

Section III:

6.3.4 – Administrative Information

Veolia’s Team will Combine the Deep Institutional Knowledge of your Facilities with Our Unmatched Local New Jersey-based Resources

With our team - on-site, throughout the State of New Jersey and across our organization in North America - the **Township of North Brunswick** will continue providing excellent service to its customers, and explore new and innovative ways to enhance your water system operations.

This commitment starts with Veolia’s People, the core group of which will be a transition of the Township’s existing team at the water facilities, as outlined on our Project Organization Chart (Figure 1.3-1). We look forward to delivering on our commitment to successfully transition these trusted and experienced individuals to Veolia’s North Brunswick Team.

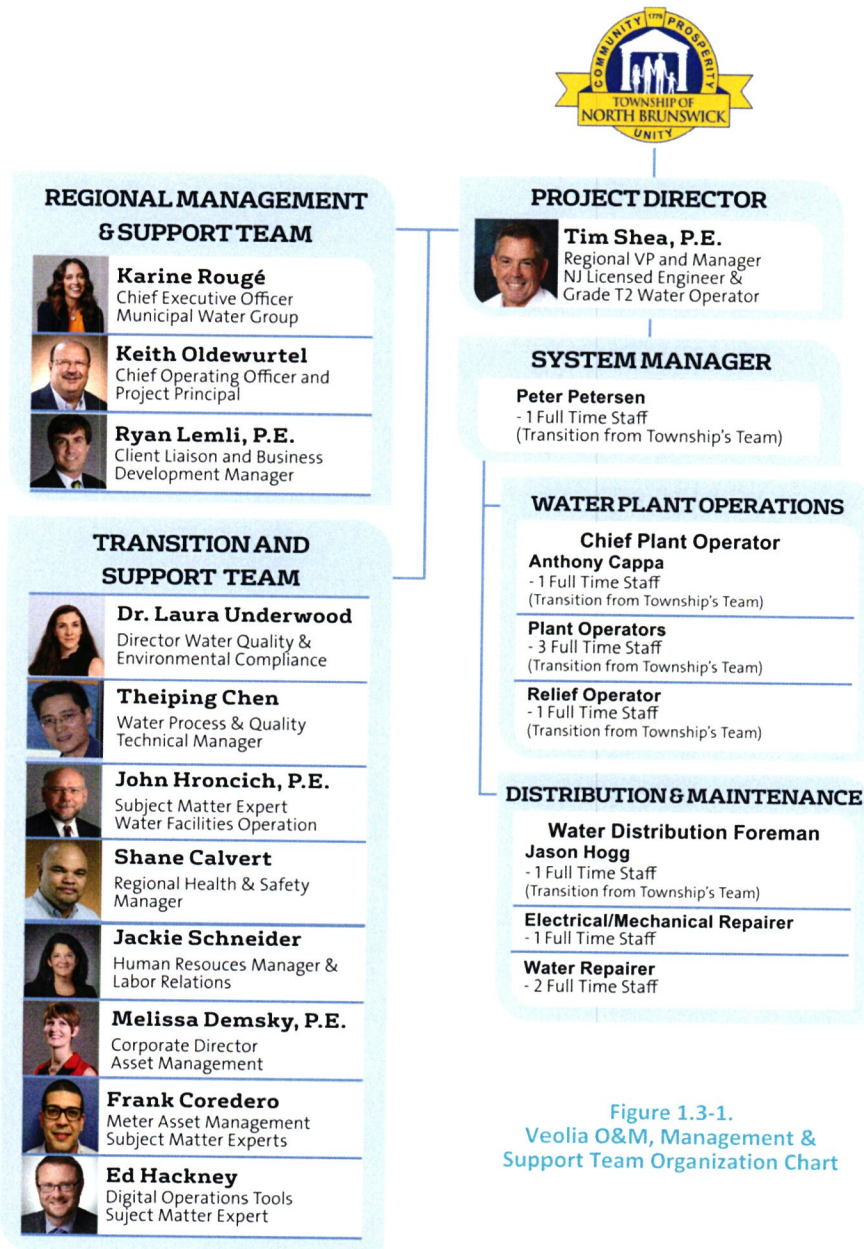


Figure 1.3-1.
Veolia O&M, Management &
Support Team Organization Chart

The Township will see our commitment in action during the negotiation phase, and it will fully ramp-up during the Transition phase.

Two things will become immediately apparent: 1) the depth of local resources that we will commit to the Transition Phase and during the life of the contract, and 2) our care for and investment in the transitioning Municipal Employees.

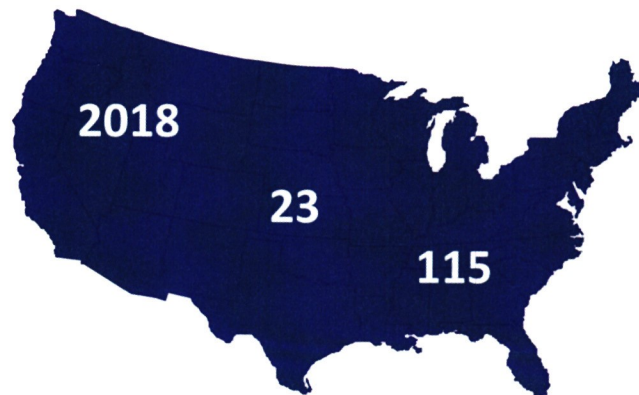
Veolia has proven experience in transitioning staff from American Water (your current operator), and the illustration below documents our success in the large-scale transition of project operations and resources in 2018. This covered a group of water, wastewater and energy operations that Veolia acquired from American Water.



In **2018** Veolia and American Water Service mutually agreed to transition **23** water and wastewater operations contracts from AWS to Veolia.

Contracts covered O&M services agreements with municipal, industrial and other private companies. Facilities types included: water treatment & distribution systems; wastewater collection & treatment systems; customer service operations; and energy facilities.

In total more than **115** staff were transitioned from these American Water run projects to Veolia, and the majority of these staff have remained with our company.



In this section we provide details on this project team organization that we are proposing, outlining the role and responsibilities of the core O&M team and those of the other resources that we will commit to working with them. Resumes for these resources are provided in [Appendix A](#).

1) PROJECT ORGANIZATION

Veolia will Provide a Local O&M Team that will be Supported by the Local, Regional and National Resources of our Firm

a. Project Organization Plan

Organization Structure

Veolia's organization approach will focus on delivering enhanced services and best value for your water system.

This approach will begin with establishing and then maintaining an operations, management and support team starting at the transition stage.

This approach, as shown on our organization chart provides full-time role for the Municipal Employees. We have also added a second full-time Water Repairer position, which will allow us to effectively address the immediate repair and maintenance needs at the water facilities.

Project Management Team

Veolia's dedicated full-time O&M team will work under the leadership of our New Jersey based **Project Director, Tim Shea, P.E.**, a New Jersey licensed Water Operator and Professional Engineer.

Following completion of the Transition Phase, Tim will remain engaged as Veolia's corporate manager for this partnership and be directly accountable to the Township for the success of the operations.

Reporting to Tim will be the full-time **System Manager** who will be based at the water treatment plant.

Veolia is committing to retain **Peter Petersen** in that role, as he brings the level of expertise and local knowledge that will be critical to success in this key position.

In filling this key role, now and into the future, Veolia will ensure that our System Manager has the licensing and experience required to meet the standards that the Township has outlined in the Request for Proposal (RFP).

Transition & Ongoing Support Team

Tim Shea will be responsible for leading the transition of the operations, serving as the key point of contact for your management team during this process.

Project Director & Transition Lead

Tim Shea, P.E.

VP and Operations Manager

- NJ Water Treatment Operator
- 30+ years of experience
- Regional Manager for projects and operations in New Jersey



Over the past five years, Mr. Shea has successfully completed two similar operations transitions at our Mendham and Plumsted, NJ, operations. He continues to manage those project teams and serve as the main point of contact for our clients.

In supporting this process, he will bring together a team of New Jersey-based resources that will remain engaged throughout the transition process and then support our O&M team over the life of the contract.

Our Transition Team, is profiled on our Organization Chart (Figure 1.3-1), and further detailed in Table 1.3-2 (later in this section).

Veolia has a well-defined transition process, and this will be used to ensure continuity of the operations for the Township's water systems, with no interruption of water service to those served by your utility operations.

During the Transition Phase we will work to establish a detailed plan to provide for operations, maintenance, safety and business training for the O&M staff.

Veolia's training programs for this new project with the Township's water operations will be tailored specifically to the needs of your facilities.

Corporate Management/Support Team

Veolia's level of commitment to the Town will be supported by that of our corporate senior management team, including **Karine Rougé**, **Chief Executive Officer** for Veolia's Municipal Water Operations, and **Keith Oldewurtel**, **Chief Operating Officer** for Veolia's Municipal Water Contract Operations Business.

They are the corporate level managers that will back our resource, financial and other types of commitments under this new partnership.

PROVEN LOCAL PROJECT LEADERSHIP

Veolia’s Corporate Leaders

Keith Oldewurtel

COO Municipal Operations

- Principal for O&M projects in New Jersey and the East
- 14 years with Veolia and 37 years O&M experience
- Licensed Operator - Water



Karine Rougé

CEO Municipal Water

- Executive Manager for Veolia's Water operations in U.S.
- 17 years of water industry, and management experience
- Management Degrees



They will also be readily accessible to our team and the Township through our municipal headquarters office in Paramus.

Supporting the Township’s Water Utility – No Matter What Need Arises

Veolia, as documented on our resources map (Figure 1.3-2), provides by far the largest support team of water industry professionals in the State of New Jersey.

This includes an O&M team of almost 600 staff engaged at our 15 water and wastewater operations in New Jersey, combined with our Municipal Business Headquarters office in Paramus with over 220 other staff.

With the extent of local resources that Veolia offers, the Township can rest assured that our firm has the bench strength needed to support you in whatever need arises.

New Jersey Licensed Operators

Veolia’s depth of New Jersey licensed water operators represent a valuable resource base that can be accessed by our O&M team and North Brunswick for strategic direction, technical input, and/or emergency response as different needs arise throughout the life of our 20-year partnership.

In total our company has over 160 water operator licenses in New Jersey covering water treatment, W-1 through W-4, along with water distribution, along with wastewater treatment and sewer system operations licenses.

Table 1.3-1, next page, profiles key managers and lead operators engaged in the O&M of water systems similar to yours. These include surface water treatment plants that meet the same regulatory standards, State (New Jersey Department of Environmental Protection) and Federal (U.S. Environmental Protection Agency).

Our water operations in New Jersey also have water distribution, water storage and other systems similar to yours. Full resumes for these licensed operations staff are provided in Appendix A.

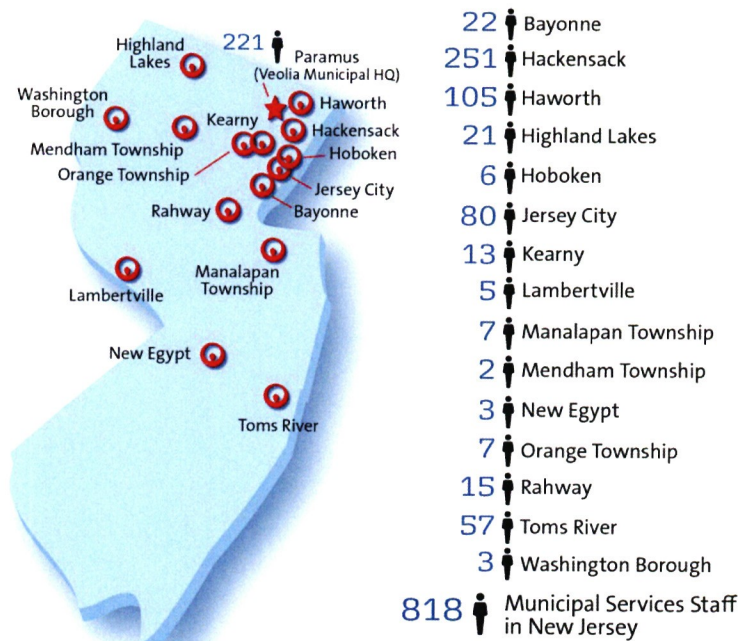






Figure 1.3-2. Veolia Operations and Resources in New Jersey

	<p>Rahway, NJ <i>O&M contract (1999-2037)</i> 6-MGD surface water treatment plant, 96 miles of water lines, reservoirs and customer service management</p>		<p>Kearney, NJ <i>O&M contract (1996-2027)</i> 5-MGD water system with 115 miles of water mains and metering and customer service management</p>
	<p>Jersey City, NJ <i>O&M contract (1996-2027)</i> 50-MGD surface water treatment plant, 330 miles of water lines, reservoirs and watershed management</p>		<p>Haworth, NJ <i>Regulated Utility (150 + years)</i> 200-MGD surface water plant, 2,200 miles of water mains, finished water tanks and large water laboratory</p>

Veolia is the operations leader for water systems in New Jersey, with water treatment plants, distribution networks and other systems and facilities similar to those at the Township of North Brunswick. The Township can be confident that Veolia has, and will continue to have over the next 20 years, the level of New Jersey Licensed Operators needed to support your water system’s needs.

Table 1.3-1. Veolia’s NJ-Licensed Water Operators and System Managers		
Name/Role/Experience/Licenses	Benefits for North Brunswick Operation	
 <p>Jason Kiernan/Manager, Bayonne</p> <ul style="list-style-type: none"> • 20 years of experience/4 years with Veolia • Manager for Bayonne water operations and now regional manager in New Jersey • <u>NJ licenses:</u> W-2 Water Distribution, T-1 Water Treatment , S-4 Wastewater, C-3 Wastewater & Certified Public Works Manager 	 <p>Bayonne, NJ</p>	<p><i>Demonstrated expertise with O&M and management of complex water systems, proven experience with NJDEP water regulations and management experience with water operations transitions.</i></p>
 <p>John Hroncich, P.E./Manager, Jersey City</p> <ul style="list-style-type: none"> • 44 years of experience – 30 years with Veolia • Operations/Project Manager, Jersey City and Hoboken water treatment and supply systems • <u>NJ licenses:</u> T-4 Water Treatment, W-4 Water Distribution and Professional Engineer 	 <p>Jersey City, NJ</p>	<p><i>Manages two major water operations – Jersey City and Bayonne – working with these communities to address challenges and implement effective solutions.</i></p>
 <p>Michael Leahy/Manager & Director</p> <ul style="list-style-type: none"> • 40 years of O&M work, all with Veolia • Responsible for operations/management for multiple water & wastewater projects in NJ • <u>NJ licenses:</u> T-2 Water Treatment and W-4 Water Distribution 	 <p>Hackensack, NJ</p>	<p><i>Experienced in managing large and small water treatment and distribution systems with operations and maintenance needs similar to North Brunswick.</i></p>
 <p>Craig Gardina/Manager/Kearney</p> <ul style="list-style-type: none"> • 17 years of operations management work • Project Manager for Kearney water system and former operator with Evesham Utilities • <u>NJ licenses:</u> W-3 Water Distribution and T-2 Water Treatment Operator 	 <p>Kearney, NJ</p>	<p><i>Water operations manager with treatment & distribution experience for systems meeting NJDEP regulatory requirements comparable to North Brunswick.</i></p>
 <p>Andrew Suarez/Manager, Rahway</p> <ul style="list-style-type: none"> • 15 years of experience, all with Veolia in NJ • Project Manager at Rahway, NJ, water treatment plant • <u>NJ licenses:</u> W-2 Water Distribution and T-3 Water Treatment 	 <p>Rahway, NJ</p>	<p><i>Worked in multiple roles for water treatment O&M, and now manages operations and staff for water plant that is similar in size to the North Brunswick water plant.</i></p>
 <p>Alexandra Noriega/Manager, Kearney</p> <ul style="list-style-type: none"> • 14 years of experience, all with Veolia • Assistant Project Manager at Kearney water operations & served as Operations Supervisor • <u>NJ licenses:</u> W-1 Water Distribution and Certified Backflow Inspector/Test 	 <p>Kearney, NJ</p>	<p><i>Experienced water treatment and distribution system operator and manager, now managing water distribution operations for system similar to North Brunswick.</i></p>

Table 1.3-1. Veolia's NJ-Licensed Water Operators and System Managers		
Name/Role/Experience/Licenses	Benefits for North Brunswick Operation	
 <p>Joshua Engelking/Manager, Haworth</p> <ul style="list-style-type: none"> • 19 years of experience/15 years with Veolia • Water Production Manager for 200-MGD Haworth plant and three Class I dams • <u>NJ licenses:</u> T-4 Water Treatment and W-4 Water Distribution 	 <p>Haworth, NJ</p>	<p><i>Directs O&M of a large water treatment plant operation, and that meets the same regulatory and water quality standards as those for North Brunswick.</i></p>
 <p>Daniel Boyle/Supervisor, Kearney</p> <ul style="list-style-type: none"> • 41 years of experience/8 years with Veolia • Operations Supervisor for Kearney water O&M and former Water Plant Operator at Bayonne • <u>NJ licenses:</u> W-4 Water Distribution and C-3 Wastewater Collection System 	 <p>Kearney, NJ</p>	<p><i>Experienced water treatment plant operator for systems operating under NJDEP regulations and manages water distribution system similar to North Brunswick.</i></p>

Technical, Business, Management and Other Support Resources

Table 1.3-2, which follows, profiles the key resources that will be part of our transition and support teams.

This group includes New Jersey licensed water operators and managers, along with Subject Matter Experts in areas including: water quality; regulatory and safety compliance; water loss reduction; metering/AMI system management; repair, maintenance and asset management; human resources managers: professional development and training staff; and the other professionals that will be needed to support operations delivery.

Full resumes for Veolia's management, transition and support resources team are provided in Appendix A.



Veolia has transitioned multiple water & wastewater systems and hundreds of staff over the past decade, including those with Mendham Township and the Plumsted Municipal Utilities Authority, New Jersey – both led by Tim Shea. These two operations, in many ways similar to yours, were supported throughout the transition process by the same management team that will be engaged in working with your community in transitioning the operation and staff at your water operations.

Table 1.3-2. Veolia Transition and Support Team - Contributions to North Brunswick	
Name/Title/Transition Team Role	Key Qualifications and Experience
<p>Laura Underwood <i>Director Water Quality & Regulatory Compliance</i> <u>Transition Role:</u> Water quality and treatment process optimization.</p>	<ul style="list-style-type: none"> • 18 years of experience • Oversees water quality and compliance operations for operations in New Jersey and other parts of the U.S. • Engaged in research to address water quality, compliance and treatment system performance • Doctorate and MS degrees in Environmental Engineering
<p>Theping Chen, P.E. <i>Water Process/Quality Engineer</i> <u>Transition Role:</u> Water quality and treatment process optimization.</p>	<ul style="list-style-type: none"> • 30+ years of water systems operations, engineering and R&D work for operations/projects in the U.S. and globally • Subject Matter Expert for water quality management, engaged with planning, design and construction for treatment plants • Registered Professional Engineer
<p>John Hroncich, P.E. <i>Water Facilities O&M</i> <u>Transition Role:</u> WQAA and New Jersey Compliance Strategy, and Rutgers</p>	<ul style="list-style-type: none"> • 44 years of water O&M experience • Subject Matter Expert for water system operations • Operations/Project Manager, Jersey City and Hoboken water

Table 1.3-2. Veolia Transition and Support Team - Contributions to North Brunswick

Name/Title/Transition Team Role	Key Qualifications and Experience
University Operator Training Program Liaison.	treatment and supply systems <ul style="list-style-type: none"> New Jersey licensed as T-4 Water Treatment Operator, W-4 Water Distribution Operator and Professional Engineer
David Hill <i>Water Facilities O&M</i> <u>Transition Role:</u> Water operations management and operations and management tools	<ul style="list-style-type: none"> 35 years of water O&M experience – 5 years with Veolia Subject Matter Expert for water system operations Project Manager for Veolia’s water contract at Buffalo, NY, for treatment, distribution and customer service/meters operations Licensed Water Treatment and Distribution Operator - highest levels in New York State
Shane Calvert <i>Safety & Compliance Manager</i> <u>Transition Role:</u> Health & Safety program planning, staff training program development, and Emergency Response Plan development.	<ul style="list-style-type: none"> 26 years with Veolia, all of his career working in progressively responsible operations and management roles Served as the Safety Manager for Veolia’s water system operations at Indianapolis, IN – system serving ~1 million people Environmental, Health & Safety leader for Veolia’s operations in the region and part of national team for safety and compliance Licensed Wastewater Operator in two states
Jackie Schneider <i>Human Resources Director</i> <u>Transition Role:</u> Employee transition and professional development program.	<ul style="list-style-type: none"> 27 years of human resources experience – 23 years with Veolia Based at Veolia’s Municipal Operations headquarters in Paramus, with responsibility for employee training and development, human resources support program implementation and labor relations Certified as a Professional in Human Resources (PHR), Professional Society of Human Resources Management (SHRM CP) and Labor Relations Certification
Melissa Demsky, P.E. <i>Asset Management Leader</i> <u>Transition Role:</u> Asset Management program development and CMMS implementation team oversight.	<ul style="list-style-type: none"> 18 years of experience – 15 years with Veolia Corporate Manager/Leader for Asset Management with Veolia Develops and implements asset management programs for new project transitions and long-term operations projects Registered Professional Engineer and licensed Wastewater Operator in multiple states
Frank Cordero <i>Digital Operations Manager</i> <u>Transition Role:</u> Meter testing program development.	<ul style="list-style-type: none"> 21 years of work experience Engaged in supporting water meter customer service, meters and revenue management for water operations in New Jersey Manages an operational support team that works with water and wastewater operations in the East region
Edward Hackney <i>Data & Analytics Director</i> <u>Transition Role:</u> AMI optimization and water loss value-add services.	<ul style="list-style-type: none"> 27 years of work in data management and water industry Provides leadership in the areas of operational technology and analytics, AMR, AMI and Smart Metering GIS and SCADA Engaged in supporting water operations in New Jersey with operational and maintenance tracking tools and water meters
Christopher Halleron <i>Community Relations and Communications Manager</i> <u>Transition Role:</u> Community engagement and public relations program.	<ul style="list-style-type: none"> 10 years of community relations, publishing and communications experience – joined Veolia in New Jersey in 2021 Works with water operations teams and clients to develop, implement and sustain communications and community relations/involvement programs. Developed and implemented community programs for municipal clients in New Jersey, New York and other parts of East region

Table 1.3-2. Veolia Transition and Support Team - Contributions to North Brunswick

Name/Title/Transition Team Role	Key Qualifications and Experience
<p>Ryan Lemli, P.E. <i>Client Manager</i> Transition Role: North Brunswick stakeholder engagement and goals alignment.</p>	<ul style="list-style-type: none"> • 23 years of project development and engineering experience in New Jersey, Philadelphia and New York - 6 years with Veolia • Engaged in supporting new project development and transitions • Works as client liaison to support ongoing operations projects in New Jersey • New Jersey Registered Professional Engineer

b. Staffing Plan

Veolia’s staffing plan and approach for the O&M team commits to retaining the “Municipal Employee” positions identified in the RFP. This is reflected in our O&M organization chart (Figure 1.3-1) and includes the following full-time staff roles:

- System Manager
- Chief Water Treatment Plant Operator
- 3 Water Treatment Plant Operators
- Water Treatment Plant Relief Operator
- Water Distribution Foreman
- Electrical/Mechanical Repairer
- Water Repairer

In addition, we are proposing an additional maintenance role, a second Water Repairer, which will bring the full-time O&M staff to 10.

Veolia’s O&M team will be responsible for providing provide for coverage after-hours and for emergencies through an on-call Operator. This will provide for 24 hour-per-day on call availability and response, 7-days-a-week and 365 days per year.

The on-call Operator role will be done on a rotating basis among Veolia’s O&M staff.

Additionally, if any situation requires additional assistance, the On-Call Operator will then notify and call in others, as appropriate, and work with them to mobilize the staff and resources needed to respond to and resolve the situation.

Veolia will also provide other administrative, office, field, clerical and accounting staff needed to efficiently and effectively support the operations. This will include resources from our regional administrative staff in New Jersey, along with those from our corporate Procurement, Accounting and other teams.

Employee Training and Development Means Continuity of Operations

Veolia understands the challenges of staffing in the water industry, and we continually work to incentivize, equip and protect employees to help them develop in their careers and keep them safe on the job.

Our employees are encouraged and incentivized to complete new training and gain new licenses and certifications that allows for them to advance in their career.

We also cross-train staff at each of our operations, allowing these operations, maintenance and administrative staff to build an understanding of all elements of an operation, which also allows them to grow into other roles – providing a pool of talent that can move into management roles.

Veolia also has an internal succession planning process, a structured process that assesses individual staff and group performance, potential for growth and career plans for managers and their direct reports.

When an advanced position opens on an existing project or a new project, we always look to fill that role from within our staff in the region, or more broadly through the national resources of our company.

Veolia’s career paths are well-defined and serve, as shown in our firm’s commitment to continuous advancement opportunity.

Our focus is on increasing skill sets and licensing, rather than simply relying on an individual employee’s years of experience to qualify them for promotion.

Under this approach, managers help junior staff members to identify improvement strategies as they plan their career growth.

Veolia’s long-standing policy is to reimburse the employee or pay directly for the costs of



In 2021 under a partnership with Rutgers University, our O&M group in New Jersey launched an in-house “School” offering an Introduction to Water and Wastewater to some 21 participants.

This program is accredited and accepted by the NJDEP for learning hours, and is facilitated by internal Subject Matter Experts as instructors.

The initial year of the program ran for 180 hours meeting twice per week during the work day and included field trips for hands-on learning. In January of this year our “School” program launched a second program, Advanced Water & Wastewater, with 16 participants.

John Hroncich and Jason Kiernan from our Management Team in New Jersey helped to implement this program.

training. We also reimburse employees for the cost of travel and/or the time outside of work hours required to complete Company-approved training or to sit for a licensing examination, prepare applications for licensing, as well as pay for license renewal fees.

We recognize that achieving progressive levels of licensing is often a difficult task which takes a considerable personal sacrifice on the part of the employee and their family.

To encourage this approach, Veolia awards full-time regular employees a bonus, if they achieve a license level which is more advanced than what their job description requires.

Training

Training programs for the on-site personnel at the Township’s water operations will focus on the areas of operations, safety, compliance and other business areas.

This training will be delivered via classroom, e-learning, blended learning and on-the-job learning with a focus on Continuing Professional Development (CPD).

Additionally, any new staff that may join the Veolia O&M team at the water operations will complete New Employee Orientation training.

We wish to further highlight the following specific training resources that we believe will be of particular benefit to the transitioning Municipal Employees:

- 1) VNA University is an on-line site that is designed to help all Veolia employees across North America in achieving their

career goals and provides a wide variety of learning options.

With regular course and content updates, Veolia employees have the opportunity to learn everything from safety to technical and operational to management and other soft skills content.

- 2) Veolia offers an on-line proprietary training program that is focused on skills development and staff growth.

Our proprietary online platform “Workforce Training” offers a selection of training modules which range from beginner to advanced training in support of higher levels of certification and licensing. Operators can choose the training modules which are focused on the skillsets they want to improve.

- 3) In our discussion on Maintenance, Section V – Part 2, we detail specific maintenance training that will not only help care for and extend the life of the Township’s assets, but also represents a significant professional development opportunity for our staff.
- 4) The Veolia Partnership with Rutgers University, profiled above, offers both a platform for our water operators to achieve higher levels of New Jersey licensing, and also helps us attract new talent into the water industry.

Attracting Talent

Veolia’s East Region has developed an Internship Program where we invest in building the workforce of the future and is one

our key methods that we use in attracting new talent to the Water Industry.

A key example of this is our highly successful internship at our long-running municipal water and wastewater operations project at the City of New London, Connecticut.

The New London Internship Model – By the Numbers



At this site some 32 interns have entered into the program over the last 12 years.

Some 20 of that number completed the program and were hired full time by Veolia, and 15 of those are currently at New London – three of whom are now Managers.

Core to the success of any internship programs are local educational partnerships.

At the Town of North Brunswick’s operation we look to advertise and recruit for the intern positions at local colleges, trade schools and community jobs types of programs.

**Get 'Em Early,
Train 'Em Right**

A HIGHLY STRUCTURED INTERNSHIP PROGRAM CREATES A READY PIPELINE OF QUALIFIED OPERATORS FOR A CONNECTICUT WASTEWATER TREATMENT PLANT

**Get 'Em Early,
Train 'Em Right**

Veolia's internship program creates a pipeline of local qualified operators. A nearby Veolia internship program was featured May 2012 Treatment Plant Operator (TPO) Magazine article at Veolia's New London, Connecticut, project. This program helps to attract talented young people into the water industry as our workforce ages and develops strong leaders with marketable skills from the City's residents.

PERFORMANCE RECORD

Veolia is a Proven Partner to Communities Like Yours and We have a Strong Record of Safety and Compliance

2 – Litigation Statement

Veolia can state that our firm is or has been a party to civil disputes or lawsuits brought by, or against, it seeking to recover damages under a variety of legal circumstances. These lawsuits are of the types that arise during the normal course of business, and Veolia has vigorously defended and denied any liability in the lawsuits initiated against our company.

We can also affirm that there currently exist no claims that, if adversely decided against Veolia, would materially affect the ability of our company to successfully perform the services contemplated under this proposal.

Specific details regarding pending litigation are considered confidential and proprietary information of Veolia that are covered by the attorney-client privilege.

3 – Ability to Bid

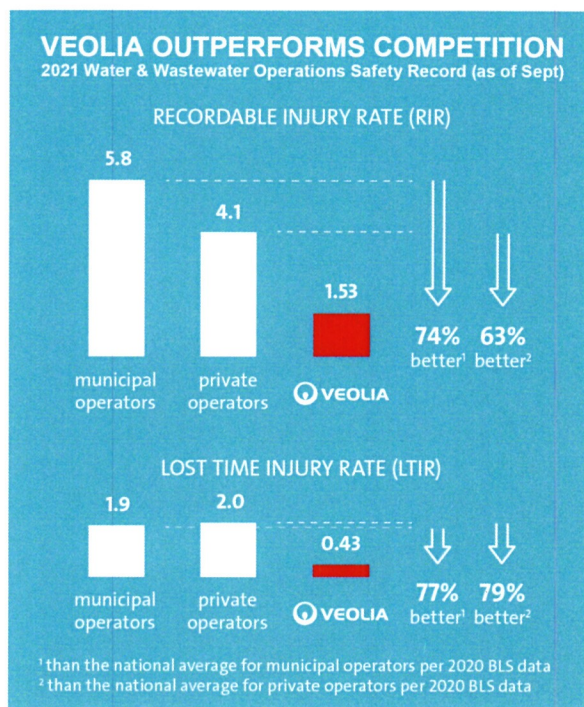
Veolia can affirm that there have been no occasions in which our firm, any officer or principal of our firm with a proprietary interest therein, has ever been disqualified, removed, debarred due to prior negative experience or otherwise prevented from bidding on, participating in, or completing a federal, state, or local governmental project because of a violation of law or a safety regulation.

Our firm has a strong safety and compliance record in our work in the State of New Jersey, the East region, as well as throughout the U.S.

Veolia's commitment to safety is reflected in our firm's "Goal Zero" safety initiative and the tools and resources that we use to manage safety for our water operations.

Under the Goal Zero vision, Veolia's operations strive for zero accidents and injuries. It is a foundational element of our firm's safety culture and all Veolia employees embrace the Goal Zero pledge of safety and responsibility.

The effectiveness of our safety commitment and approach is reflected in our industry best performance in the areas lost time injury rates (LTIR) and recordable injury rates (RIR).



As the figure (above) documents, through September 2021 our company has maintained an RIR of 1.53 and an LTIR of 0.43.

Through the effective application of our Safety Plan and ongoing training of staff at our operations, we have been able to maintain a strong record of performance and compliance.

4 – No Default

Veolia can affirm that there have been no occasions in which our firm has been in a position of default in a federal, state or local government project.

In terms of our contract execution, our firm has a proven record of performance under our contract O&M agreements, with a contract renewal rate of better than 95% for our municipal operations business, with many long-term renewals for our ongoing O&M contracts in the East region.

5 – Regulatory Compliance

Veolia, as noted in our litigation statement, is or has been a party to civil disputes or lawsuits

brought by, or against, it seeking to recover damages under various legal circumstances. These lawsuits are of the types that arise during the normal course of business, and Veolia has vigorously defended and denied any liability in the lawsuits initiated against our company.

We can also affirm that there currently exist no claims that, if adversely decided against Veolia, would materially affect the ability of our company to successfully perform the services contemplated under this proposal.

Specific details regarding pending litigation are considered confidential and proprietary information of Veolia that are covered by the attorney-client privilege.

In terms of our firm's regulatory compliance history, Veolia has more than three decades of O&M work experience in the State of New Jersey. Through our current work at O&M sites in the State we have experience addressing the specific reporting and compliance requirements of the New Jersey Department of Environmental Protection.

Over the past five years in our O&M work in the State of New Jersey, Veolia has had no regulatory violations resulting in a fine. Additionally, in our water systems operations in the region and nationally, we can affirm that we have had no regulatory violations resulting in fines over the past five years.

Veolia has a strong compliance program, with environmental audits, training and enforcement procedures. In all cases where a regulatory violation of this type occurs, we conduct in-house reviews of the incident and then revise existing policies and procedures to address these as needed. We also pay any regulatory fines for actions that are attributable to our operations scope.

Our firm also has proven experience and effectiveness in dealing with governmental agencies regulating water treatment facilities.

6 – No Construction Litigation

Veolia can affirm that there have been no occasions in which our firm or any of our officers have refused to testify or waive immunity before any state or federal grand jury relating to any public construction projects.



At Westborough, MA, Veolia is a partner to the community under two O&M contracts, one for the Town's water system and a separate agreement for their regional wastewater plant. These two operations use some shared maintenance and support resources to deliver high quality services.

In 2020, Veolia's team at the Westborough-Shrewsbury operations was recognized with the **U.S. Environmental Protection Agency's New England Division Wastewater Treatment Plant of the Year award**, recognizing their outstanding record of safe and reliable operations.

7 – Organizational Structure

Veolia Water North America Operating Services, LLC, as we have noted in this Proposal, will be the direct O&M services partner to the Township of North Brunswick under this new partnership.

We are not proposing to partner with any local contractors or vendors to deliver the core O&M services under this contract; and we are not proposing any joint venture relationships.

We will use local contractors, suppliers and vendors, as may be needed, to support the work of our O&M team for routine and emergency response types of needs.

In securing any support contractor services, Veolia will seek to use local firms and provide a preference for small and disadvantaged businesses.