



- **Respondent shall submit three (3) client references with their proposal.**

Reference	Contact Information	Project
Steven Petrecca Assistant State Treasurer Department of Treasury State of New Jersey	125 W. State Street Trenton, NJ 08625 (p): 609-292-8951 (e): steven.petrecca@treas.state.nj.us	State of New Jersey Cash-Flow Project
Leslie Notor Manager - Cashflow and Liquidity Office of Management & Budget State of New Jersey	33 W. State Street, 6th Floor Trenton, NJ 08608 (p): 609-292-5040 (e): leslie.notor@treas.state.nj.us	State of New Jersey Cash-Flow Project
Marc Krassan Chief Financial Officer County of Burlington	49 Rancocas Road Mount Holly, New Jersey 08060 (p): 609-265-5267 (e): mkrassan@co.burlington.nj.us	County of Burlington Budget Templates

- **The hourly rate and total amount associated with personnel who will provide the work listed in this Request for Proposal.**

Acacia Financial Group, Inc. proposes that the compensation for services provided to the City be as follows:

**1. Hourly Basis:**

For consulting services, Acacia proposes that compensation be based upon the hourly rates established below.

**HOURLY RATES**

- |                             |              |
|-----------------------------|--------------|
| 1. Co-President             | \$275.00/hr. |
| 2. Managing Director        | \$250.00/hr. |
| 3. Vice President           | \$225.00/hr. |
| 4. Assistant Vice President | \$200.00/hr. |
| 5. Analyst                  | \$175.00/hr. |
| 6. Administrative           | \$ 50.00/hr. |

**2. Total Amount:**

Acacia proposes that the total amount for the engagement for a period of one (1) year shall not exceed \$90,000.

**3. Expenses:**

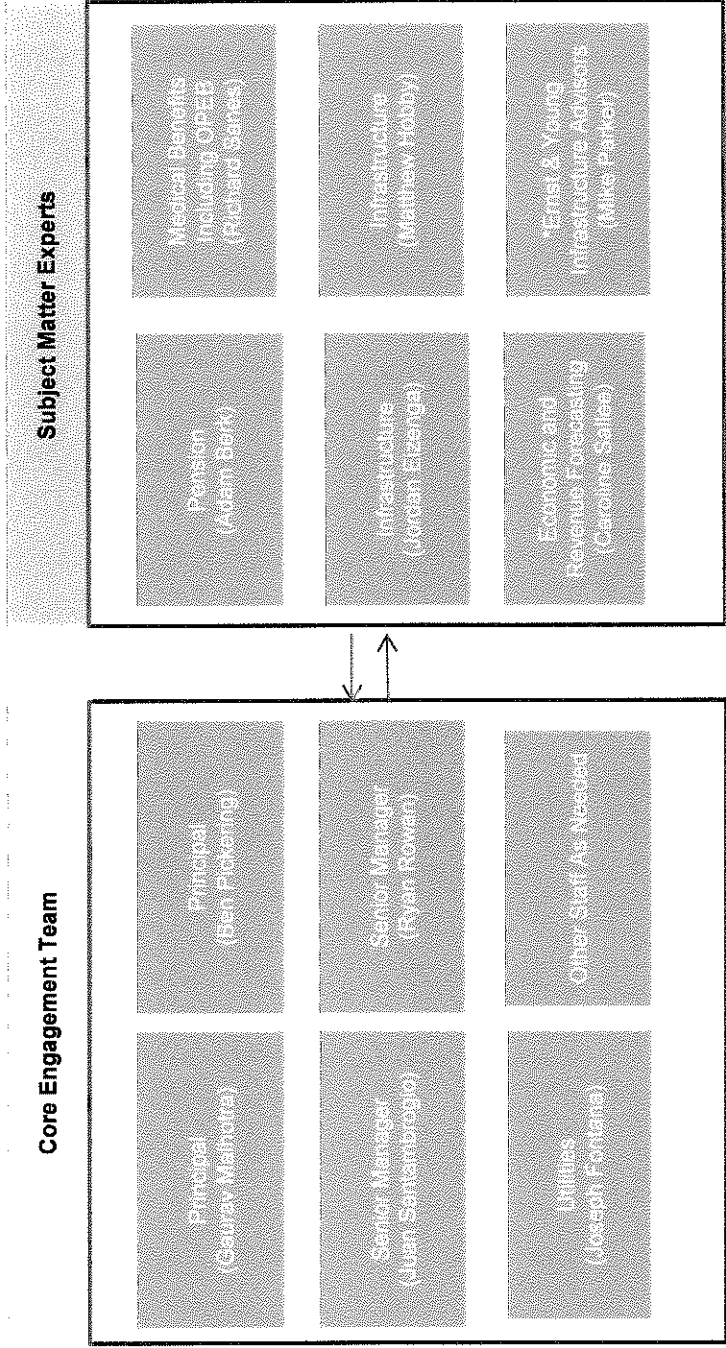
Acacia proposes to be reimbursed for the following reasonable expenses incurred in providing the services set forth herein at rates which are approved upon submission of appropriate invoices: graphics, postage, photocopies, telecopies, freight charges and telephone.



# Pricing and Team Structure

We are proposing a fixed fee of \$125,000 per month for a period of twelve (12) months, plus out-of-pocket expenses. We are proposing 2-3 dedicated FTEs for this engagement with supplemental support from other staff and subject matter experts as needed. Based on the scope of work, expected duration, our experience with similar projects, and resource commitments outlined in this proposal, our estimated hourly fee structure is a blended rate of \$425 per hour per professional.

Our core engagement team and subject matter experts are as follows:



\*Ernst & Young Infrastructure Advisors LLC (EYIA) is a registered municipal advisor and an affiliate of Ernst & Young LLP. EYIA provides financial and other services to clients seeking to rebuild and modernize infrastructure, invest in new infrastructure, and identify and attract funding required for investment in infrastructure. A copy of the EYIA materials is included in the Appendix.



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## Budget

Based upon the specifications of the RFP and our proposal, we offer to complete the work and prepare the deliverables presented in our technical proposal for an all-inclusive fixed fee of \$179,700 for the one-year duration of the contract. This proposed fee covers our consulting services in the preparation of the 2015 – 2016 budget and creation of models. It includes all consulting fees for CGR's assigned personnel and our expert subconsultant (PfeifferGov LLC) as well as incidental costs related to project travel. This fee anticipates one meeting per month (consisting of one day face-to-face time each) with the City administration, project steering committee, representatives of the city, bodies of State government, or any combination of these for the one-year duration of the contract. To the extent that more or less actual time is required or video-conferencing can be used, the fee can be adjusted accordingly.

## Hourly Rates

Should work beyond the scope of that outlined in the RFP and/or this proposal be required, the normal hourly rates for staff are as follow:

Dr. Stefko (Project Director)	\$250
Mr. Roulin (Project Manager)	\$215
Senior Associate	\$120
Research Assistant	\$ 82
Marc Pfeiffer (PfeifferGov LLC)	\$250



Cost Outline

Proposed Project Budget

We propose a project fixed fee budget of \$147,350, with \$146,350 for professional fees plus \$1,000 for documented expenses (e.g. mileage, tolls, etc.), to be charged only if incurred. The professional fees will be incurred at the rates shown below. Based on the scope of work included in the City's Request for Proposals, the professional fees are likely to be able to cover the following:

- Thorough review of government finances and discussions with staff
- Model development
- Initiative development
- Scenario development
- Basic budget development

Given the important options for additional services in the City's Request for Proposals, PFM proposes that such additional scope items be negotiated – subject to the hourly rates below – as services are required. Such services are not included in the proposed fixed fee budget.

<b>Professional Hourly Fees:</b>				
	<u>Analyst/ Sr. Analyst</u>	<u>Senior Managing Consultant</u>	<u>Director</u>	<u>Managing Director</u>
Rate:	\$205/hour	\$250/hour	\$250/hour	\$275/hour
Hours:	345	185	35	75
Total (Rate x Hours):	\$70,725	\$46,250	\$8,750	\$20,625
<b>Project Delivery Expense: \$146,350</b>				
<b>PROJECT TOTAL: \$146,350 +\$1,000 in expenses (e.g. millage, tolls, etc.); \$147,350 in sum</b>				

PFM reserves the right to reallocate hours between professional classifications, as the project needs dictate, while staying within the total professional services fees of \$146,350.

We are accustomed to working with public sector clients under a broad range of contract structures, and we are flexible on the subject of fair compensation for our services. We want to work for the City of Trenton on this important project, and will be glad to discuss fee arrangements that are workable and are commensurate with the level of effort needed to complete the scope of work required.

We will issue monthly bills to the City of Trenton that detail the total professional hours for the work performed and any travel expenses.





## 6. COST PROPOSAL

The fixed, not-to-exceed bid for this proposal is \$121,210. The table below presents the hourly rate and estimated hours for each staff member.

<b>Cost Proposal Detail by Staff Member</b>				
<b>Staff Member</b>	<b>Firm</b>	<b>Hourly Rate</b>	<b>Estimated Hours</b>	<b>Estimated Total</b>
Eric Schnurer	Public Works	\$ 260	16	\$ 4,160
Marion Reitz	Public Works	\$ 210	72	\$ 15,120
Stephanie Walsh	Public Works	\$ 160	92	\$ 14,720
Stephen Mullin	ESI	\$ 260	16	\$ 4,160
Dianne Reed	ESI	\$ 210	125	\$ 26,250
Andrea Mannino	ESI	\$ 160	355	\$ 56,800
<b>Total Cost</b>			<b>676</b>	<b>\$ 121,210</b>

This cost proposal is for the work outlined in the RFP to support development of the City's 2015 budget, create budget forecasting models, and provide analysis and support relating to labor contracts. The RFP includes mention of the possible need for services to support the budget and finances for the Sewer, Water, and Parking Utilities, and for the Housing and Parking Authorities. While our teams are available for such work, the proposed budget cannot absorb significant additional work. If the City determines it requires significant work to support these agencies, the cost for such efforts would need to be negotiated separately once the scope is more fully identified.

### 3. COST PROPOSAL

For financial advisory services provided, NW Financial proposes a compensation schedule as follows:

**1) New Money and/or Refunding bond transactions:**

For services provided in connection with a new money or refunding bond transaction, NW proposes to be compensated at the following rates:

**Refunding par size of:**

\$1.00-\$9,999,999: Flat fee of \$8,500 plus reasonable out of pocket expenses.

\$10,000,000-\$19,999,999: \$.85/\$1000 bonds issued, plus reasonable out of pocket expenses.

\$20,000,000-\$30,000,000: \$.75/\$1000 bonds issued, plus reasonable out of pocket expenses.

**NOTE: NW will only be paid upon the successful closing of the bond issue.**

**2) Consulting:**

For consulting services provided on projects other than the sale of bonds or notes, NW proposes to be compensated on a monthly basis based on the hourly rates as follows:

<u>Position</u>	<u>Hourly Rate (\$/hour)</u>
Principal	\$195
Managing Director	\$185
Senior Vice President	\$180
Vice President	\$170
Analyst	\$150

**3) Reimbursable Expenses:**

NW proposes to invoice for reasonable out of pocket expenses such as phone, postage, copies, travel, etc. at the time of a bond or note transaction closing or monthly with the submission of hourly invoicing for consulting projects assigned.





## Price Proposal

**Fees: \$150.00 / per hour**

**The total cost of HJA Strategies' services shall not exceed \$40,000 for the duration of the engagement period, even if the number of hours worked exceeds that amount.**

*(Inclusive of all expenses, fees, copying, and other support services).*

If a contract were awarded, HJA Strategies would bill the City of Trenton on the first of each month for the prior month's services. Each monthly invoice will be accompanied by an accounting of the activities that HJA Strategies undertook to lead to the invoiced amount.