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**PennJersey Environmental Consulting**  
By Rodger A. Ferguson, Jr.,  
LSRP, President

The John A. Delaney Homes site was acquired by the Perth Amboy Board of Education (PABOE) for a new high school in 2016. The site served as housing for returning WWII veterans. The New Jersey Schools Development Authority (NJSDA) is funding the new \$224 million high school, representing the largest facility ever constructed by the NJSDA. We conducted a due diligence preliminary assessment/site investigation (PA/SI) in 2014-2015. Historic demolition debris/fill was found in areas of previous building demolitions. The SI identified 23,000 cubic yards of fill to be removed to achieve an unrestricted use remediation. During the follow-up remedial investigation in 2016, we determined that 85,000 cubic yards of historic fill was graded over

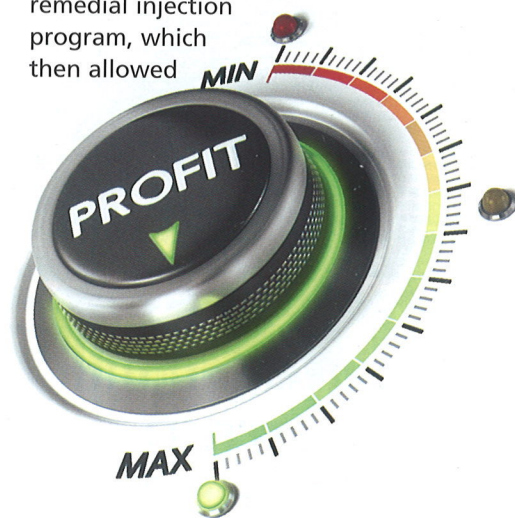
most of the site, outside of the previously demolished building footprints. Since this was too much fill to excavate and remove, we revised the remedial action to a restricted use (capping) scenario. This approach realized a savings to the PABOE from \$1 million to \$5.7 million. The revised remedial action will allow the school construction to proceed in a safe, protective and cost-efficient manner.



**The ELM Group, Inc.**  
By Mark D. Fisher, CHMM,  
LSRP, Managing Partner

The project involved one of ELM's developer clients who acquired a former retail petroleum property in Passaic County that needed to be quickly remediated to facilitate an aggressive redevelopment schedule. Site conditions included contamination issues associated with historical operators and a very recent release. ELM first conducted a streamlined due diligence/remedial

design investigation program to quantify contamination conditions and establish an appropriate remediation plan in consideration of the planned commercial redevelopment of the property. ELM then worked closely with the NJDEP to secure the necessary permit approvals in an expedited manner to facilitate the completion of a focused remedial injection program, which then allowed



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the construction of the new building to occur without any impact to the project schedule. A low-cost, passive vapor mitigation system was designed by ELM and installed as part of the new construction, which served as a preventative measure to alleviate future risk management concerns of the new retail tenant. ELM's streamlined remedial activities allowed the redevelopment to occur on schedule, followed by some post-remedial monitoring. A coordinated effort was also required by ELM's LSRP and the LSRP for the prior operator that ultimately resulted in the regulatory case closure of all environmental conditions at the property in a timely manner.



**FORENSIC ACCOUNTING CASE STUDIES**



**PKF O'Connor Davies, LLP**  
By Keith Balla, CPA, PSA, ABV, CFF, CGMA, Partner

Allegations were made about violations of civil service employment practices. We reviewed the policies, procedures, job descriptions, interviewed and observed operations and tested documents. We identified numerous instances of deviations and breaches, including falsification of time records. We obtained details for all unused sick and vacation pay. The list contained two additional employees in the department who were omitted from all other reports and didn't work at the entity. We investigated the whereabouts of these two employees and uncovered no-show job employees. One had 25 years of unused sick and vacation pay in excess of \$100,000. The same day we issued our

report setting forth all of the deficiencies and the alleged fraud of the ghost employees, the employee submitted his retirement papers to cash out his 25 years unused sick and vacation pay. The end result was the termination and replacement of the HR Director and Business Administrator.

**LAW**



**Harwood Lloyd, LLC**  
By Michael J. Brady, Esq., Member, Chair, Commercial Department

Members of a family business should agree on the basic terms of their business relationship from the outset and commit those terms to clear, written, signed agreements reviewed by each member's counsel and accountant. The agreement should address percentage of membership interest; amounts and types of capital contributions; management authority; admission of new

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