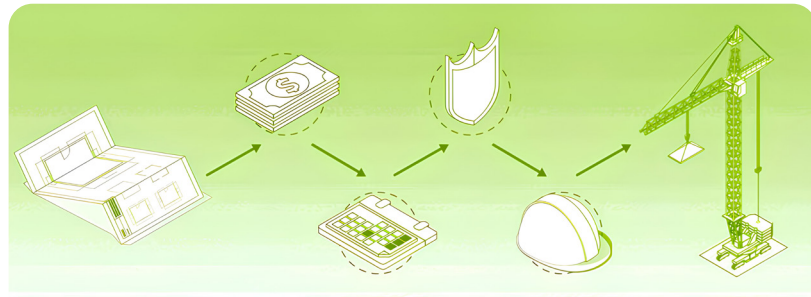


## PARTNERING WITH CLIENTS FOR FLEXIBLE AND SCALABLE PROJECT DELIVERY SOLUTIONS



### From Project Inception to Project Completion

Matrix serves as a “one-stop shop” to our clients providing turnkey services across project planning, design, procurement, construction, and operations. We are bringing together multi-disciplined expertise, project management skills and training, broad technical staff in local offices, national design hubs across the US, as well as access to specialty consultants in a timely and efficient manner. We provide owners the support they need to plan, organize, and execute both individual projects as well as complex, multi-phase programs on time, at a high quality, and within budget. We know that there is no one-size-fits-all approach – every project and program is unique, and we work side by side with owners, as integrated team members and trusted advisors, to scale our team and solutions to successfully deliver each project/program we touch.



### One Team, One Vision, One Goal

Matrix has management and technical resources ready to mobilize on-site exactly when you need them. Our program management service line provides clients full access to our wide-ranging environmental and engineering resources via our centers of excellence with hubs in New York, New Jersey, Louisiana, Arizona, and California. Matrix assures a seamless integration of our staff with yours and more importantly your vision thereby removing the need to hire or manage any additional procurements. Matrix is flexible and scalable in our approach and looks out for the client’s best interests every step of the way, from planning and design, through construction to closeout and ongoing compliance activities.



#### PRE-DESIGN

- Project planning
- Resource planning
- Basis of design coordination
- Stakeholder coordination
- Risk assessment



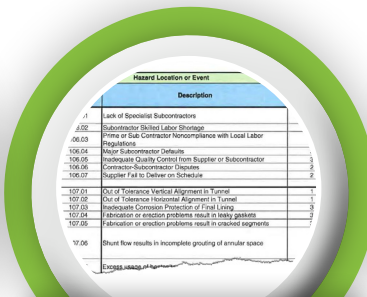
#### PROCUREMENT

- Request for qualifications/proposal drafting
- Bid analysis
- Project structure set-up
- Office IT
- Data hosting



#### PROJECT CONTROLS

- Scheduling
- Cost estimating
- Cost engineering
- Document controls
- Performance reporting



#### COMMERCIAL AND RISK MANAGEMENT

- Change management
- Contract negotiations
- Claims and dispute resolutions
- Risk management
- Impact analysis
- Cash flow forecasting



#### TECHNICAL OVERSIGHT

- Specialized technical support
- Cross-discipline review and coordination
- Constructability review
- RFI and submittal oversight



#### CONSTRUCTION OVERSIGHT

- Quality assurance
- Construction inspection
- Construction milestone tracking
- Payment review
- Site safety and security
- Operational readiness oversight and support

## WHAT MAKES PROGRAM DELIVERY SUCCESSFUL?



### PROJECT PLANNING AND RISK MANAGEMENT

Experience has taught us the most effective way to assure successful delivery is through comprehensive planning, assigning properly experienced and collaborative staff, and active risk management. With over 30 years in the industry, Matrix provides the knowledge, experience, and foresight needed to be your trusted partner in project definition, life-cycle planning, schedule and budget estimation, risk assessment, and continuous monitoring.



### CONSTRUCTION OVERSIGHT & OPERATIONAL READINESS AND TRANSITION

The end users and the owner are the people who will ultimately work and live with the outcome of a project. After construction, final commissioning, and final inspection, Matrix coordinates the project closing certification documents, record drawings, certification of completion, operations and maintenance manuals, and final payment application. Each of these items becomes reference documents for operations, maintenance, and regulatory compliance.



### THOROUGH PROJECT CONTROLS

Project controls are the cornerstone of a well-organized and efficient program. Matrix staff integrates directly into program/project teams with state-of-the- industry project management and control processes and tools critical to achieving project delivery goals. Our comprehensive controls are flexible and scalable, actively monitoring the project/program according to cost and schedule constraints, quality and safety standards, and contract and regulatory requirements.



### MULTI-DISCIPLINED COLLABORATIVE STAFF

Matrix is known and respected for its multi-disciplined team that collaborates across our organization as well as yours. To deliver programs more efficiently, Matrix reaches back to our internal technical experts giving our clients access to nationally known experts for programs of all sizes whether for a detailed technical review, analyzing unique field conditions and regulatory requirements, or solving your most challenging problems.



### PROACTIVE STAKEHOLDER OUTREACH

Projects require quick, accurate, and continuous communication with stakeholders. Our PM and CM staff partner with our clients and project stakeholders to build consensus and buy-in to safeguard successful delivery. Matrix works directly with clients to develop communication plans, third-party coordination matrices, and win-win strategies.



### VALUE-ADD PROGRAM TOOLS

Development and application of clear, informative, and straightforward dashboards and digital overviews of projects enable effective management and decision-making. We overlay our project analytics expertise with the specific needs of each project. Program-level reporting leveraging data workflows earned value analytics, completion diagrams, and other key performance indicators constructively influences the time and cost outcomes of a project/program and serves as invaluable tools to our clients.

## COMPLEX PROJECTS — DELIVERED.

We do not shy away from complexity. We embrace it, and we provide results.

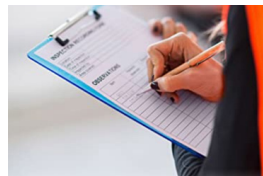


### Amtrak Hudson River Tunnel Program

#### Improving Public Transit Capacity

The Gateway Program will increase resiliency and rail capacity along a 10-mile stretch of the Northeast Corridor – the most heavily used rail line in the U.S. carrying 200,000 riders per day. Matrix serves as a vital member of the owner’s representative team supporting Gateway

Development Corp. for the initial \$15B+ Amtrak Hudson River Tunnel Program, which includes project work for the Portal North Bridge, a New Hudson River Tunnel, rehabilitation of the existing tunnel damaged during superstorm Sandy, and associated infrastructure in both New Jersey and New York. Matrix is providing environmental services during the planning and preliminary engineering phases, design support services during final design and construction, and construction compliance/materials management services during the numerous construction packages to be delivered over the next 10+ years.



### Global Third Party Environmental Health & Safety Audits

#### Creating Health and Safety Cultures

Matrix was retained to develop and maintain a global third-party health and safety audit program for a Fortune 100 client in the medical and pharmaceutical sector. Matrix worked with the client to create an inaugural third-party audit framework, is conducting audits initially at 25 of the firm’s nearly 800 sites on four continents.



### Bayonne & Jersey City Urban Redevelopment Programs

#### Redevelopment and Renewal Initiatives

New Jersey’s Hudson County is experiencing an urban renewal as its historically industrial

properties are being redeveloped with modern and transformative uses. Matrix is a redevelopment program manager for the County’s two largest Cities. In Jersey City, Matrix is the program manager for the 95-acre former Honeywell Site. The redevelopment, known as Bayfront, is among the New York metro region’s largest residential and commercial projects and has uniquely ambitious civic and affordable housing elements. In Bayonne, Matrix provides program management for all the City’s industrial redevelopment, which comprises more than 40% of the City’s land area. Marquee Bayonne projects include the redevelopment of the former Military Ocean Terminal (450 acres), IMTT (200 acres), Texaco (60 acres), and Best Foods (20 acres). Projects resulting from these redevelopment activities include several million square feet of warehouse, over 20,000 residential units, a Royal Caribbean Cruise Port, and the Metro-Region’s largest planned film production studio. All the Jersey City and Bayonne sites are contaminated and are on, or proximate to, the waterfront. Our program management role employs nearly all of Matrix’s services, with particular emphasis on engineering, planning, permitting, and environmental services.

### Federal Deposit Insurance Corporation (FDIC) Environmental Program Management

#### Protecting the Public Interest

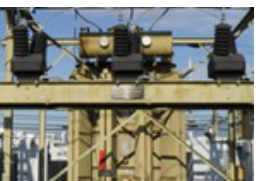
During two separate stints (eight years total), Sharon worked as an extension of FDIC (as well as Resolution Trust Corporation (RTC) leading a team of professionals that managed and administered 10 distinct environmental contracts (valued in the aggregate at \$100M) related to procurement, performance, and management of Phase I and II environmental site assessments, site remediation, hazardous waste, natural and cultural resources identification. In her role, she directly managed the environmental claim review and oversight for over \$700M of assets having environmental impairments by coordinating the technical evaluation of each claim with internal and outside environmental counsel.



### System-wide Environmental and Remediation Program Management

#### Delivering Cross Discipline Projects

For nearly 10 years, Matrix has been supporting a major electric and gas provider to complete numerous environmental and remediation projects across New Jersey. Approximately 20 full-time staff support client projects ranging in scope and budget from small-scale emergency/non-emergency spill response to large-scale remediation and oversight of major linear construction projects. Services provided include emergency and non-emergency spill response, licensed site remediation professional (LSRP) services, linear construction project (LCP) oversight, underground storage tank removals, Phase I/II environmental site assessments and due diligence, hazardous substance building assessments (HSBA), abatement, oversight and air monitoring, engineering design and permitting, and Industrial Site Recovery Act (ISRA) compliance.



### New Jersey Offshore Wind Program

#### Safeguarding a Sustainable Future

Matrix supports nearly all aspects of New York and New Jersey’s offshore wind programs from planning and permitting, to design and development, through construction and eventual operation. We support state agencies and multiple developers in both states, working on program elements that include power transmission, manufacturing, and operations and maintenance facilities. These efforts touch nearly all of Matrix’s services, with particular focus on marine engineering, route planning, real estate consulting, surveying, permitting and regulatory compliance monitoring. Matrix’s portfolio of wind projects includes more than a hundred miles of submerged and terrestrial transmission, four major port facilities, and more than ten high voltage converter stations. The power that will be generated by projects Matrix is engaged in will exceed 10,000 megawatts when fully realized.



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## LEVERAGING PROJECT CONTROLS SOLUTIONS TO DRIVE PROJECT/PROGRAM SUCCESS



### Effective Program Controls are Essential to Informed Decision-Making

Matrix employs a data-driven decision-making approach for program/project management services on our programs. Collecting and organizing the right information so that it is accessible as needed for decision-making, as part of a robust controls team and approach, is critical. We bring experience creating integrated management report dashboards that provide online and traditional reporting over a range of criteria that include cost, schedule, risk, contract administration, critical issues, procurement, and safety. Our information management strategy will be tailored to meet the client's needs and expectations. It will not only address delivery requirements but also set a foundation for supporting the broader scope of delivery envisioned.



### Enhancing Confidence Through Advanced Tools and Proven Processes

With ever-increasing focus, businesses and government agencies are demanding greater visibility into project and program performance to achieve project completion goals. With tighter budgets and completion targets, project stakeholders need greater confidence that funds and critical resources are being well spent. Therefore, project controls analytics, processes, and reporting tools are essential to establish baseline project delivery plans, to then deliver timely project progress and performance analysis, recommendations, and reporting throughout project execution and completion.

Our project controls service offerings are flexible, and our cost-effective deployment is scalable to accommodate clients' current and future requirements. We are ready to support clients in any capacity from staff augmentation to strengthen teams, implementation of project management office through to deployment of Project Management Information Systems (PMIS). Matrix is equipped with the people, the processes, and the systems expertise to assist teams in monitoring and managing activities to control safety, quality, costs, schedule, risk, general document management, and other key functions needed to improve delivery. Our people, systems, and technology increase efficiency, enhance current tools, and centralize data to provide a holistic view of projects and programs to position clients for success.

### PROJECT CONTROLS

- Controls management
- Scheduling
- Cost estimating
- Cost engineering
- Performance reporting
- Document controls

### COMMERCIAL MANAGEMENT

- Change management
- Contract negotiations
- Claims and dispute resolutions
- Procurement
- Risk management

### TECHNOLOGY SERVICES

- Business analysis
- Systems integration
- Software engineering
- Cloud engineering
- Data analytics
- Geospatial services
- Software configuration
- Software-as-a-service
- Project office IT networking
- Systems training and support services
- Internet of things services
- Cyber security consulting services

### Certifications & Specialties



### Empowering clients with easy-to-access dashboards to monitor project/program progress.

To expedite reporting and immediately empower clients to make data-driven decisions through our experience with dashboard reporting tools. Dashboards and other reports, both detailed and summary, are critical for educated decision-making. We recognize that multiple tools may be needed to support client's different levels of management needs: from high-level dashboard summaries for executives to discipline summaries for department heads to detailed multi-page master schedules for project managers. We will supplement the existing and future systems with a robust dashboard and business analytics capability supported by an underlying reporting data warehouse. Matrix has extensive experience with front-end dashboards and reporting tools, including Microsoft Power BI, Esri, e-Builder, Excel, and Tableau. This expertise will enable expedited delivery of reporting requirements and allows us to create a collaborative and productive set of tools for placing information at the fingertips of our clients.



### Proactive risk management culture.

Managing risks and opportunities is critical to managing costs and financial commitments required for programs. Risk management is more than a process, it is about building a culture of looking forward and being proactive to enable projects, programs, and organizations to manage risk and embrace opportunities. Risk management is inherent in everything we do, from delivering small to complex projects and programs or initiating organizational change. Matrix's risk managers embrace the unknown to create opportunities within a structured risk management framework. We can help create a platform to understand client's risk and navigate the data to allow you to make informed decisions. Our approach aligns to risk management standards of practice and involves the planning, identification, analysis, review, and reporting of project and program risks to provide the best solutions for your project, program, or organization. We navigate risk through risk workshops and the development of the risk register. By ensuring the right people are involved we can confidently identify risk and develop mitigation strategies. As risks are dynamic and change throughout the life of a project this cycle of risk workshops and continuous updates to the risk register are imperative to make certain mitigation strategies are being implemented to ensure that risks do not impact the overall objectives.



### Cost and schedule management is key for successful project and program delivery.

The budget determines critical decision points to assess progress, which can be impacted by concurrent projects, changes in initial assumptions, and unexpected costs/credits. Our cost engineers will work with you to create a platform to manage and navigate cost data allowing you to make informed decisions. Matrix understands the importance of delivering projects when promised, particularly when funding is time-sensitive and communities are impacted. Delays increase costs, impact users, and erode confidence. Our scheduling team understands how projects are procured and constructed. They understand the means and methods of contractors and their production rates, the current market conditions, the regulatory requirements, and the impacts on the public. Whether we are developing a schedule or assessing a contractor's, we use this expertise together with innovative tools to provide our clients with confidence in delivering projects efficiently and within realistic and achievable timelines. We will deploy effective procedures, standards, manuals, flowcharts, and management information systems to provide a total cost/schedule management approach. We will monitor information to manage and report on each of the task activities including:

**Monitor trends and manage forecast information.**

**Identify issues affecting costs and cost reporting.**

**Perform review and manage task changes.**

**Provide a uniform platform to manage all changes.**

**Manage change process throughout the change's life.**

A comprehensive approach to cost/schedule control provides clients with current data that informs decision-making, confirms commitments are delivered, and mitigates potential issues early.