by James Rumbaugh, often credited as the co-founder of object orientation, with his bestseller book "Object-Oriented Modeling and Design", and published by Prentice Hall. In use at fortune-level companies like AT&T and Anderson Consulting, this application is best described as a Microsoft Project tailored for object-oriented projects. Developed the Visual Basic code, SQL programming and relational database for system modules that automate project management, team member creation, role and responsibility assignment, schedule and Gantt chart creation, and expert system document filtering, viewing and printing. Trained extensively by design architects in the areas of OOA, OOD and database design.

**Tarnell, LLC**, Providence, RI (1994 - May 1999)

- **Senior Software Engineer & Systems Manager** – Visual Basic, SQL Server, Oracle, ER/Win, Delphi and PowerBuilder  
Provided commercial software development, architecture and technical strategy to this nationally recognized Dun & Bradstreet competitor that provides Plastics and Chemical industry sales lead generation software and databases and credit approval databases and software.
- **Sales Force Automation (SFA) Commercial Application (DSS) - Delphi, SQL Server and Oracle**  
Designed, developed and managed client/server application that was the company flagship lead generation software and sales database (TIPs) targeted at fortune-level chemical & plastics suppliers. Designed the database using entity-relationship modeling. Administered the database migration to SQL Server and Oracle. Developed database programming SQL in both PL/SQL and Transact-SQL. Developed and automated Oracle utility scripts, SQL Loader control files, import/export parameter files and BCP scripts, which are used to dump, deploy and load data. Managed and assigned responsibilities to team of programmers assigned to maintain and enhance the software. Designed and developed C/C++ dynamic link libraries that interface with InstallShield to perform custom product installation tasks such as complex file I/O, Oracle database configuration and SQL Server configuration. Design and developed Java/JSP prototype for the Internet version of this software.
- **Sales Lead and Financial Data Collection Application (OLTP) – VB, PowerBuilder, SQL Server**  
Worked with team to develop mission critical data collection application used to manage sales, financial and credit intelligence on over 250,000 Chemical and Plastics companies using Visual Basic, PowerBuilder, SQL Server, low-level ODBC API and OLE Automation. Designed system using client/server architecture, object modeling (Rumbaugh) and normalized database modeling techniques. Designed and implemented the database using E-R modeling, which consists of over 200 tables and dozens of stored procedures, views and triggers for MS SQL Server and Interbase.
- **Credit & Risk Management Application - Delphi, SQL Server and Oracle**  
Designed and developed financial risk management system for Instant Credit Evaluation (ICE) and credit reporting. Developed financial chart and report analysis modules that greatly simplified credit report analysis by displaying statistical trend analysis in chart format. Designed system to allow for interoperability of vendor-supplied and OLTP user-entered data.

**FleetBoston Bank**, Providence, Rhode Island (1992-1994)

- **Client/Server Financial Applications Developer** - Converted 2 legacy consumer-financing applications to Visual Basic, SQL, Access and Novell. Pioneered the first GUI database application developed internally at Rhode Island Hospital Trust National Bank, formerly a BankBoston Company. (Visual Basic 3, Access, Novell, IBM MVS)
- **Large Applications Programmer** - Primary programmer of a banking Financial System, RI Loans Systems, providing production support for the backend and front-end in an IBM mainframe environment. (MVS, TSO, COBOL, CICS, MVS, TSO, JCL, Easytrieve).

**IBM Corporation**, Kingston, New York (1987-1992)

- **Systems Programmer** for IBM National Service Division - Developed operating system code and provided technical support to fortune 500 companies for MVS and VM on IBM mainframe computers using Assembler and PL/AS. Specialized in I/O subsystems, IPL, dump and restore (DDR) and device driver development for large disk storage and tape systems.

Designed and developed a fully functional XA operating system for research that consisted of IPL, multi-threaded dispatch, memory paging/swapping and I/O subsystem. Attended numerous courses on system design, architecture, service, quality and project management.

- **Statistical Application Programmer** for VLSI Computer Chip Manufacturing Line, the largest semi-conductor plant in the world in 1987 - Worked with team of 2 seasoned IBM software engineers to develop and debug a user-friendly on-line application system using SAS, JCL, TSO/PDF and CLIST in an MVS/XA environment. Electrical engineers used the system as the primary tool in analyzing critical trend data on IBM computer chips; this was a 1-year full-time co-op assignment in 1988-89 at Fishkill while at Marist College.
- **Teacher Assistant** for IBM computer operators in college courses including Pascal, Discrete Math and Pre-Calculus; this was a 1-year part-time contract in 1987-88 at IBM while an undergraduate at Marist College. A committee of Computer Science professors selected only 2 students to this appointment based on academics, communications, mentoring and leadership criteria.

**CHRIS C. THOMPSON**  
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## SUMMARY

Chris is a principal software engineer with a Bachelor's degree in Computer Science, Java 2 Platform certification from SUN Microsystems, and 14 years of experience in software design and development using a broad depth of innovative technologies including Oracle, PowerBuilder, Java, JSP and ASP. Chris is also experienced in Customer\*STAR modules and programming of GIS modules. Extensive programming experience developing Internet e-business, client/server, and wireless applications in progressive environments and varying industries. Technically oriented team player with strong communication and interpersonal skills.

## LANGUAGES/API'S

PowerScript (Powerbuilder), Java, JSP, XML, XSLT, Visual Basic, ASP, COM/ActiveX, SQL, WML, Waba, HTML, DHTML, JavaScript/JScript, VBScript, JDBC, ODBC, C, C++, Perl, Pascal, FORTRAN, ISAPI, CGI, ADO, DAO, RDO, Windows API, OLE Automation, Word Basic, SAS, Easytrieve, COBOL, CICS, OS/390, Assembler

## SOFTWARE/TOOLS

JRun, Weblogic, PowerBuilder (v4-11), JBuilder (v1-5), StructureBuilder, MQ Series (v5.2), MTS, Visual Interdev (v1-6), Visual J++ (v1.1-6), Symphonia (v3.5), Homesite (v3-4.5), FrontPage, Visual Basic (v3-6), Visual C++ (v4-6), IIS (v1-5), SQL Server (v6.5-7), SilkRadar (v2.1), SQL Plus, Visual SourceSafe (v5-6), ClearCase LT, PVCS, Crystal Reports (v3-8.5), WISE (v6-8), InstallShield (v5.1), Visio, Word, Excel, Powerpoint, Lotus Notes

## DATABASES

Oracle v7.3-10g, SQL Server v7, MS Access v2.0-2000, E-R-Win ERX, Visio

## EXPERIENCE

### **Providence Water Supply Board, Providence, RI (Aug 2001 – 2010, 2012) (contract)**

#### *Customer Management Web – Java, JSP, ASP, Servlets, JRun, SQL, Oracle, Linux*

Developed components of a Java-based intranet web application for use by a major utility organization in managing customer accounts, billing services and reporting on data validity. The application features Java-based technologies including JSP and Servlets running on Allaire's JRun application server. The application makes extensive use of SQL, JDBC, and an Oracle database to provide various billing, reporting, and customer maintenance services and reports. Performed various modifications to AMR Billing application using Microsoft ASP, ADO and Oracle as required to support AMR growth at PWSB.

#### *Customer Management and Billing Application – PowerBuilder v4-11X, Oracle, SQL*

Redesigned, upgraded, and deployed an enterprise-level client/server application for use by the largest water utility supplier in RI for use in managing customer demographic and financial data, recording meter readings, and managing account billing cycles. Enhanced the portability, scalability, and performance of the application, while managing costs, by migrating to a 32-bit Powerbuilder 7.0 architecture from a 16-bit PowerBuilder 4.0 architecture. Added features like enhanced date and time handling throughout the application for better compatibility with Oracle database structures.

### **Pet Supply Provider, Portland, ME Area (2008 - present)**

#### *Architect/ Developer – Jboss, Web Services, Jasper,*

Architect, design, develop, and deploy several web-based applications for the fast-growing provider of one of the largest US pet suppliers. The applications are heavily exposed via web services and JasperReports. JSP, JavaScript, and required extensive knowledge of XML, XSL transformations, and web service messaging.

### **Legal Service Firm, Boston, MA (2004 – present)**

#### *Senior Systems Developer*

Design, develop, and deploy several web-based and windows form automation applications for a fast-growing mortgage legal service provider. The applications involve extensive database, web and 3<sup>rd</sup> party integration.

### **Online Healthcare Solution Provider, Boston, MA (Mar 2002 – 2005) (contract)**

#### *Real-Time Workflow Process – IIS, XML/XSLT, MQ Series, SQL Server, COM, MTS, Visual Basic*

Designed, developed, and deployed several web-based applications for the fastest-growing provider of online solutions connecting physician offices and hospitals with their healthcare partners. The applications, including online Claims Submission, Claims Status Inquiry, Blue Cross Admission, and Obstetric Referral

Submission, were implemented using COM, MQ Series, SQL Server, Visual Basic, DHTML, and Javascript, and required extensive knowledge of XSL transformations, and HIPAA-compliant messaging.

As Project Leader, managed a small, highly focused development team to successfully deliver a series of products and enhancements to Blue Cross/Blue Shield of Northeastern Pennsylvania.

**Textron, Inc., Providence, RI ( Nov 2001 – Feb 2002 )**

(contract)

*Corporate Web Portal – J2EE, Java, JSP, Servlets, LDAP, iPlanet*

Designed, developed, and deployed a Java-based web application and framework for one of the largest and best-performing companies in America. The application, implemented using open standards technologies including JSP, Java Servlets, LDAP, iPlanet, and JDBC, provides corporate branding services to both internal and external users. Features of this object-oriented architecture include well-documented, reusable modules for user registration, secure LDAP authentication, auto-email generation, and user profile searches.

**TLLC, Providence, RI ( Nov 2001 – Dec 2001 )**

(contract)

*Company and Credit Info Reporting Apps – JIS, Active Server Pages, SQL Server, Visual Basic*

Migrated four client server data entry applications used to collect company data, resumes, and credit information from this corporation's Houston location to their Providence site. Migrated and reconfigured the company's web application used for generating reports which aggregate and analyze company information. The web application features Active Server Pages running on IIS using ADO to communicate with a SQL Server database. Restored two SQL Server databases containing all company data collected and performed extensive reconfiguration, analysis and testing of both the data entry and web applications to verify data integrity.

**Special Education Administration Software Corp. ( Oct 2001 – present )**

(contract)

*Online Forms Processing and Reporting Software - Windows, SQL, Crystal Reports, WISE*

Implemented major enhancements to several Windows-based IEP (Individual Evaluation Plan) management desktop applications used by school administrators in the states of Louisiana and Michigan. Developed new user-friendly, GUI-based installation programs based on WISE 8.1 to significantly improve the distribution process for each application. Designed and developed a process for transparently updating the database structure on target machines during the installation/upgrade process. Enhanced the functionality and design of numerous reports using the latest version of Crystal Reports (v8.5).

**Cirrus Wireless, Maynard, MA ( April 2001 – Oct 2001 )**

(contract)

*GIS/SmartPhone/PDA Location Information Application - Wireless, GIS, Java, XML, XSLT, Xalan, Internet*

Lead developer for the mobile Internet JetStream Geo framework and MapScope Wireless application. Developed a map driven, location based GIS reporting system, using XML as the sole messaging protocol, and XSLT to perform server-side XML, HTML, and WAP transformations. The application, deployed at large fortune-level companies such as Sunoco, targets corporate managers with PDAs and SmartPhones (Palm OS, WinCE, PocketPC and RIM) and is distinguished by significantly faster performance than WAP applications, a mobile XML parser faster than any mobile XML parser on the market, and a core set of frameworks that provide infrastructure such as standardized event handling (via MVC), PDA database handling, data caching, HTTP and TCP/IP socket handling and real device image processing. The framework and application were completed in 60 days, on time and to specification.

**Ariba, Inc., Burlington, MA ( Oct 2000 – April 2001 )**

(contract)

*Online B2B E-Portal Site - Internet, J2EE, XML, XSLT, SQL, Oracle8i, Weblogic*

Lead developer for Arba, Inc., the leading global provider of B2B and open commerce solutions. Worked with a team at Arba Sourcing to design and develop 3 new product releases, including site internationalization, trading engine enhancements and front-end overhaul using the Java 1.2 platform, JSP, DHTML, XML, XSLT, Servlets, EJBs on Weblogic 5.1 and Oracle 8i.

**Nibblebox.com, New York, NY ( July 2000 - Sept 2000 )**

(contract)

*Online B2B E-Portal Site - Java, JSP, Servlets, Jrun, SQL, Oracle8i*

Lead developer for dot.com startup company that launched B2C and B2B entertainment e-portals simultaneously. Using Java Servlet 2.2 API, JSP 1.1, and XML with an Oracle 8i and Allaire's JRun 3.0 Enterprise, the portal matches entertainment suppliers and buyers for online engagements to mentor, direct, produce and publish high quality episodic shows, radio and music within a high exposure Internet space.

**Arba, Inc., Burlington, MA ( May 2000 - July 2000 )**

(contract)

*Online B2B E-Portal Site - Internet, Java, JSP, Servlets, Oracle8i, Weblogic*

Played a lead role as a web developer in the redesign of this B2B manufacturing marketplace site under WebLogic. Using WebLogic 5.x, EJBs, Java Servlets, JSP 1.1, and XML with an Oracle 8i, the portal matches suppliers and buyers for online contracts to manufacture built-to-order, minimally engineered products with many different configurations, such as keyboards.

**Mariner1.com, Newport, RI ( Nov 99 - April 2000 )**

(contract)



**Online B2C E-Portal Site - Internet, Java, JSP, Servlets, SQL, Oracle8i**

Lead web developer for a dot.com startup company who launched a B2C site linking millions of marine recreation enthusiasts with boat dealers, repair facilities, marinas and other marine service providers, designed to simplify the process of selecting, buying and maintaining a boat. This comprehensive site offers the recreational boater consumer reviews, specifications on thousands of new boat models, and personalized help in selecting the best boat for their preferences. The site is powered by Java Servlets, JSP, EJBs with an Oracle 8i database in a multi-tier, multi-threaded architecture. A RAD toolkit was matured and implemented to accelerate the java web development cycle. Version 1 of the site was launched 45 days from the start of development.

**SupplierMarket.com, Burlington, MA ( Sept 99 - Nov 99 )**

(contract)

**Online B2B E-Portal Site - Internet, Java, JSP, Servlets, Jrun, Oracle8i**

Played a lead role as a web developer for a dot.com startup company who launched a web buying portal service that matches buyers and sellers for build-to-order manufacturing contracts. Using Java, Servlets, and JSP with an Oracle 8i database in a multi-tier, multi-threaded architecture, the application matches suppliers and buyers for online contracts to manufacture built-to-order, minimally engineered products with many different configurations, such as keyboards. Suppliers bid against one another on contracts until the Buyer selects the winner. The supplier that wins the bid pays the company a transaction fee averaging 2%. The site was featured in INFORMATIONWEEK and on the cover page of InternetWeek on the week of October 18. The front-end development process was reduced by approximately 50% by developing a Java application that generated JSP pages and handled the data storage and retrieval automatically.

**LS Technologies, Marblehead, MA ( April 97 - Aug 99 )**

(contract)

**Online Forms Processing and Reporting Site - Internet, COM, SQL Server**

Designed and developed a data-driven Internet application for Commonwealth of Massachusetts and State of Louisiana that manages the data entry and reporting of lengthy, high-quality federal forms (i.e. Individual Evaluation Plans). The application, targeted at school administrators, automates form data entry and reporting, and simplifies the task of routinely submitting hardcopy IEP reports to the state. The application makes extensive use of JavaScript, HTML, and VBScript to implement the forms, reports and validation, and uses ADO within ASP pages to maintain the student database information in SQL Server, along with a custom-written COM database layer that encapsulates the database interface. The application generates reports on the fly in PDF or HTML format.

**Online Forms Processing and Reporting Software - Windows, SQL Server, Crystal Reports**

Designed, developed and implemented several IEP (Individual Evaluation Plan) management desktop applications for use in the states of Louisiana, North Carolina, Massachusetts, and Michigan. The software applications are bought and used by school administrators to manage student information related to an IEP, and to produce formatted, standardized federal reports. The applications were developed using Visual Basic 4.0 to 6.0, Access 7.0 and Crystal Reports 7.0. Integrated several third party tools into the applications including Microsoft's VSFlex gnd control, Excel's ZIP control, and Farpoint's Calendar Objx. Developed installation programs for all software to be distributed using WISE v6.0/installshield v5.1. Designed and developed a client-server application to scan, OCR, and index documents that encompass a student's record. The application is developed in Visual Basic 5.0, wrapping third-party scanning ActiveX controls from Watermark, and uses SQL Server as the document repository.

**Fidelity Investments, Boston, MA ( Feb 95 - May 99 )**

(employee)

**Sr. Software Engineer**

**Online Securifies Trading Application - Internet, C++, Oracle, SQL Server**

Responsible for the design and development of major functionality within an online trading Internet application. The site provides functionality that includes order entry, order status, order history, order logs, new account setup, balance inquiry, position inquiry, quotes, investment calculators, and market research. The presentation layer is made up of HTML, JavaScript, and Java applets and provides support for both Netscape and Internet Explorer browsers, versions 3.0 and up. The transactional web server is Netscape Enterprise Server running on 4 Sun Enterprise 4000 machines with an NSAPI socket relay to an application server. The multi-threaded application server software is written in C++ and runs on 8 HP Netserver Pro servers running Windows NT Server 4.0. The application server supports the use of HTML templates and is similar to the ASP model, but supports a proprietary server-side scripting language (WML) as opposed to VBScript. Backend data sources include Oracle 7.0 and proprietary API's to mainframe CICS regions. The current user base is in excess of 12,000 active users. In all projects, a formal design methodology was followed which includes documented requirements, a Systems Design Specifications document, and a Technical Systems Design document.

**Environmental Consulting Corp., Maynard, MA ( May 96 - Jan 98 )**

(contract)

**Chemical Management Information System - Intranet, Windows, ActiveX**

Designed and developed both a Windows and Intranet application used to track and manage chemical and raw material usage for the environmental consulting industry. The application was designed with front-end flexibility in mind, encapsulating the majority of the business logic in ActiveX server DLLs and using a custom ActiveX composite treeview control for navigation in both front-ends. The Windows version of the application was written in Visual Basic 5.0, and the intranet version in ASP, JavaScript, VBScript, and

HTML. Designed and developed a custom SQL query builder tool to provide users with the ability to associate custom SQL query results with objects in a customizable flowchart.

Designed and developed a reusable document indexing ActiveX control, building on the Rich Textbox control shipped with Visual Basic 4.0. The ActiveX control offers spell-check, search and replace, and rich text editing.

**Bank of Boston, Providence, Rhode Island (1991-1995)** (employee)

**Consumer Loans Conversion Programmer**

Translated user requirements into the design, development, testing, and implementation of COBOL, CICS, and Easytrieve programs to convert data from various financial loans systems to the common Bank of Boston Consumer Loans system. Developed various COBOL and Easytrieve programs to perform data integrity validation, correction, and reporting. Coded all JCL and created system environments to perform Acceptance testing for loans conversion processes.

**EDUCATION**

**SUN Certified Programmer for Java 2 Platform, SUN Microsystems - Feb. 2002**

**B.A. - Computer Science May 1991** **Boston University, Boston, Massachusetts**  
Minor: Business Administration

**REFERENCES: AVAILABLE UPON REQUEST**

**SCOTT MARTIN**  
Vicinity of Providence, RI

**ADAPTIVE MINDS, INC.**  
TECHNICAL ARCHITECTURE, DEVELOPMENT & CONSULTING  
Voice: 401.398.7601 Fax: 888.9000.8027

**Summary of Experience:** Degreed in Computer Information Systems, Scott is a systems developer with a proven track record of success in creating new software; migrating and evolving existing software, leveraging existing code and tools; creating business to business applications, and transformation of concept through the product life cycle into an effective business solution. Excel in technical leadership, project leadership, system architecture, and full life cycle of product development

**Client List:** ADP, DuPont Merck Pharmaceutical, Staples, Iron Mountain, TTX Corporation, TAC Worldwide Companies, Rezi, Orchard Brands, Innovatum, Moore Company, QCC Incorporated, Trina, Chapman Equipment Company, SSA, Kronus, Wrightline, and Compaq Computers

**Languages:** Java, Maven, Apache Ant, HTML, Microsoft ASP, Visual Basic, SQL Server Stored Procedures, SQL, RPGII, RPGIII, RPG ILE, CLP, CL ILE, AS/SET, Windows API, Crystal Reports, PowerBuilder, Microsoft Office Suite, COBOL, Pascal, and Fortran77

**Frameworks:** Spring, Hibernate, JUnit, and Microsoft .NET

**Web Technologies:** Web Services, HTML, XML, XSL, Microsoft ASP, COM, ActiveX DLL, JavaScript, and VB Script

**Databases Access:** JDBC, ADO .Net, ADO, ODBC, FFM, and SQL  
**Databases:** Oracle 10g, MySQL, Microsoft SQL Server, Microsoft Access 97, 2.0, AS/400 DB/2, and AS/400 Universal Database

**Continuos Integration:** Hudson, Jenkins, JUnit and Maven

**Platforms & Servers:** Apache Tomcat, Websphere, J2EE, J2SE, Microsoft IIS, Microsoft NT Server, IBM AS/400, IBM-PC, WANG-VS65, and IBM Mainframe

**Operating Systems:** Linux Redhat, Linux Debian, Windows 7, Windows XP, Windows 2000, Windows 2000 Advanced Server, Windows NT, IBM OS/400, Windows 98, Windows 95, Windows 3.x, DOS, OS/2, and WANG-VS

**Education:** Rhode Island College, Providence, RI. (9/85 – 5/89)  
Bachelor of Science, Computer Information Systems.

**Other Accomplishments:** Wrestling Team, Captain, Four-time NECCWA Champion, Two-time NCAA Division III ALL AMERICAN Wrestler, Heahterman Award Winner, Dean's List, Rhode Island College Hall of Fame  
**Professional History:**

*Senior Systems Developer/Consultant At Adaptive Minds Inc. (March, 2012 Current)*

Adaptive Minds, Inc. has several clients and projects:

- **Providence Water, Senior Java EE Developer** – Perform development and maintenance of a couple of dozen web services which communicated to a backend Customer STAR database and system that was written in Java J2EE, Hibernate, Oracle 11G database running in a JBoss server

via a handheld device used in the field for water utility field service orders. Worked with architect, business and MIS manager to clarify requirements, perform design and divide up the work with other key developers.

- **Textron, Senior Java EE Developer** - Enhance a current system written in Java J2EE, Hibernate, Struts 2.0, JSP, Lucene Oracle 11G database running on a WebLogic 10.0 server. The client gave us a WAR, which would not deploy and work, and source and asked us to setup the project in eclipse; added it to a source control system and get the application working on a WebLogic 10.0 server. We had to create the build process, get the application to recognize the PDFs outside of the application. Another task was to interface to a third party for payments services, this was Authorize.net. We prototyped PayPal, Authorize.net and goEmerchant.

*Independent Consultant At Astra Zeneca (09/11 6/12)*

Within Astra Zeneca I worked for the RDI group which supports Oncology iMed(Innovative Medicines) and ICC(Innovation Centre China). We basically were tasked with allowing the functionality to build a custom heatmaps that shows CGH data, Expression Data, Pharmacology Data and Mutation data in an map that will make research processes more efficient. This heatmap could present data related to cell lines, genes, probes, probesets, compounds and mutations. The system provides critical information linking cell proliferation data generated from large panels of cancer cell lines with information on potential molecular disease drivers to support the generation of clinical hypotheses. A user can build a custom heatmap that can be saved and shared with others. Colors are heavily used on this heatmap to show a visual representation of the data to the user so that they can then zoom in from there on the actual underlying data. The system has both importing and exporting functionality.

The current system is a JSF(Prime Faces) front end running on a Oracle weblogic 10.3.3 server communicating with a backend in a continuous integration environment utilizing Jenkins, Maven, JUnit and Agile Scrum. The backend system utilizes; J2EE, OOD, OOP, Core Java, Spring, Spring Batch, Hibernate, JPA, Linux, Log4j, Oracle weblogic server 10.3.3(11g) and Oracle 10g database. I supported the creation of the front end JSF and also worked in the middleware building DAO and services layer with Hibernate and JPA. Have also built saving, retrieving and sharing of heatmap, importing and exporting of data for this application.

*Independent Consultant At ADP/BZ Results (05/11 – Present)*

The group within ADP that I worked for supported and enhanced a Lead Management system for OEM car dealers to handle all aspects of leads. Our system is the system of record for all leads that come into a dealership, they can come via web, email, phone, OEM or third parties like Kelley Blue Book and Auto Trader. The system allows you to create appointments and tasks with reminders that can be delivered via email, display, RSS feed, SMS message or twitter. We have several types of automation emails that can be sent out and we allow bulk emails. We handle the process from initial contact to car being delivered.

The current system is a JSP and JQuery front end running on a tomcat server communicating with the backend via ActiveMQ in a continuous integration environment utilizing Jenkins, Maven, JUnit, Agile Scrum and JMockit. The backend system utilizes; J2EE, OOD, OOP, Core Java, Spring, Spring Integration, Spring Batch, Hibernate, JPA, Linux, Log4j, Drools, and MySQL. I supported adding new OEM's to the current system and all supporting documentation. Creating new OEM included the initial lead coming inbound then all the dispositions that transpire via the movement of a lead to a delivered car or not interested anymore status.

*Independent Consultant At Diipop (02/11 – 05/11)*

Dijipop is a startup company that sells digital shelf space for clients. They work with clients to get prime product placements on their web sites, then they put that digital shelf space out to bid to the manufacturer's that sell there products to the client and the client receive additional revenue that they didn't have before.

The current system is a Adobe FLEX and BladeDS front end running a winstone server on the backend utilizing the following technologies; J2EE, OOD, OOP, Core Java, Spring, Hibernate, Winstone, Linux, Log4j and MySQL. The new system that I'm architecting is based on the following technologies; J2EE, OOD, OOP, Core Java, Spring, Spring-WS, Hibernate, XML, XSD, SOAP, JAXB, Tomcat, Linux, Log4j and MySQL which is used to create web services for communicating data between our self and our clients. Some of these services use Soap based XML to communicate to our system coming into a Web Service, some are XML HTTP GET and HTTP POST services that utilize servlets to communicate to our system.

*Independent Consultant At Newmine (10/10 – 02/11)*

Developed a Java based integration solution for a start-up client of Newmine. This involved integration of a mobile back end solution to multiple POS systems, credit card providers and other data services like image management, tax, address validation etc. Used Spring, Spring-WS, Hibernate, Web Services, servlets and Java to design and build for this stealth mode startup company focused on developing mobile product aimed for retailers. Technologies used: Java, Spring, Hibernate, Linux, MySQL, XML, SOAP, HTTP and TomCat.

*Independent Consultant At Orchard Brands (05/09 – 10/10)*

Orchard Brands is the owner of several 55+ woman apparel companies with over one billion dollars of sales.

I am a software architect for the New Business Ventures (NBV) developing interfaces for third party (Encore, Aegon, Synapse and DHB (Discount Health Benefits)) products. We show screens that ask the customer if they would like a third party offer. Interfaces need to be designed by me and coded by me and other resources to communicate a customer's willingness to take part with the third parties. This includes enrollments and cancellations. There are multiple eligibility rules that will not allow a screen to pop. We also send out call center conversion reports that detail how the offers are performing.

We also have third parties that do direct mail offers. Again we need to code interfaces with the third party systems to pass information related to the customers.

These systems are written in RPG/ILE and CLLE on an iSeries machine with interfaces to Commercial Ware. We communicate with these third parties via FTP, MQ and Web Services. We utilize PGP encryption and PCI compliance for transforming of data between ourselves and third parties. We have a middleware which utilizes webMethods in which it is used as a broker for inbound and outbound FTP transactions to the third parties.

*Independent Consultant At Rezi (11/05 – 05/09)*

I was a key contributor on the Architecture team completely re-writing the legacy application into a true three tier architecture. It consists of JSP as the front end application and the middleware, which hold the business logic, is written in Java with a MySQL database on the backend running on a Linux server. The technologies utilized are Java, J2EE, Spring, REST and Hibernate with use of Annotations and Generics.

Rezi manages inter-modal equipment for railroad, steamship lines and third party equipment providers. The equipment predominately consists of different length containers and chassis. Rezi currently has software that is used by Drayage Firms, software for Railroads and software for Inter

Modal Companies which is used to create equipment, gate, and lane reservations. The systems are written as Java Applications delivered to the user via a JAR over the web using Java WebStart. The database is a DB2 database living on an IBM iSeries box with all business logic living in legacy code (RPG ILE) on the iSeries box. I have utilized the full product life cycle to implement numerous enhancements to the systems, both in Java and RPG ILE.

*Independent Consultant At Innovatum (6/04 – 12/04)*

Gathered requirements, designed, coded, tested, implemented and supported a .Net application that is a repository of documents for a given workflow for multiply tasks for a company process. The system had a DB2 AS/400 database that had triggers on certain functions on the AS/400 files that would generate work flows. These work flows can then have multiple documents attached to them, emails can be sent from within the tasks, multiple notes can be created and multiple statuses can be assigned as the task works through the system. Lead the project through the entire life cycle, which included submitting proposals to upper management, managing the project resources, coding the project, supervising user testing and training, and performing implementation and support. The system was designed and marketed by Innovatum as a system named DocuThread.

*Independent Consultant At Staples Corporate Offices (10/01 – 11/05)*

Gathered requirements, designed, coded, tested, implemented and supported an Order Consolidator process which takes Orders during the week for a given person and consolidates all of them onto one order for once a week delivery. This was written for a customer that needed this functionality in which brought in a \$250 million contract to Staples over the next five years. This process is being rolled out to additional Staples customers. This process saves Staples dollars due to the fact they are delivering once a week and the number of boxes delivered is decreased.

Created a new Staples Contract Pricing Engine to adhere to new Staples standards which included additional pricing functionality for Staples Contract line of business and to maximize margin on products. They include but not limited to the following:

- Primary and Secondary off-contract pricing for Staples and Wholesaler Skus.
- E-Diversity Pricing
- Cost Plus, Fixed Price, List Less with Cap, List Less, Range with List Cap, Range and Matrix Column
- Promotional Pricing
- Hinge Pricing

Enhanced the feeds to Staples Link, which is the order entry system for Staples Contract line of business over the web. This includes product loads sent to Link nightly. It also included the feeds for creation of Orders which happen on the AS/400 via MQ.

Designed and implemented an interface for credit card orders to the ClearCommerce fraud detection engine. ClearCommerce is a Third Party Unix based system which utilizes Java API to communicate with other platforms. I was responsible for the design/creation/implementation of an RPG ILE program, which calls numerous AS/400 Java methods on the AS/400. The Java program is a compiled Java program that runs on the AS/400. I had to create numerous fixes/workarounds to accomplish this because of bugs in the IBM RPG to Java interface. The garbage collector did not work like it was suppose to. This brought the Chargebacks from \$1.6 million a month to fewer than \$50 thousand dollars per month.

Made modifications to the Staples Contract front-end system and Staples Direct front-end system for a consignment project which allowed Staples to take products on Consignment from there vendors. The

modifications were to introduce the cost of the item at the time of the sale. Consignment costs are held on the back end systems. This resulted in over \$100 million in saving for Staples in the first year alone.

*Independent Consultant At Iron Mountain (9/00 – 10/01)*

Maintained and enhanced the client's Safe Keeper Internet product which allows certain customer to view their cartons and files on line and run reports over them.

Implemented a new portal site utilizing Microsoft Site Server 3.0. Created a new suite of graphical interface pages over the site server database to utilize new functionality that was not allowed in the core site server product. We only used the database and created our own Iron Mountain pages over the database. Heavy use of CDO, MTS objects and Java Script. Created dynamic pages that changed on the client, not the server.

*Independent Consultant At the TAC Worldwide Companies (11/98 – 9/00)*

Maintained and enhanced the client web sites used for Internet recruiting and the operational web site used to customize the client web sites. The web sites are completely database driven. The sites are developed using Windows NT/ IIS / MTS / ASP / Sql Server and also encompass feeds to multiple legacy systems and outside recruiting companies.

Also maintained and enhanced an Internet enabled invoice lift product. This product allows users to enter in workers and requisitions, which are then passed back to a people pac system, this is the system of record for hours. There are numerous reports that are driven off the data in which individual workers for the company can view their outside vendors.

There is a complete security system built around each of the two products. Both products have extensive Email push functionality. The products also use SSL.

*Independent Consultant At the Moore Company (11/98 – 10/99)*

Carried several projects through their entire life cycle, which included submitting proposals to upper management, managing the project resources, coding the majority of the project, supervising user testing and training, and performing implementation and support. All the projects were performed in the century date compliant version of BPCS 4.05 CD and were completed under budget and ahead of schedule. The projects included the following:

Modified BPCS to allow a supplier to ship goods on the same order to multiple destinations. The supplier can specify ship to addresses on a line by line basis. In addition, each line can have a different carrier and/or different freight terms. The modification allows invoices to be generated for like order number, ship to address, carrier terms, and freight terms, whereas base BPCS only allows invoice generation for like order number.

Modified BPCS to allow a customer to take goods on consignment, an arrangement in which the supplier sends the goods to the customer but does not bill them. The customer then electronically sends the supplier an ASCII file, which lists lots that have been acknowledged (received), and whether the goods have been used. Billing takes place when the customer notifies the supplier that a lot has been used. The project included creating a program that alerts the supplier when goods have been at a customer for 45 days, a program that allows the supplier to bill the customer for a lot, a program that transfers the ASCII file from the PC to the AS/400. Also supporting reports that show goods that have not been acknowledged, goods that have not been invoiced, and the dollar value of unbilled goods at month end, and inquiry screens that display lot information including the shipped date, acknowledged

date, used date, invoiced date, yardage, and extended price. This modification allows the goods not to be billed to the customer until one of the three conditions occur.

Streamlining the packing line applications. This included the following projects:

Redesigning the packing slips to increase the number of rolls per packing slip and to include the actual roll width for specific customers. The increase of rolls allows the client to send pallets to its customers.

Streamlining the bill of lading system, this originally required four separate data entry operations to process each container. The redesigned system allows containers to be processed in one data entry operation.

Streamlining the bill & hold system, which allows the supplier to bill the customer but hold the goods. These modifications cut the average time to process a bill & hold packing slip from 20 minutes to 3 minutes.

Modifying BPCS/Home Grown system to allow the supplier to perform credit checking at the container, lot, or customer level whereas base BPCS only allows credit checking at the customer level.

Implementing the current release of Credit and Deduction Management (CDM) for BPCS. BPCS (4.05 CD) does not function as shipped; modifications are required.

#### *Independent Consultant At Chapman Equipment Rental Company (1/98 – 11/98)*

Developed a rental equipment management application using Microsoft's Visual Basic 5.0. Worked closely with client to determine business models and future business needs. This product extensively used ODBC API calls to the database.

#### *Independent Consultant At DuPont Merck Pharmaceutical (3/97 – 10/98)*

Successfully implemented a Year 2000 project for this global pharmaceutical products company for both their North American and European divisions.

Converted RPG, CLP, display files, print files and AS/SET Action Diagrams using NEXGEN's Focus/2000 conversion tool. Overall, the North American phase of the project required the conversion of nearly 6,000 objects. The European phase of the project required the conversion of nearly 1,000 objects.

Contributed to the development of the AS/SET and RPG versions of Focus/2000.

Met all project deadlines and completed the project under budget. Performed quality assurance review for project programmers. Worked closely with upper management to ensure the availability of the resources necessary to meet all deadlines and provide continued support.

Was responsible for the testing and support of converted programs during the user acceptance testing, integration testing, pre-implementation and post-implementation phases of the project.

#### *QCC Inc, Westwood, MA - Software Solutions Provider (7/92 – 3/97)*

Worked closely with the product development staff of System Software Associates (SSA) to define and plan projects associated with QCC's Advance Remittance Processing(ARP) and Credit and Deduction Management (CDM). These products were sold to SSA as BPCS modules and were supported by QCC. The products were designed using AS/SET, an AS/400 case tool that can generate both RPG/400 and UNIX code. In addition to the interactive and batch programs designed using AS/SET, numerous CLP programs and some RPG programs were written to take advantage of AS/400 functionality not supported in the case tool.

#### *Project Manager/Consultant*

Served as Project Manager/Senior Technical Advisor for a project that involved interfacing ARP and CDM to BPCS Accounts Receivable, Multi Currency, Order Entry, and CEA (Configurable Enterprise



Accounting), at the time the new GL module for BPCS 6.0. It was the first release of BPCS to make extensive use of embedded SQL and it was their first century date compliant release before 4.05CD.

Designed, developed, implemented, supported and user trained CREDIT, a deduction management application. The product was also sold to SSA and private labeled as CDM, a BPCS module. As the primary liaison between QCC and SSA, I approved enhancements and provided product support. The product is sold worldwide and has been installed at more than 250 sites.

*Senior Programmer/Analyst*

Designed, developed, implemented, supported and user trained enhancements for AutoClear, an automatic cash application system. The product was also sold to SSA and private labeled as ARP, a BPCS module. I was primarily responsible for modifying the product to look and feel like a BPCS module. The product is sold worldwide and has been installed at more than 250 sites.

Was responsible for the complete life cycle of the following internal products:

A change management application that extracts information from the AS/SET repository to produce Program Temporary Fix (PTF) and new release tapes for QCC and SSA.

An application that generates temporary and permanent software access keys for QCC products. The keys allow sales personnel to track user base information and maximize product revenues.

**Trina Inc., Fall River, MA - Manufacturing Company (6/89 - 7/92)**

*Programmer/Analyst*

Designed, developed, implemented, supported and user trained an automatic scheduling system, a spoilage and substitutions system, and a charge back system for accounts receivable. Redesigned, developed, implemented, supported and user trained the company's existing purchase order system. Worked daily with Accounts Receivable, Accounts Payable, Sales, Production, Payroll, Finished Goods, Raw Materials, and Work In Process Inventories applications as necessary.



Div 8-4(c)

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Providence, RI 02908

**401-521-6300**

[www.provwater.com](http://www.provwater.com)

MEMORANDUM

To: Jeanne Bondareskis  
From: Stephen Colman  
Subject: Why AMI expenses are expected to remain consistent  
Date: October 10, 2013

The Hon. Angel Taveras  
*Mayor*  
Boyce Spinelli  
*General Manager*

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*Legal Advisor*

The term "Customer Service Support Software" referenced in the RFP awarded to Adaptive Minds Inc. (AMI) does not refer to one static software application, but rather, to a number of dynamic and complex interconnected software components that span a number of departments and facilities.

AMI provides ongoing development and support for, but not limited to, the following:

- The CSTAR frontend, thick client application (installed software) and the CSTAR backend Oracle database
- GIS integration into and out of the CSTAR backend, Oracle database
- Enhancements to the WebCAST intranet
- Enhancements required to the billing statement as PWSB goes from quarterly billing to monthly billing
- WebCAST Web Service integration to support the data related communications requirements between CSTAR and Service Link
- The migration of CSTAR modules from thick client (installed software) to thin client (web browser) to facilitate ease of use to users across the organization and to centralize MIS administration
- AMR integration into and out of the CSTAR backend, Oracle database

*Member*  
Rhode Island Water Works Assn.  
New England Water Works Assn.  
American Water Works Assn.  
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cc:

Providence Water Docket 4406  
Data Requests of the Division of Public Utilities and Carriers  
Set 8, Issued 10/04/13

DIV 8-5. Please explain when and why the Sansoucy appraisal will need to be updated.

Answer: Please see Providence Water's response to KCWA 7-4a, attached.

Data Requests of the  
Kent County Water Authority  
Set 7 (Issued September 12, 2013)

KCWA 7-4 Regarding the response to KCWA 6-4:

- a. Why will updates be needed to the appraisal? Does Providence Water contend that updates will cost the same as the initial study?
- b. What is the nature of the "legal services" from Partridge, Snow and Hahn that are expected to carry into the rate year? Are these a continuation of the strategic plan or something else?
- c. Regarding the response to KCWA 6-4 (d): what "other IT services" will Providence Water be using the \$28,000 for in the rate year?

Answer:

- a) Over time, the data will need to be updated and the values will change as economic conditions change, land values, replacement costs, etc. We do not know if the updates will cost the same, but if a similar document has to be produced, with an update to all of the data therein, it could be approximately the same.
- b) The legal services would entail a review of any changes to State laws, City Ordinances, Home Rule Charter changes, PUC and or Division decisions, bond indenture changes, etc as well as an update or modification to legislation from the prior year's legislative session.
- c) Over the years, Providence Water has grown and the state of technology is expanding astronomically. Cyber security was a term unheard of a few short years ago, yet this is part of our daily conversations. In order to keep pace with changing technology that affects every aspect of almost every job at Providence Water, we need to have a continuous review of our IT department to include updates to hardware and software, current and future staffing, in-house vs. outside IT support, IT security, etc.

Providence Water Docket 4406  
Data Requests of the Division of Public Utilities and Carriers  
Set 8, Issued 10/04/13

DIV 8-6. Please provide the “due to restricted” balances as of June 30 for the years 2009 through 2013.

Answer: Please see attached balances beginning with 6/30/09 and each October, February and June balance since then, through 6/30/13.

Providence Water										
Due To/From Restricted Balances										
For periods 6/30/09 - 6/30/13										
	845	848	849	857	874	875	876	877	878	
	Capital	Infrastruture	AMR/Meter	Insurance	Rev. Reserve	Equipment	Property Tax	WCWDS	Chemical/Sludge	Total
Due From 601-Operations	2,450,000	4,610,216	1,499,999	887,823	0	307,415	0	62,069	(51,769)	9,765,753
Due To 601-Operations	(3,318)	(1,704,215)	0	1,190	0	0	0	0	0	(1,706,343)
<b>Net Due To/From 6/30/13</b>	<b>\$ 2,446,682</b>	<b>\$ 2,906,001</b>	<b>\$ 1,499,999</b>	<b>\$ 889,013</b>	<b>\$ -</b>	<b>\$ 307,415</b>	<b>\$ -</b>	<b>\$ 62,069</b>	<b>\$ (51,769)</b>	<b>\$ 8,059,411</b>
Due From 601-Operations	2,858,333	4,570,611	1,166,666	1,629,504	92,821	558,764	0	56,896	245,964	11,179,560
Due To 601-Operations	(19,580)	(1,777,048)	0	(549)	0	(7,001)	(2,428)	0	(17,942)	(1,824,548)
<b>Net Due To/From 2/28/2013</b>	<b>\$ 2,838,753</b>	<b>\$ 2,793,563</b>	<b>\$ 1,166,666</b>	<b>\$ 1,628,956</b>	<b>\$ 92,821</b>	<b>\$ 551,763</b>	<b>\$ (2,428)</b>	<b>\$ 56,896</b>	<b>\$ 228,022</b>	<b>\$ 9,355,013</b>
Due From 601-Operations	2,041,667	5,915,049	833,333	1,037,150	92,821	358,765	0	36,207	454,811	10,769,803
Due To 601-Operations	(19,580)	(1,792,610)	0	(49)	0	(7,001)	(2,428)	0	(17,942)	(1,839,610)
<b>Net Due To/From 10/31/2012</b>	<b>\$ 2,022,087</b>	<b>\$ 4,122,439</b>	<b>\$ 833,333</b>	<b>\$ 1,037,102</b>	<b>\$ 92,821</b>	<b>\$ 351,763</b>	<b>\$ (2,428)</b>	<b>\$ 36,207</b>	<b>\$ 436,869</b>	<b>\$ 8,930,193</b>
Due From 601-Operations	2,450,000	7,236,352	750,000	887,823	0.00	368,765	0	31,034	-51,769	11,672,205
Due To 601-Operations	(18,655)	(1,970,819)	0	(49)	0	(7,001)	(18,238)	0	(17,942)	(2,032,704)
<b>Net Due To/From 6/30/12</b>	<b>\$ 2,431,345</b>	<b>\$ 5,265,534</b>	<b>\$ 750,000</b>	<b>\$ 887,774</b>	<b>\$ -</b>	<b>\$ 361,763</b>	<b>\$ (18,238)</b>	<b>\$ 31,034</b>	<b>\$ (69,711)</b>	<b>\$ 9,639,502</b>
Due From 601-Operations	2,245,833	10,190,280	1,166,673	1,628,265	464,105	557,415	0	56,896	1,029,106	17,338,573
Due To 601-Operations	(26,388)	(3,748,144)	0	(3,813)	0	(14,637)	0	0	(17,942)	(3,810,925)
<b>Net Due To/From 2/28/2012</b>	<b>\$ 2,219,446</b>	<b>\$ 6,442,136</b>	<b>\$ 1,166,673</b>	<b>\$ 1,624,452</b>	<b>\$ 464,105</b>	<b>\$ 542,778</b>	<b>\$ -</b>	<b>\$ 56,896</b>	<b>\$ 1,011,163</b>	<b>\$ 13,527,648</b>
Due From 601-Operations	2,654,167	7,203,899	1,333,339	1,776,354	371,284	657,415	0	51,724	824,194	14,872,375
Due To 601-Operations	(25,693)	(1,036,645)	0	(3,813)	0	(14,170)	0	0	(17,942)	(1,098,264)
<b>Net Due To/From 10/31/2011</b>	<b>\$ 2,628,474</b>	<b>\$ 6,167,253</b>	<b>\$ 1,333,339</b>	<b>\$ 1,772,541</b>	<b>\$ 371,284</b>	<b>\$ 643,244</b>	<b>\$ -</b>	<b>\$ 51,724</b>	<b>\$ 806,251</b>	<b>\$ 13,774,111</b>
Due From 601-Operations	2,450,000	8,537,232	1,250,006	1,480,177	(0)	607,415	0	31,034	0	14,355,864
Due To 601-Operations	(19,904)	(2,334,845)	0	(3,813)	0	(13,925)	0	0	(17,942)	(2,390,430)
<b>Net Due To/From 6/30/11</b>	<b>\$ 2,430,096</b>	<b>\$ 6,202,387</b>	<b>\$ 1,250,006</b>	<b>\$ 1,476,364</b>	<b>\$ (0)</b>	<b>\$ 593,489</b>	<b>\$ -</b>	<b>\$ 31,034</b>	<b>\$ (17,942)</b>	<b>\$ 11,965,434</b>

Providence Water										
Due To/From Restricted Balances										
For periods 6/30/09 - 6/30/13										
	845	848	849	857	874	875	876	877	878	
	Capital	Infrastruture	AMR/Meter	Insurance	Rev. Reserve	Equipment	Property Tax	WCWDS	Chemical/Sludge	Total
Due From 601-Operations	1,837,500	10,136,366	1,250,000	1,332,088	278,463	457,415	0	10,345	1,246,325	16,548,501
Due To 601-Operations	(20,428)	(1,588,556)	0	0	0	0	0	0	0	(1,608,984)
<b>Net Due To/From 2/28/2011</b>	<b>\$ 1,817,072</b>	<b>\$ 8,547,811</b>	<b>\$ 1,250,000</b>	<b>\$ 1,332,088</b>	<b>\$ 278,463</b>	<b>\$ 457,415</b>	<b>\$ -</b>	<b>\$ 10,345</b>	<b>\$ 1,246,325</b>	<b>\$ 14,939,518</b>
Due From 601-Operations	2,041,667	12,988,675	1,083,333	183,873	92,821	507,415	0	51,724	1,451,050	18,400,557
Due To 601-Operations	(4,421)	(641,879)	0	0	0	0	0	0	(5,636)	(651,936)
<b>Net Due To/From 10/31/2010</b>	<b>\$ 2,037,246</b>	<b>\$ 12,346,796</b>	<b>\$ 1,083,333</b>	<b>\$ 183,873</b>	<b>\$ 92,821</b>	<b>\$ 507,415</b>	<b>\$ -</b>	<b>\$ 51,724</b>	<b>\$ 1,445,414</b>	<b>\$ 17,748,621</b>
Due From 601-Operations	1,225,000	11,999,570	750,000	2,184,127	5,078	307,415	0	31,034	836,315	17,338,538
Due To 601-Operations	0	(960,172)	0	0	0	0	0	0	0	(960,172)
<b>Net Due To/From 6/30/2010</b>	<b>\$ 1,225,000</b>	<b>\$ 11,039,397</b>	<b>\$ 750,000</b>	<b>\$ 2,184,127</b>	<b>\$ 5,078</b>	<b>\$ 307,415</b>	<b>\$ -</b>	<b>\$ 31,034</b>	<b>\$ 836,315</b>	<b>\$ 16,378,366</b>
Due From 601-Operations	1,020,833	17,712,135	416,666	996,225	183,949	257,415	-	25,862	1,223,684	21,836,770
Due To 601-Operations	-	(1,790,307)	0	-	0.00	(7,001)	-	-	(5,636)	(1,805,594)
<b>Net Due To/From 2/28/2010</b>	<b>\$ 1,020,833</b>	<b>\$ 15,921,828</b>	<b>\$ 416,666</b>	<b>\$ 996,225</b>	<b>\$ 183,949</b>	<b>\$ 250,413</b>	<b>\$ -</b>	<b>\$ 25,862</b>	<b>1,218,048</b>	<b>\$ 20,031,176</b>
Due From 601-Operations	816,667	15,667,258	333,333	983,911	91,975	207,415	-	5,172	1,097,362	19,203,092
Due To 601-Operations	-	(1,097,059)	0	(8,723)	0.00	(7,001)	-	-	(5,636)	(1,121,070)
<b>Net Due To/From 10/31/2009</b>	<b>\$ 816,667</b>	<b>\$ 14,570,198</b>	<b>\$ 333,333</b>	<b>\$ 975,188</b>	<b>\$ 91,975</b>	<b>\$ 200,413</b>	<b>\$ -</b>	<b>\$ 5,172</b>	<b>1,091,726</b>	<b>\$ 18,082,022</b>
Due From 601-Operations	408,333	11,033,924	166,667	489,302	91,975	107,415	6,888	10,345	575,268	12,890,116
Due To 601-Operations	-	(1,483,524)	0	(8,723)	0	(7,002)	(53,973)	0	(5,636)	(1,558,858)
<b>Net Due To/From 6/30/2009</b>	<b>\$ 408,333</b>	<b>\$ 9,550,400</b>	<b>\$ 166,667</b>	<b>\$ 480,579</b>	<b>\$ 91,975</b>	<b>\$ 100,413</b>	<b>\$ (47,084)</b>	<b>\$ 10,345</b>	<b>569,632</b>	<b>\$ 11,331,258</b>

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DIV 8-7.

Please state whether Providence Water is proposing to utilize the revenue generated from the conversion to a monthly billing to reduce the “due to restricted” balances. If not, please explain in detail how Providence Water is proposing to use of those funds.

Answer:

Yes. Providence Water will use the additional cash in order to reduce the “due to restricted” balances as explained in my rebuttal testimony, page 4, line 20 through page 6, line 11, attached.



PROVIDENCE WATER SUPPLY BOARD  
REBUTTAL TESTIMONY OF  
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1 been charged to Providence Water over 9 years. Instead of  
2 paying this interest, Providence Water paid the amount in full  
3 on August 20, 2013, lowering the annual amount to  
4 \$1,608,918.24. In the short term, this increased Providence  
5 Water's costs during FY 2014, but will result in substantial  
6 savings. I have incorporated these revised amounts into the  
7 attached schedule JBB-1. In the next filing, Providence Water  
8 will have to review its chemical costs and adjust the  
9 restricted funding level, if needed at that time.

10  
11 Q. Have you attached the amended contracts and the invoices  
12 from Synagro?

13 A. Yes. Attached is the original payment schedule from the  
14 Second Amendment to the contract, the Third Amendment to the  
15 Contract with a payment schedule, the original invoice  
16 received, the invoice for the overdue amount and the revised  
17 invoice for the new annual amount of \$1,608,918.24. This is  
18 all marked as collective Exhibit A to JBB-1.

19  
20 Operating Reserve & Potential Increased Cash Flow from  
21 Conversion to Monthly Billing

22 Q. Does Providence Water agree with the Division's position  
23 with regard to the Operating Reserve?

24 A. Not completely. Providence Water agrees with the 3%, of  
25 which 2% should be restricted, but we cannot agree to use one  
26 time cash flow for this purpose. As described in my response  
27 to KCWA 2-12, Providence Water will not receive any additional

PROVIDENCE WATER SUPPLY BOARD  
REBUTTAL TESTIMONY OF  
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1 revenue, we will only receive it sooner. We have always  
2 struggled with having sufficient cash flow to fund our  
3 restricted accounts and have carried large "due to restricted"  
4 balances. The net amount due the restricted funds from 601  
5 (Operations) as of 6/30/13 was \$8,059,411<sup>2</sup>. Providence Water  
6 has to use cash flow to fund these restricted transfers. This  
7 one time accelerated cash flow will be used to bring this net  
8 Due to Restricted accounts from 601 down. Providence Water  
9 cannot use this one-time cash flow to fund the transfer to  
10 Revenue Reserve. This would be asking us to fund \$2,200,000  
11 without a source of revenue.  
12

13 Q. How was this issue handled when Pawtucket Water went from  
14 quarterly to monthly billing?

15 A. According to the responses to Providence Water's data  
16 requests to the Division 1-3 and 1-4, attached as Exhibit B,  
17 no adjustment was made to Pawtucket Water's cost of service or  
18 revenues by either the Division or Commission. The Division  
19 is now asking Providence Water to fund a restricted fund with  
20 no source of revenue.  
21

22 Q. Does Providence Water agree with the KCWA proposal for  
23 Revenue Reserve funding and Increased Cash Flow?

24 A. No. Mr. Woodcock's proposal is very similar to Mr.  
25 Catlin's. He also suggests the use of the one-time accelerated  
26 cash flow to fund reserves. Providence Water cannot agree to

<sup>2</sup> This amount is the 6/30/13 amount which includes year end adjusting entries booked as of 9/26/13.

PROVIDENCE WATER SUPPLY BOARD  
REBUTTAL TESTIMONY OF  
JEANNE BONDAREVSKIS

1 this as explained above.

2  
3 Q. Can you try to explain this in other terms?

4 A. Yes. The accelerated cash flow will be from revenues  
5 that have already been earmarked for expenses. We are  
6 regulated so that our revenues match our expenses. When we go  
7 to monthly billing, we may be billing out revenue sooner than  
8 anticipated, but it is still for existing expenses and the  
9 extra cash cannot be diverted to fund restricted funds. If  
10 this is done, Providence Water will run a deficit. We do not  
11 want this to happen. That is why we are so adamant about this.  
12

13 IFR Fund Balance

14 Q. Does Providence Water agree with the KCWA's claim that  
15 the balance in the IFR fund is excessive?

16 A. No, absolutely not. As explained in Providence Water's  
17 response to KCWA 2-8, and as shown on the attachments to KCWA  
18 2-8 (attached as Exhibit C), the IFR Fund is projected to have  
19 a balance of \$2,579,000 as of June 30, 2016. If KCWA's  
20 recommendation is approved, which only provides half of  
21 Providence Water's request, we would be short \$2 million in FY  
22 14, \$4 million in FY 15 and \$4 million in FY 16. We could not  
23 sustain such a drastic cut. It would result in significant  
24 deficits. This is particularly true if the Division's  
25 Proposal to reimburse Operations for Overhead Applied is  
26 adopted, thereby cutting the revenue increase by \$1.3 million  
27 per year and adding an unfunded expense to IFR of \$1.3 million

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DIV 8-8. Please state whether Providence Water has investigated how the Commission has required utilities other than Pawtucket Water to treat the revenues generated by the conversion for monthly billing. If yes, please state Providence Water's findings.

Answer: No, Providence Water has not.