

REQUEST FOR PROPOSAL

FOR ON-SITE CONSTRUCTION MANAGEMENT SERVICES FOR KENILWORTH BOARD OF EDUCATION

JANUARY 25, 2023



ANSER
ADVISORY

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January 25, 2023

Mr. Vincent A. Connella
Business Administrator / Board Secretary
Kenilworth Board of Education
426 Boulevard
Kenilworth, New Jersey 07033



RE: **REQUEST FOR PROPOSALS FOR ON-SITE CONSTRUCTION MANAGEMENT SERVICES FOR THE KENILWORTH BOARD OF EDUCATION, KENILWORTH, NEW JERSEY ADDITIONS AND ALTERATIONS AT DAVID BREARLEY MIDDLE/HIGH SCHOOL & WARREN HARDING ELEMENTARY SCHOOL HVAC UPGRADES AT DAVID BREARLEY MIDDLE/HIGH SCHOOL & WARREN HARDING ELEMENTARY SCHOOL FIELD IMPROVEMENTS AT DAVID BREARLEY MIDDLE/HIGH SCHOOL RFP # 2023-02**

Dear Mr. Vincent Connella,

We at Anser Advisory are pleased to submit our proposal to provide on-site construction management services to the Kenilworth Board of Education (Board). Anser has been providing construction management services nationwide and locally for over 25 years, and we maintain a solid reputation of delivering projects on-time, on-budget, safely and contract compliant. This record of reliability results in consistent assignment of new projects from existing clients. We have recent, direct experience with contracts and projects for public education entities with identical scopes of services to those requested, and therefore are uniquely qualified to provide services to the Board.

Through our experience, we know school facilities can have a profound impact on both teacher and student outcomes. With respect to teachers, school facilities affect teacher recruitment, retention, commitment, and effort. With respect to students, school facilities affect health, behavior, engagement, learning, and growth in achievement. We will help the Board to realize its mission in creating adaptable life-long learners who are capable of making critical and informed decisions as responsible citizens.

At Anser, we promote guiding principles of equity, expectations, and excellence. We embrace the unique backgrounds, identities, and experiences that our employees bring to the management of our projects, and we set high expectations for delivering construction projects on-time and on-budget through proven management processes and procedures. We consistently strive for excellence in delivering our services to provide a well-resourced, clean, comfortable, healthy, and safe school environment conducive to teaching and learning. More specifically, we understand that in our role as construction manager, we will work hand-in-hand with the Board in supporting all of your core values and to join you on a journey of success.

We will support and guide you through the preconstruction and construction phases while protecting your interests, keeping your consultants and contractors in adherence to their contractual obligations to the Board, drive on-time completion while maintaining budgets, and working collaboratively with the Board's consultants and contractors. We provide the highest standards of professionalism, expertise, and will seamlessly integrate with all Board policies.

We maintain positive working relationships by creating an atmosphere of cooperation and mutual respect that is maintained throughout the course of the project. Every team member is allowed opportunities to offer input and expertise. This input is considered, rather than challenged, by the other members of the team. Through constant and open communication between all parties during all phases of the project, we maximize awareness amongst the owner, design team, and construction team of each other's goals and expectations. This allows each party to perform their part of the project in the most effective manner.

Anser is positioned and ready to meet the needs of the Board with an experienced, qualified, and local professional staff. Our proposed project team is passionate about the projects we choose and are personally committed to their success. The Anser team will effectively deliver comprehensive construction management services that will protect the interests of the Board and all stakeholders. We are excited to bring our energy, ideas, and processes to achieve the goals of the Board, the Board's stakeholders, and the community. We will serve as an integrated partner to the Board, closely collaborating to achieve project success and realize the positive delivery of these important projects to the community.

Should you have any questions or need any additional information regarding our qualifications, please do not hesitate to contact me. Thank you for this great opportunity, and for your time and consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Dan Connelly", written over a light blue circular background.

Dan Connelly, CCM | Managing Director / Senior Vice President

908.638.9700 | dan.connelly@anseradvisory.com

FIRM OVERVIEW



Ownership Information

Delaware Limited
Liability Corporation

Established

1996

Reorganized

2018

DIR Registration

1000463911

Anser Offices:

Anchorage, AK
Santa Ana, CA
Palm Desert, CA
San Diego, CA
Denver, CO
Orlando, FL
Chicago, IL
Akron, OH
Boston, MA
Clinton, NJ
Cleveland, OH
Columbus, OH
Philadelphia, PA
Pittsburgh, PA
Austin, TX
North Carolina
New York, NY



Anser is a national program and construction management consulting firm, ranked 17th on the 2021 Engineering News-Record (ENR) list of top program management firms, ranked No. 2 on the Zweig Group 2021 Hot Firm List (which honors the fastest growing firms in the construction industry), and recently named a Great Place to Work company.

Our strong local presence of project and construction management professionals allow us to provide early phase strategic organizational and project planning services then continue through managing the tactical execution of each project phase seamlessly and efficiently for all of our clients. Not only are our team masters and subject matter experts in project and construction management, we are also deeply embedded members of the communities we serve. We understand the challenges and difficulties that our clients face because we are also burdened with those same challenges as New Jersey residents. Our thorough understanding of our clients' communities and cultures provides us with a unique perspective, allowing us to be immediately hands-on and offer collaborative and specific solutions for every project element. Coupled with our firm's depth of subject matter expertise in the realms of advisory, compliance, and management services, we are known to successfully meet all of our clients' top priorities with industry-leading results.

For 25 years, we have specialized in providing full construction project management services to public education clients throughout New Jersey. Due to our passion for our clients' success and the projects that we serve, over 95% of our business revenue is derived from repeat business with our clients. This not only is our testament to consistently achieving client satisfaction and our team members personally committing to the success and efficiency of each project, but this also allows us to build long-term relationships and grow with the clients we serve. We have provided construction project management and related professional services totaling over \$2 billion in construction value from our New Jersey office. We at Anser bring extensive public education expertise developed from successfully delivering major program and project types. Our New Jersey office and operations are managed by **Dan Connelly**, Managing Director and Senior Vice President, who has been with the company since inception.

We are prequalified by the New Jersey Treasury Department of Property Management and Construction (DPMC) and New Jersey Schools Development Authority (NJSDA) for projects of unlimited value.

Below is a chart with the information requested to satisfy the RFP Requirements:

Firm Name	Anser Advisory Management, LLC		
Year Organized	1993		
Primary Contact	Dan Connelly, CCM, Senior Vice President/Managing Director Dan.Connelly@anseradvisory.com (908) 638-9700		
Office Address	97 Grayrock Road, Clinton, NJ 08809		
Firm Age	25 Years		
Average Number of Employees (Company Wide)	2020 406	2021 650	2022 1,100
Average Number of Employees (New Jersey Office)	2020 20	2021 19	2022 17

KEY PERSONNEL

Our team will act as an extension of the Board, drawing upon lessons learned from our extensive experience delivering construction management services that match the complexity of the Scope of Services identified in this RFP. This is a fundamental way of providing service that is focused not only on project outcomes (schedule, quality, and cost), but also on the business outcomes (safety, technology, and user experience) for our clients. We are accustomed to being embedded within our clients' planning, design, and construction teams, facilitating internal communication and adopting standards, processes, and systems all while ensuring a collaborative exchange of skills between our client and our team. We act as if we are your staff protecting your interests, with the added benefit of a deep bench, experience, and capacity.

We have assembled a core team of seasoned professionals who have decades of collective experience in overseeing, constructing, and managing projects for public education clients like the Board. Our team will be led by Dan Connelly, who will serve as the Project Executive overseeing all aspects of this important undertaking. Dan brings 25 years of hands-on construction and project management experience servicing numerous clients throughout the Northeastern United States. Dan will be directly supported by John Calabrese, who will be the Senior Project Manager. John possesses over 20 years of hands-on experience and a vast knowledge of construction management and oversight of new and renovation construction projects for public facilities. John will be supported by Randy Garcia, who will serve as the Assistant Project Manager. The team's strong construction management expertise and public educational experience will ensure that your project needs are successfully and efficiently met. Full resumes and relevant credentials are attached in the following pages.



Dan Connelly, CCM – Senior Vice President/Managing Director

Education/Certifications: Bachelor of Science Civil Engineering Technology, New Jersey Institute of Technology Certified Construction Manager, and OSHA 30-Hour Safety Certification

Experience/Qualifications: Dan is a Senior Vice President and Managing Director with Anser with over 25 years of invaluable program and project management experience. Dan is a results-oriented Managing Director, driven to establishing strategic, mutually beneficial partnerships and relationships with clients. Adept at creating strategic alliances with organization leaders to effectively align with and support key business initiatives, Dan excels at building and retaining high-performance teams by hiring, developing, and motivating skilled professionals. Dan is

responsible for monitoring all efforts of the Anser team, ensuring performance consistent with the expectations of the client and the many key stakeholders.



John Calabrese – Senior Project Manager (Full-Time On-site Manager)

Education/Certifications: Bachelor of Science, Mechanical Engineering, Kettering University, Flint, MI, OSHA 30-Hour Safety Certification, OSHA 29CFR 1926 Subpart M Fall Protection, and Primavera CM Certified

Experience/Qualifications: John is a mechanical engineering and construction project management professional with over two decades of experience managing all project phases from design and preconstruction, construction to final project closeout, and occupancy. John has extensive project experience in New Jersey public construction projects including renovations and new construction, with special emphasis on the mechanical, electrical and technology disciplines. He has provided services on project ranging in value over \$100 million in individual project value.

He is a proactive leader and problem solver that possesses exceptional communication, technical, and management skills. John's multi-faceted background has enabled him to proactively manage all elements of his projects while ensuring quality, and successful on time and on budget project delivery, while achieving total client satisfaction.

KEY PERSONNEL



Randy Garcia – Assistant Project Manager

Education/Certifications: Bachelor of Science, Construction Engineering Technology, New Jersey Institute of Technology, Newark, NJ; OSHA 10-Hour Safety Certification, GPRO: Fundamentals & Construction Management, LEED 201, and Revit 2017 Fundamentals for Electrical

Experience/Qualifications: Randy is a knowledgeable construction and project management professional with five years of experience supporting various project teams during the design, construction and closeout phases of the project with drawing reviews, budget and estimate analysis, meeting minutes, RFIs, submittal logs, change order logs, and other management reports. Randy has excellent communication, writing and computer skills.



Andy Kleimola – Director of Estimating

Education/Certifications: Bachelor of Science, Construction Engineering & Management, Purdue University; Certified Estimating Professional (CEP) No. 00421 (exp. 03/29/24) American Institute of Constructors (AIC) Certified Professional Constructor (CPC) OSHA 30-Hour Safety Certification CESSWI Stormwater Inspector

Experience/Qualifications: Mr. Kleimola, a director of Anser Advisory, LLC, brings over 30 years of construction experience, with his primary focus in preconstruction services, cost estimating, scheduling and construction management. In April 2015, Mr. Kleimola joined Anser Advisory after 23 years with an ENR Top 25 General Contractor where he held roles of both chief estimator and operations manager. In the capacity of chief estimator, he was responsible for the management of all aspects of the estimating department and led the team in procurement of new work. He was responsible for a staff of 10 estimators, responsible for estimating projects ranging in values up to \$2.2 billion with a strong focus on Value Engineering, Constructability Review and Program Budget Management. In the role of operations manager, Mr. Kleimola was ultimately responsible for managing all operations, people, resources, and the profit/loss performance of the San Diego School District.

Mr. Kleimola will oversee the estimating team comprised of senior level estimators and selected teaming partners providing estimating services for change order reviews. He will also oversee project controls management, audit/compliance and overall cost control management for the project during the Construction/Closeout phase.

**ADDITIONAL RESOURCES AVAILABLE FROM OUR JERSEY PROJECT MANAGEMENT STAFF AND
1,100+ PROFESSIONALS NATIONWIDE**

PROJECT TEAM



DAN CONNELLY, CCM
PROJECT EXECUTIVE

EDUCATION

Bachelor of Science, Civil Engineering
Technology, New Jersey Institute of
Technology, Newark, NJ

LICENSES / CERTIFICATIONS

Certified Construction Manager
OSHA 30-Hour Safety Certification
Primavera 6.0

ORGANIZATIONS / AFFILIATIONS

Construction Management
Association of America
Society for College and University
Planning
New Jersey Chapter of APPA

EXPERIENCE

Years of Experience:
26

Years with Firm:
26

Dan Connelly is a Senior Vice President and Managing Director with Anser with over 25 years of invaluable program and project management experience. Dan is a results-oriented Managing Director, driven to establishing strategic, mutually beneficial partnerships and relationships with clients. Adept at creating strategic alliances with organization leaders to effectively align with and support key business initiatives, Dan excels at building and retaining high-performance teams by hiring, developing, and motivating skilled professionals. Dan is responsible for monitoring all efforts of the Anser team, ensuring performance consistent with the expectations of the client and the many key stakeholders.

Dan maintains a positive track record of success in managing a broad range of large programs and projects for public clients. He has served in diverse roles on programs and projects that include Vice President of Operations, Project Executive, Program Manager, Project Manager, Construction Administrator, and Scheduler. He has served in a key leadership role for Anser for the last five years, managing all facets of large capital programs for public clients across the Eastern United States. His expertise is in overall program management, risk management, planning, budgeting, and scheduling. Dan takes great attention to every client's needs while prioritizing and translating provided inputs into a comprehensive program plan that carefully outlines all risks to be considered for final decision making.

REPRESENTATIVE EXPERIENCE

New Jersey Schools Development Authority (NJSDA), New and Renovation Projects, Multiple Locations, New Jersey

Dan is the Principal-in-Charge/Project Executive for this capital program and responsible for developing strategic program and project goals and monitoring program and project performance through all phases of the capital program projects. Projects include:

- » **Denbo-Crichton Elementary School:** This is a design-build project which has been broken out into three packages. Package 1 is for the site utility work, footings, foundation, structural steel, and slabs. Package 2 is for the superstructure, parking lots, and playgrounds/ fields. Package 3 is the abatement and demolition of the existing Alexander Denbo Elementary School which is located across the street from the new school. The new two-story school will house 930 students from pre-K through 5th grade, 125,000 square feet with 47 classrooms, gymnasium, cafeteria/food service, assembly/multi-purpose room, stage/music room, media center, a science-demonstration room, self-contained special-education classrooms, art room, speech room, tech and computer labs, military life coach office, and faculty office suite.
- » **Orange High School Renovation and Addition:** This project is a new \$50 million, 145,300-square foot high school renovation, and a 50,000-square foot new addition. The new addition is a two-story addition to the existing Orange High School facility that includes 15 general classrooms, three art classrooms, a drama classroom, two technology labs, a robotics lab, an auxiliary gymnasium, a media center, and two administrative offices, and an enclosed elevated connecting link including installation of new elevators on either end of the elevated connecting link. The project also includes conversion of the existing Orange High School media center to an auxiliary dining facility; and selective renovations and systems upgrades at Orange High School includes science rooms renovations, replacement of interior and exterior doors, flooring replacement, roofing replacement, restroom upgrades, replacement in kind of existing HVAC systems, and provision of a new hot water boiler plant in the Orange High School facility and new emergency generator. Site improvements include necessary site utility work and replacement of existing parking being displaced by the addition to Orange High School.
- » **Plainfield Elementary School:** The project is a new \$42.4 million three-story facility of approximately 120,000 square feet to educate approximately 756

students in grades K through 5. The project will be constructed on a District-owned parcel of land at Block 626 Lot 1. The associated site work includes, but is not limited to, site preparation, liquid, gas, and electrical utility improvements, earthwork, and installation of play areas, paving, fencing, exterior walks, stairs, ramps, and retaining walls. The subject property was the location of the former Woodland Avenue Elementary School, the demolition of which was completed by the Authority in 2019 in preparation for this project, and is bounded by Woodland Avenue, Central Street, and the Maxson Middle School property and ball field, in Union County. The building will classrooms, auditorium, library, cafeteria, common space, and entrance lobby.

- » **Union Avenue Middle School:** This is a design-build project for a new four-story educational facility, of approximately 160,143 square feet, designed to educate 946 students in grades six to eight. This new school will replace the former Don Bosco buildings, which had been demolished in an earlier site package. The associated site improvements will be limited as the building is almost lot line to lot line except for the exterior sport and play area. The new Union Avenue Middle School will include, but not limited to, general classrooms, science labs, special education classrooms, art rooms, resource centers, occupational and physical therapy rooms, cafeteria, food service, dance studios, gymnasium, locker rooms, music room, computer labs, and administration offices.
- » **Perth Amboy High School:** The construction of the school will result in a 576,000-square foot facility for a maximum of 3,300 students in grades 9 to 12, and the school will support three distinct educational programs within one facility. Some highlights of the educational spaces the new school will feature include general classrooms, science labs, a black box theater, art rooms, digital/graphics studios, a dance studio, communications/broadcasting lab, automotive lab, culinary arts lab, world languages classrooms, a language lab, a media center, main and auxiliary gymnasiums, ROTC classrooms, an auditorium, and cafeterias. The school will be constructed using a design-build approach, with the NJSDA Kit-of-Parts as its foundation. The design-build method differs from the traditional approach by allowing for some design and construction activities to proceed concurrently through phased advancement.

New Jersey School Boards Association, Corporate Headquarters Renovations, Trenton, NJ

Dan provided overall management as the full-time on-site project manager and was the point-of-contact between the design team and the contractors. This project is a 30,000-square foot gut renovation of the association's corporate headquarters office building in Trenton. The project scope also included replacement of the complete curtainwall system and roof system. The environmentally friendly building features many 'green' building features including energy efficient mechanical, electrical systems, and solar photovoltaic, and is LEED Silver certified by the US Green Building Council.

Mahwah Board of Education, Science Building HVAC Improvements, Mahwah, NJ

Dan was the Principal-in-Charge/Project Executive for this project and responsible for developing strategic project goals and monitoring project performance through all phases of the project. This project is a new \$5 million, 9,000-square foot, Science, Technology, Education, 'Arts', and Mathematics (STEAM) lab and classroom addition to the Mahwah High School.

South Hunterdon Board of Education, High School Renovation and Additions, Lambertville, NJ

Dan was the Principal-in-Charge/Project Executive for this project and responsible for developing strategic project goals and monitoring project performance through all phases of the project. This project includes three building additions totalling nearly 34,000 square feet for new classroom/media, auditorium, and gymnasium. Existing school renovations totalled approximately 72,000 square feet.

Township of Cherry Hill, American Rescue Plan Consulting Services, Cherry Hill, NJ

Dan is currently leading a team that is providing American Rescue Plan Phase I needs assessment consulting and advisory services and formulating a spending plan for ARP funds distributed in the City of Randolph. The team is currently identifying spending priorities by the United States Treasury expense category, geographic or census tract area, aligning to locally adopted capital improvement programs, and revenue loss calculations and reviews for collectively over \$11.6 million in combined ARP initiatives.

City of Scranton, American Rescue Plan Consulting Services, Scranton, PA

Dan is currently leading a team that is providing American Rescue Plan Phase I needs assessment consulting and advisory services and formulating a spending plan for ARP funds distributed in the City of Randolph. The team is currently identifying spending priorities by the United States Treasury expense category, geographic or census tract area, aligning to locally adopted capital improvement programs, and revenue loss calculations and reviews for collectively over \$46.8 million in combined ARP initiatives.

Warren County Community College, Washington, NJ

Dan is the Principal-in-Charge/Project Executive as Anser provides full program and construction management services for various projects. Anser initially provided master planning services which resulted in Board of Trustees approval of the 10-year master plan. Dan is currently overseeing the renovation of an estimated 6,500 square feet of interior building area, previously serving as offices for the Phillipsburg Board of Education, as a new drone technology suite. The suite includes the construction of a new estimated 11-foot by 20-foot server room and a new 11-foot by 20-foot podcasting / interview room within a portion of the existing open office area. The total estimated construction cost is \$715,000.

Borough of Bergenfield, New Municipal Complex, Bergenfield, NJ

Dan is the Principal-in-Charge/Project Executive for this project and responsible for developing strategic program and project goals and monitoring program and project performance through all phases of the project. The facility provides for municipal police, County administration, municipal departments, and municipal court programs. The unique solution provides for police functions on a lower level; municipal offices on the second level; and courtroom and administration spaces on the third level. A three-story lobby with open stair organizes the internal space and brings light into the building. The site strategy provides for maintaining existing municipal building and relocating the existing telecommunications tower during construction of the new facility. The new design incorporates new expanded parking and landscaping, with a more prominent and ceremonial frontage on the main street for the civic functions, and a more discreet frontage on a side street for police access and sallyport. In order to maintain municipal functions during construction, the new building will be completed behind the existing municipal building prior to the demolition of the same.

Township of Princeton, New Community Park Pool & Recreation Center, Princeton, NJ

Dan provided overall management as the full-time on-site project manager and was the point-of-contact between the design team and the contractors. This project included the demolition of existing buildings and portions of the pools; construction of a new bi-level 11,450 square foot Recreation Facility including a maintenance garage, filtration room, changing rooms, concession kitchen, and administrative offices; reconstruction in-place of a 25 yard by 50 meter lap pool; construction of a new family pool which will connect to the lap pool; reconstruction in-place and expansion of the diving well; construction of a new concrete wading pool; replacement of all associated piping and filtration; and associated site work and utilities. The Recreation Facility consists of reinforced concrete, single Wythe cement masonry block and glulam construction. The lap pool, diving pool, and family pool were constructed of PVC-coated stainless steel walls and reinforced concrete floors with PVC liner.

New Jersey Institute of Technology (NJIT), Capital Improvement Program, Newark NJ

Since 2015, Dan has been the Principal-in-Charge/Project Executive for this capital program and responsible for developing strategic program and project goals and monitoring program and project performance through all phases of the capital program projects. Anser was awarded a five-year contract as New Jersey Institute of Technology's construction program manager to provide professional services for several new buildings and various campus renovation projects as part of the University's capital improvement program. Dan established initial project budgets, scopes and schedules for review and approval by the client. In addition, he participated in the RFP and selection process for the University's procurement of architectural/engineering firms and consultants. He implemented new preconstruction management processes at the University which included drawing reviews, budget and detailed cost estimating, scheduling, meetings with design teams and stakeholders, and assisting the University with the contractor public bidding/award process. Dan also implemented a web-based management solution which controlled the total management of the program and ensured that the design and construction teams were held to strict compliance with their representative contracts. This approach also included the accounting department of the University to streamline contract and purchase order processing, saving time and allowing construction to commence significantly faster. Notable projects include:

- » **Wellness and Events Center:** This project is a new 208,000-square foot three-story multi-purpose 3,500 seat athletic and events center that includes a convocation center, student recreation center, athletic competition and practice spaces, athletic support spaces, and programmed recreation facilities. The center will include NCAA Division 1 multi-sport player facilities, basketball, volleyball, and racquetball facilities, team and officials' locker rooms, film, weight, training and equipment rooms. Athletic facilities include coach's offices, fencing room, 320,000-gallon competition indoor swimming pool with diving well and 156 spectator seats, hydrotherapy room, 10,000 square foot indoor turf area, athletic department offices, concession stands,

team store, and academic support facilities. Recreation facilities include group exercise classrooms, weight and cardio fitness areas, running/walking track, racquetball/squash courts, two court gymnasium, lobby, and locker rooms. A new outdoor soccer/lacrosse field with stadium seating for 851 spectators is adjacent to the new center.

- » **Central King Building:** This project is a \$99 million 128,700-square foot gut renovation of the existing 100-year-old Central King building. The facility will be renovated into the Center for Innovation and Discovery and include STEM research, academic and classroom areas. The project also included new mechanical and electrical systems, and restoration of the existing façade.
- » **Faculty Memorial Hall:** This project is an 84,000-square foot renovation and renewal of the University's Faculty Memorial Hall Building, including interior renovations, MEP, and façade improvements.
- » **Life Sciences and Engineering Building:** This project is a new \$20 million 24,000-square foot Life Sciences and Engineering building that is an addition and renovation to the Otto H. York Center for Environmental Engineering and Science. The new facility will focus on biotechnology sciences and include shared laboratories, meeting spaces, classrooms, and offices. Cutting edge technology is provided for biomedical engineering, biological sciences, electrical engineering, nanotechnologies and healthcare technologies.
- » **Makerspace Building:** This project is an addition to the GITC/ME building that houses a maker space on the campus of NJIT. The building has its own entrance off Bleeker street but is connected to the GITC on the ground level and second floor. The addition consists of a ground floor, a mezzanine, and a second floor. The addition will be outfitted with an elevator and toilet facilities. Spaces for students to work independently and in groups is provided along with support spaces for printing, 3d printing, and laser cutting.
- » **Science and Technology Park Parking Garage:** This project is a new 316,485-square foot, seven-story, 941 car precast concrete parking garage. The garage was constructed on a drilled pier system. The parking garage includes two elevators, two stair towers, and electric car charging stations to accommodate ten cars. The project also included a surface parking lot for an additional 37 cars.
- » **Campus Capital Renewal and Deferred Maintenance:** Under these programs, Anser has successfully managed dozens of projects from concept through close-out. To date, the approximate value of these renewal and renovation projects totals \$30 million and include program spaces and scope such as wet/dry labs, robotics labs, faculty and administration offices, academic and lecture halls, student collaborative spaces, exterior façade rehabilitation, roof replacements, and mechanical, electrical, plumbing equipment replacements and upgrades.

PROJECT TEAM



JOHN CALABRESE
SENIOR PROJECT MANAGER

EDUCATION

Bachelor of Science, Mechanical Engineering, Kettering University, Flint, MI

LICENSES / CERTIFICATIONS

OSHA 30-Hour Safety Certification

OSHA 29CFR 1926 Subpart M Fall Protection

Primavera CM Certified

Harassment Prevention for Supervisors

Extra Mile Award Winner, Teamwork and Collaboration

EXPERIENCE

Years of Experience:

20

Years with Firm:

6

John Calabrese is a mechanical engineering and construction project management professional with over two decades of experience managing all project phases from design and preconstruction, construction to final project closeout, and occupancy. John has extensive project experience in New Jersey public construction projects including renovations and new construction, with special emphasis on the mechanical, electrical and technology disciplines. He has provided services on project ranging in value over \$100 million in individual project value. He is a proactive leader and problem solver that possesses exceptional communication, technical, and management skills. John's multi-faceted background has enabled him to proactively manage all elements of his projects while ensuring quality, and successful on time and on budget project delivery, while achieving total client satisfaction.

REPRESENTATIVE EXPERIENCE

NJSDA, Plainfield Elementary School, Plainfield, NJ

The project is a new \$42.4 million three-story facility of approximately 120,000 square feet to educate approximately 756 students in grades K through 5. The project will be constructed on a District-owned parcel of land at Block 626 Lot 1. The associated site work includes, but is not limited to, site preparation, liquid, gas, and electrical utility improvements, earthwork, and installation of play areas, paving, fencing, exterior walks, stairs, ramps, and retaining walls. The subject property was the location of the former Woodland Avenue Elementary School, the demolition of which was completed by the Authority in 2019 in preparation for this project, and is bounded by Woodland Avenue, Central Street, and the Maxson Middle School property and ball field, in Union County. The building will classrooms, auditorium, library, cafeteria, common space, and entrance lobby. As the MEP Project Manager, John oversaw and coordinated daily installations of MEP components and systems. He reviewed product and shop drawing submittals, performed quality assurance and quality control, and coordinated daily reporting and construction documentation. John also scheduled trade inspections and third party testing, reviewed third party test results, and documented daily project progress

New Jersey Institute of Technology (NJIT), Capital Improvement Program, Newark, NJ

As Program/Project Manager over a five-year period, John was the point contact between Anser and New Jersey Institute of Technology for all contractual matters and was the primary overall construction manager on-site for all staff and construction activities. During this time, John managed a capital renewal program valued at approximately \$150 million. Almost all projects were completed in tight constraints of an active campus in an urban setting. Notable projects include:

- » **Wellness and Events Center:** This project is a new 208,000-square foot three-story multi-purpose 3,500 seat athletic and events center that includes a convocation center, student recreation center, athletic competition and practice spaces, athletic support spaces, and programmed recreation facilities. The center will include NCAA Division 1 multi-sport player facilities, basketball, volleyball, and racquetball facilities, team and officials' locker rooms, film, weight, training and equipment rooms. Athletic facilities include coach's offices, fencing room, 320,000-gallon competition indoor swimming pool with diving well and 156 spectator seats, hydrotherapy room, 10,000 square foot indoor turf area, athletic department offices, concession stands, team store, and academic support facilities. Recreation facilities include group exercise classrooms, weight and cardio fitness areas, running/walking track, racquetball/squash courts, two court gymnasium, lobby, and locker rooms. A new outdoor soccer/lacrosse field with stadium seating for 851 spectators is adjacent to the new center.
- » **Central King Building:** This project is a \$99 million 128,700-square foot gut renovation of the existing 100-year-old Central King building. The facility will be renovated into the Center for Innovation and Discovery and include STEM

JOHN CALABRESE, SENIOR PROJECT MANAGER

research, academic and classroom areas. The project also included new mechanical and electrical systems, and restoration of the existing façade.

- » **Life Sciences and Engineering Building:** This project is a new \$20 million 24,000-square foot Life Sciences and Engineering building that is an addition and renovation to the Otto H. York Center for Environmental Engineering and Science. The new facility will focus on biotechnology sciences and include shared laboratories, meeting spaces, classrooms, and offices. Cutting edge technology is provided for biomedical engineering, biological sciences, electrical engineering, nanotechnologies and healthcare technologies.
- » **Science and Technology Park Parking Garage:** This project is a new 316,485-square foot, seven-story, 941 car precast concrete parking garage. The garage was constructed on a drilled pier system. The parking garage includes two elevators, two stair towers, and electric car charging stations to accommodate ten cars. The project also included a surface parking lot for an additional 37 cars.
- » **Campus Capital Renewal and Deferred Maintenance:** Under these programs, Anser has successfully managed dozens of projects from concept through close-out. To date, the approximate value of these renewal and renovation projects totals \$30 million and include program spaces and scope such as wet/dry labs, robotics labs, faculty and administration offices, academic and lecture halls, student collaborative spaces, exterior façade rehabilitation, roof replacements, and mechanical, electrical, plumbing equipment replacements and upgrades.

Essex County College, Various Campus Projects, Newark, NJ

Anser served as the Essex County College's construction manager from 2016 to 2019 and managed the renovation of their existing Data Center which included electrical upgrades and low voltage cabling, restoration and waterproofing of exterior masonry walls, and classroom technology upgrades. We were engaged by the college early on during concept design and successfully delivered the project through closeout. As Project Manager, John provided overall management of the construction management services, oversight of the onsite project team and was the liaison between the client, design team, and contractors.

Borough of Bergenfield, New Municipal Complex, Bergenfield, NJ

John is the Project Manager for this project and responsible for developing strategic program and project goals and monitoring program and project performance through all phases of the project. The facility provides for municipal police, County administration, municipal departments, and municipal court programs. The unique solution provides for police functions on a lower level; municipal offices on the second level; and courtroom and administration spaces on the third level. A three-story lobby with open stair organizes the internal space and brings light into the building. The site strategy provides for maintaining existing municipal building and relocating the existing telecommunications tower during construction of the new facility. The new design incorporates new expanded parking and landscaping, with a more prominent and ceremonial frontage on the main street for the civic functions, and a more discreet frontage on a side street for police access and sallyport. In order to maintain municipal functions during construction, the new building will be completed behind the existing municipal building prior to the demolition of the same.

PROJECT TEAM



RANDY GARCIA
ASSISTANT PROJECT MANAGER

EDUCATION

Bachelor of Science, Construction
Engineering Technology, New Jersey
Institute of Technology, Newark, NJ

LICENSES / CERTIFICATIONS

OSHA 10-Hour Safety Certification
CPRO: Fundamentals & Construction
Management
LEED 201
Revit 2017 Fundamentals for Electrical

EXPERIENCE

Years of Experience:

5

Years with Firm:

3

Randy Garcia is a knowledgeable construction and project management professional with five years of experience supporting various project teams during the design, construction and closeout phases of the project with drawing reviews, budget and estimate analysis, meeting minutes, RFIs, submittal logs, change order logs, and other management reports. Randy has excellent communication, writing and computer skills.

REPRESENTATIVE EXPERIENCE

New Jersey Schools Development Authority (NJSDA), Perth Amboy High School, Perth Amboy, NJ

The construction of the school will result in a 576,000-square foot facility for a maximum of 3,300 students in grades 9 to 12, and the school will support three distinct educational programs within one facility. Some highlights of the educational spaces the new school will feature include general classrooms, science labs, a black box theater, art rooms, digital/graphics studios, a dance studio, communications/broadcasting lab, automotive lab, culinary arts lab, world languages classrooms, a language lab, a media center, main and auxiliary gymnasiums, ROTC classrooms, an auditorium, and cafeterias. The school will be constructed using a design-build approach, with the NJSDA Kit-of-Parts as its foundation. The design-build method differs from the traditional approach by allowing for some design and construction activities to proceed concurrently through phased advancement. As Assistant Project Manager, Randy reviewed and processed submittals, RFIs, and other construction project documentation. He performed quality assurance and quality control, wrote daily reports and took photos to capture the progress of projects. He transcribed meeting minutes, assisted with meetings with the client and project teams, and reviewed and file project inspection reports.

NJSDA, Plainfield Elementary School, Plainfield, NJ

The project is a new \$42.4 million three-story facility of approximately 120,000 square feet to educate approximately 756 students in grades K through 5. The project will be constructed on a District-owned parcel of land at Block 626 Lot 1. The associated site work includes, but is not limited to, site preparation, liquid, gas, and electrical utility improvements, earthwork, and installation of play areas, paving, fencing, exterior walks, stairs, ramps, and retaining walls. The subject property was the location of the former Woodland Avenue Elementary School, the demolition of which was completed by the Authority in 2019 in preparation for this project, and is bounded by Woodland Avenue, Central Street, and the Maxson Middle School property and ball field, in Union County. The building will classrooms, auditorium, library, cafeteria, common space, and entrance lobby. As Assistant Project Manager, Randy reviewed and processed submittals, RFIs, and other construction project documentation. He performed quality assurance and quality control, wrote daily reports and took photos to capture the progress of projects. He transcribed meeting minutes, assisted with meetings with the client and project teams, and reviewed and file project inspection reports.

New Jersey Institute of Technology (NJIT), Capital Improvement Program, Newark, NJ

Randy is the Assistant Project Manager for this capital program and responsible for developing strategic program and project goals and monitoring program and project performance through all phases of the capital program projects. Anser was awarded a five-year contract as New Jersey Institute of Technology's construction program manager to provide professional services for several new buildings and various campus renovation projects as part of the University's capital improvement program. Notable projects include:

- » **Campus Capital Renewal and Deferred Maintenance:** Under these programs, Anser has successfully managed dozens of projects from concept through close-out. To date, the approximate value of these renewal and renovation projects totals \$30 million and include program spaces and scope such as wet/dry labs, robotics labs, faculty and administration offices,

RANDY GARCIA, ASSISTANT PROJECT MANAGER

academic and lecture halls, student collaborative spaces, exterior façade rehabilitation, roof replacements, and mechanical, electrical, plumbing equipment replacements and upgrades. Randy has overseen and participated in the following:

- NMR Lab Construction
- GITC 4th Floor Renovation
- ME Lecture Hall 221 Renovation
- GITC Dean's Suite Renovation
- GITC 3rd Floor Phase I Renovation
- Tiernan Forensic Lab 209
- Summit Street Garage Stair Repairs
- Weston Lecture Halls 160 & 262 Renovations

China Overseas America, 99 Hudson Condominium Complex, Jersey City, NJ

Randy was the Drafter/Estimating Assistant for the new construction of a 79-floor, 781-unit condominium complex. Randy performed cost estimating and shop drawing creation and reviews.

Roseland Residential Trust, Port Imperial Building C, West New York, NY

Randy was the Drafter/Estimating Assistant for the new construction of a 365-unit luxury apartment complex. Randy performed cost estimating and shop drawing creation and reviews.

SK Development / CBSK Ironstate, 626 Driggs Avenue Pod Hotel, Brooklyn, NY

Randy was the Drafter/Estimating Assistant for the new construction of a hotel. Randy performed cost estimating and shop drawing creation and reviews.

Steiner NYC, 438 E. 12th Street Steiner East Village, New York, NY

Randy was the Drafter/Estimating Assistant for the new construction of an apartment complex. Randy performed cost estimating and shop drawing creation and reviews.

Charles Blachman's CB Developers, 210 E. 39th Street Frontier, New York, NY

Randy was the Drafter/Estimating Assistant for the renovation of an apartment complex. Randy performed cost estimating and shop drawing creation and reviews.

PROJECT TEAM



ANDY KLEIMOLA, CEP, CPC
DIRECTOR OF ESTIMATING

EDUCATION

Bachelor of Science, Construction Engineering & Management, Purdue University

LICENSES / CERTIFICATIONS

Certified Estimating Professional (CEP) No. 00421 (exp. 03/29/24)

American Institute of Constructors (AIC) Certified Professional Constructor (CPC)

OSHA 30-Hour Safety Certification

CESSWI Stormwater Inspector

EXPERIENCE

Years of Experience:

30+

Years with Firm:

5

Andy Kleimola brings over three decades of construction experience, with his primary experience focus in preconstruction services, cost estimating, scheduling and construction management. In April 2015, Andy joined Anser after 23 years with an ENR Top 25 General Contractor where he held roles of both Chief Estimator and Operations Manager. In the capacity of Chief Estimator, he was responsible for the management of all aspects of the estimating department and led the team in procurement of new work. He was responsible for a staff of 10 estimators responsible for estimating projects ranging in values up to \$2.2 billion with a strong focus on value engineering, constructability review, and program budget management. In the role of Operations Manager, Andy was ultimately responsible for managing all operations, people, resources, and the profit/loss performance of the San Diego District. Andy has experience with many construction contract delivery methods during his time in general contracting, including Construction Manager at Risk (CMAR), CM Agency, Design-Build, CM Multi-Prime, and Public-Private Partnership (P3). A great deal of his experience in general contracting was in the government/public works, aviation, light industrial and manufacturing, and education sectors.

REPRESENTATIVE EXPERIENCE

Ramapo College of New Jersey, Linden Hall Renovation, Mahwah, NJ

Andy prepared a conceptual estimate for a renovation and repurposing of four levels in this facility. Renovations included a complete gut and remodel of levels 1 and 2 and shell spaces with core restrooms on levels 3 and 4.

Ramapo College of New Jersey, Ramapo Village New Stair Enclosures, Mahwah, NJ

Andy prepared conceptual estimates for 22 new stair enclosures at Ramapo College's student apartments. Work consisted of the removal of existing stairs, structural and exterior modifications, new roofing, and new mechanical units.

New Jersey Institute of Technology, Various Projects, Newark, NJ

Andy provided project estimates for various projects at the University at all design phases, from concept through 100% Construction Documents. Projects included:

- » **Green at University Park (\$3.2M):** This project consisted of the demolition of existing buildings and construction of a landscaped plaza to be used by the University as an open green space.
- » **Cullimore Lecture Hall Renovation (\$900K):** Renovation of existing lecture hall.
- » **College of Architecture Building Vestibule Renovation (\$340K):** Two-story vestibule addition
- » **Guttenberg Information Tech Center (\$1.1M):** Third and fifth floor renovations
- » **Microelectronics Phase 2 Renovation (\$900K):** Renovation to existing clean room
- » **Weston Lecture Hall Renovation (\$3.9M):** Renovation of two lecture halls

Mount Wachusett Community College, Vocation Tech, Gardner, MA

Andy provided a conceptual estimate to convert existing gymnasium/multi-purpose building to incorporate vocational tech spaces in the facility.

Roxbury Community College, Roxbury Crossing, Boston, MA

Andy provided the schematic design estimate to renovate and upgrade the existing Student Center and incorporate a new security office.

Rowan University, Student Center Expansion, Glassboro, NJ

Andy prepared conceptual estimates to construct a two-story addition of

approximately 29,500 square feet to the existing student center.

Rowan University, Chamberlain Student Center Roof Replacement, Glassboro, NJ

Andy prepared conceptual estimates to construct a two-story addition of approximately 29,500 square feet to the existing student center.

Ramapo College of New Jersey, Whitehouse Dormitory Renovation & Addition, Mahwah, NJ

Andy prepared conceptual estimates to convert an existing house to a 7,832-square foot college dormitory.

Ramapo College of New Jersey, Concept Pavilion, Mahwah, NJ

Andy prepared conceptual estimates for renovation of the Ramapo Trustees Pavilion to accommodate new food service and lounge space and convert exterior space to dining.

University of California ANR, Irvine Modular Restrooms, Irvine, CA

Andy prepared the 50% Construction Document estimate for the renovation of existing restrooms at campus for accessibility and ADA compliance.

San Diego Community College, Various Projects, San Diego, CA

Andy prepared estimates for all design stages Concept through 100% Construction Documents for the following Proposition S & N Projects for the College District:

- » **\$37.0M Mesa College Student Services Building, San Diego, CA**
- » **\$7.2M Cesar Chavez Parking Garage, National City, CA**
- » **\$40.0M City College Business & Humanities Building, San Diego, CA**
- » **\$22.8M Linda Vista Continuing Education Building in San Diego, CA**

California State University San Marcos, University Student Union, San Marcos, CA

Andy prepared 50% Construction Document estimates for the renovation of existing restrooms at campus for accessibility and ADA compliance.

PROJECT EXPERIENCE



EXPERIENCE

Over the last two decades, our focus has been providing construction management services for public institutions, municipalities, schools, and other non-profits across the Northeastern United States. We manage projects of every size, complexity, and procurement type for public and private institutions, assisting our clients in navigating the planning, procurement, design, and construction process while simultaneously remaining compliant to stakeholder needs and regulatory guidelines.

A truly successful project relies upon the selection of a construction management firm that has the right experience and upon whom you can depend on immediately as a trusted advisor and partner. The following are beneficial values that Anser brings to the Board:

- » We select the right project team and equip them to be creative innovators, applying ingenuity and efficiency through all processes and practices.
- » We do not deploy the “bait and switch” with our team. Who we propose is who will be on your project from start to finish.
- » We know what is right and wrong, and we choose to do the right thing always which defines who we are as a firm.
- » We do not need to rely on others to provide construction management services as all of our services will be provided through our “in-house” expertise.
- » We maintain a high-level of communication between all team members, including all Board stakeholders and external approval agencies;
- » We foster an atmosphere of transparency and collaboration, resulting in the highest level of quality and service from each of our team members;
- » We provide true budget and schedule management rather than simple tracking and reporting; this means we plan, forecast, and mitigate cost and schedule overruns proactively throughout the duration of the project;
- » We are efficient and effective, using lessons learned and best practices to provide significant benefit to our clients;
- » We are firm but fair, which creates a high-level of respect and accountability within our teams and for our clients;
- » We are flexible, adaptable, and willing to jump in and solve any problem with you, providing an objective perspective while also leveraging subject matter expertise;
- » We continually update our processes to be more efficient, stay ahead of industry standards, and accomplish more

Anser is best qualified and experienced firm to successfully deliver the Board’s important projects based on the following differentiators:

- » We have provided construction management services on several relevant projects locally and nationally. Most importantly, we have and are currently providing construction management services on several educational projects that totals \$500 Million worth of construction locally and is currently providing construction management services on the largest school project in New Jersey, the new \$250 million Perth Amboy High School project.
- » Leveraging a strong relationship and experience working with your design firm, SSP, our construction team will seamlessly collaborate and communicate.
- » We have recently completed school projects that included identical scopes such as athletic field improvements, mechanical and electrical improvements, interior alterations, and new additions.
- » We have proposed an experienced team leveraging local professionals that have previously worked together and who have previously worked on public educational facilities. Our proposed Senior Project Manager is 10 minutes from the school facilities.
- » Anser is a unique firm that also brings American Rescue Plan Act administration accounting, evaluation and compliance consulting services to the Board as an added value, in addition to professional construction management services.

PROJECT EXPERIENCE

- » We do not provide designer-of-record services and we do not provide “at risk” construction management. This allows us to exclusively focus on advising and managing projects for clients without distraction of other service demands and inherent conflicts.



EXPERIENCE WITH RENOVATION PROJECTS

School building renovations, such as the ones proposed by the Board, are historically a challenge. Based on our extensive experience with renovation projects and what we have learned, we will come to the process with a game plan that will maximize solutions to the challenges we will face. Communication led by Anser is the key. We will facilitate the collaboration of the administration, staff, architects, engineers, and community members. It is critical to make sure that from the onset all parties are working together to the common goal of maximizing results and minimizing risk.

1. **Expect the Unexpected.** Every time something existing is uncovered, be prepared for a surprise. The team needs to always be on the ready to respond. (This is the big difference from new construction).
2. **Look before you Leap.** The team needs to thoroughly investigate anything before they touch it; be it the configuration of the space or compatibility of materials.
3. **Protect.** Always be diligent to protect all adjacent areas from any harm (especially dust which has a way of always finding its way through any weak point!) Always keep an eye out of items that may be worth salvaging.
4. **The Project Must Go On.** The facility’s operations must be able to continue seamlessly. Life Safety and Egress can never be compromised. These items always take precedence and need to be planned for. Any kind of shutdowns or the like must be planned well in advance, agreed to, and communicated clearly with the occupants and end users.
5. **Regulations.** Building codes are always in flux, and significant renovations need to comply with the current codes. Some materials (asbestos / coolants) now considered hazardous must be appropriately identified and addressed before other activities can occur.

Another important factor that we have learned in this process is that information is powerful knowledge. Things we cannot see are the challenges that we face during construction. To proactively address this, we will gather all the stakeholders involved to pool our resources together to learn as many things as possible about the buildings that will be renovated. The information that we will need to gather starts with any existing documentation that the Board has for the schools. Any architectural and engineering drawings that are available, for instance, serve as excellent reference materials. This process can include reaching out the original architects or even referencing town hall to track down documentation. Our team will also walk all of the buildings to get a clear understanding of the scope of renovations. During this walk with Board staff, architects, and engineers, we will look above the ceilings, behind the walls, and below the floors to look for as many unforeseen conditions as possible. We will lead these investigations so that architects and engineers can acquire as much real time existing condition information as possible to enable capture and incorporation into the design documents.

In addition to the above documentation gathering, we will also investigate any environmental issues that we will come across during construction. Our team will request current Asbestos Hazard Emergency Response Act (AHERA) reports and prepare samplings of areas that will be disturbed during construction. This sampling will include paint, plaster, insulation, flooring, flooring adhesives, roofing, sheetrock, sheetrock spackle, and caulk. Exterior exploratory work may be required where oil tanks are proposed to be replaced. Any mechanical equipment that is to be removed will also need to be inspected and tested if necessary. Again, information serves as knowledge which can then be used to mitigate issues during construction.

We will also look at how the construction process can be completed. Most off the school renovations call for improvements and/or replacement of the mechanical systems. Along with the design team, our team will coordinate how the equipment will be removed and new equipment installed. In some cases, new access panels may need to become part of the design so that the new equipment can be more easily installed.

RELEVANT PROJECT EXPERIENCE



Summarized below are Anser’s representative list of clients and projects where we have provided, or currently provide, full construction management services from design through construction and occupancy. We are confident that these projects showcase our company’s significant talent, expertise, commitment, and capabilities.

ADDITIONAL AUTHORITIES / AGENCIES SERVED		
» Borough of Bergenfield	» Mountain Lakes	» Rowan College
» City of Newark	» Netcong Board of Education	» Rutgers University
» County of Ocean	» New Brunswick Housing Authority	» Saint Anna Greek Orthodox Church
» County of Warren	» New Jersey City University	» Schindler Elevator
» Department of Community Affairs	» New Jersey Institute of Technology	» Shadowbrook
» Department of Military & Veterans Affairs	» New Jersey School Boards Association	» South Hunterdon Board of Education
» Department of Property Management & Construction	» New Jersey Schools Development Authority	» The College of New Jersey
» Essex County College	» Ocean County College	» The Community Builders
» Hunterdon County	» Ocean County Vocational Technical School	» Township of Cherry Hill
» Jewish Federation of Ocean County	» Passaic County Community College	» Union County
» JK Design	» Princeton Township	» Union County College
» Jones Lang LaSalle	» Ramapo College of New Jersey	» Union County Improvement Authority
» Lutheran Social Ministries of New Jersey	» Raritan Valley Community College	» University of Medicine & Dentistry of New Jersey
» Mahwah Board of Education		» Warren Community College
» Mercy Grove		» William Paterson University
» Mine Hill Board of Education		



ORANGE SCHOOL DISTRICT ORANGE HIGH SCHOOL ADDITION & RENOVATION ORANGE, NJ

This project is a new \$50 million, 145,300-square foot high school renovation, and a 50,000-square foot new addition. The new addition is a two-story addition to the existing Orange High School facility that includes 15 general classrooms, three art classrooms, a drama classroom, two technology labs, a robotics lab, an auxiliary gymnasium, a media center, and two administrative offices, and an enclosed elevated connecting link including installation of new elevators on either end of the elevated connecting link. The project also includes conversion of the existing Orange High School media center to an auxiliary dining facility; and selective renovations and systems upgrades at Orange High School includes science rooms renovations, replacement of interior and exterior doors, flooring replacement, roofing replacement, restroom upgrades, replacement in kind of existing HVAC systems, and provision of a new hot water boiler plant in the Orange High School facility and new emergency generator. Site improvements include necessary site utility work and replacement of existing parking being displaced by the addition to Orange High School.

CLIENT

Orange School District

COMPLETION DATE

Ongoing

CONSTRUCTION VALUE

\$50 Million

CHANGE ORDER VALUE

Construction is Ongoing

SERVICES PROVIDED

Full Construction Management Services

ARCHITECT

Kliment Halsband Architects

REFERENCE

Dr. Gerald Fitzhugh
Superintendent
973.677.4000



DENBO-CRICHTON SCHOOL DISTRICT DENBO-CRICHTON ELEMENTARY SCHOOL BROWN MILLS, NJ

This is a design-build project which has been broken out into three packages. Package 1 is for the site utility work, footings, foundation, structural steel, and slabs. Package 2 is for the superstructure, parking lots, and playgrounds and fields. Package 3 is the abatement and demolition of the existing Alexander Denbo Elementary School which is located across the street from the new school. The new two-story school will house 930 students from pre-K through 5th grade, 125,000 square feet with 47 classrooms, gymnasium, cafeteria/food service, assembly/multi-purpose room, stage/music room, media center, a science-demonstration room, self-contained special-education classrooms, art room, speech room, tech and computer labs, military life coach office, and faculty office suite.

CLIENT

New Jersey Schools
Development Authority

COMPLETION DATE

2020

CONSTRUCTION VALUE

\$58.7 Million

CHANGE ORDER VALUE

\$700,000

SERVICES PROVIDED

Full Construction Management Services

ARCHITECT

SPP Architects

REFERENCE

Joseph Lucarelli
Director, Program Operations
609.858.5373

PROJECT EXPERIENCE



NEW JERSEY SCHOOLS DEVELOPMENT AUTHORITY UNION AVENUE MIDDLE SCHOOL

PATERSON, NJ

This is a design-build project for a new four-story educational facility, of approximately 160,143 square feet, designed to educate 946 students in grades six to eight. This new school will replace the former Don Bosco buildings, which had been demolished in an earlier site package. The associated site improvements will be limited as the building is almost lot line to lot line except for the exterior sport/ play area. The new Union Avenue Middle School will include, but not be limited to, general classrooms, science labs, special education classrooms, art rooms, resource centers, occupational and physical therapy rooms, cafeteria, food service, dance studios, gymnasium, locker rooms, music room, computer labs, and administration offices.

CLIENT

New Jersey Schools
Development Authority

COMPLETION DATE

December 21, 2021

CONSTRUCTION VALUE

\$83.3 Million

CHANGE ORDER VALUE

\$2.24 Million

SERVICES PROVIDED

Full Construction Management Services

ARCHITECT

DMR Architects

REFERENCE

Joseph Lucarelli
Director, Program Operations
609.858.5373

PROJECT EXPERIENCE



MAHWAH BOARD OF EDUCATION MAHWAH HIGH SCHOOL STEAM LAB & CLASSROOM ADDITION MAHWAH, NJ

The STEAM (science, technology, engineering, arts, and mathematics) project consisted of a 9,000 square foot addition to the Mahwah High School. This addition included (1) shared lab, (1) robotics lab, common instruction space, a gallery space, and storage areas.

Renovations in the existing school adjacent to the new STEAM addition included new toilet rooms, storage, and a hallway. Exterior scope included the creation of an outdoor classroom, a new service road for cafeteria deliveries and waste removal and a parking lot for approximately 40 vehicles.

CLIENT

Mahwah Board of Education

COMPLETION DATE

2019

CONSTRUCTION VALUE

\$5 Million

CHANGE ORDER VALUE

\$150,000

SERVICES PROVIDED

Full Construction Management Services

ARCHITECT

Tokarski and Millemann

REFERENCE

Kyle Bleeker
Business Administrator
201.762.2415



NEW JERSEY SCHOOLS DEVELOPMENT AUTHORITY PLAINFIELD ELEMENTARY SCHOOL PLAINFIELD, NJ

The project is a new \$42.4 million three-story facility of approximately 120,000 square feet to educate approximately 756 students in kindergarten through fifth grade. The project will be constructed on a District-owned parcel of land at Block 626 Lot 1. The associated site work includes, but is not limited to, site preparation, liquid, gas, and electrical utility improvements, earthwork, and installation of play areas, paving, fencing, exterior walks, stairs, ramps, and retaining walls. The subject property was the location of the former Woodland Avenue Elementary School, the demolition of which was completed by the Authority in 2019 in preparation for this project, and is bounded by Woodland Avenue, Central Street, and the Maxson Middle School property and ball field, in Union County. The building will house upgraded classrooms, auditorium, library, cafeteria, common space, and entrance lobby.

CLIENT

New Jersey Schools
Development Authority

COMPLETION DATE

Ongoing

CONSTRUCTION VALUE

\$42.4 Million

CHANGE ORDER VALUE

Construction is Ongoing

SERVICES PROVIDED

Full Construction Management Services

ARCHITECT

DMR Architects

REFERENCE

Joseph Lucarelli
Director, Program Operations
609.858.5373



NEW JERSEY SCHOOLS DEVELOPMENT AUTHORITY NEW PERTH AMBOY HIGH SCHOOL

PERTH AMBOY, NJ

The construction of the school will result in a 576,000-square foot facility for a maximum of 3,300 students in grades 9 to 12, and the school will support three distinct educational programs within one facility. Some highlights of the educational spaces the new school will feature include general classrooms, science labs, a black box theater, art rooms, digital/graphics studios, a dance studio, communications/broadcasting lab, automotive lab, culinary arts lab, world languages classrooms, a language lab, a media center, main and auxiliary gymnasiums, ROTC classrooms, an auditorium, and cafeterias. The school will be constructed using a design-build approach, with the New Jersey Schools Development Authority's Kit-of-Parts as its foundation. The design-build method differs from the traditional approach by allowing for some design and construction activities to proceed concurrently through phased advancement.

CLIENT

New Jersey Schools
Development Authority

COMPLETION DATE

Ongoing

CONSTRUCTION VALUE

\$247 Million

CHANGE ORDER VALUE

Construction is Ongoing

SERVICES PROVIDED

Full Construction Management Services

ARCHITECT

RSC Architects

REFERENCE

Joseph Lucarelli
Director, Program Operations
609.858.5373

PROJECT EXPERIENCE



OCEAN COUNTY VOCATIONAL TECHNICAL SCHOOL PERFORMING ARTS ACADEMY

TOM'S RIVER, NJ

This project is a new \$24 million three-story 52,000-square foot Performing Arts Academy High School located on Ocean County College's Tom's River campus. The new facility accommodates 300 students and includes classrooms, support spaces - including live audio, dance, black box theater, vocal performance, and costume, arts and science laboratories (biology and chemistry), faculty offices, and conference rooms.

CLIENT

Ocean County College

COMPLETION DATE

December 2019

CONSTRUCTION VALUE

\$22 Million

CHANGE ORDER VALUE

\$750,000

SERVICES PROVIDED

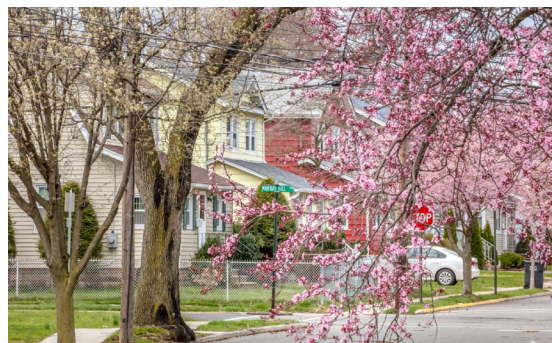
Full Construction Management Services

ARCHITECT

RSC Architects

REFERENCE

Frank Frazee
Business Administrator
732.240.6414



BOROUGH OF BERGENFIELD NEW MUNICIPAL COMPLEX **BERGENFIELD, NJ**

Anser is currently providing full construction management services for the Borough of Bergenfield's new municipal complex. The new facility provides for municipal police, county administration, municipal departments, and municipal court programs. The unique solution provides for police functions on a lower level, municipal offices on the second level, and courtroom and administration spaces on the third level. A three-story lobby with open stair organizes the internal space and brings light into the building. The site strategy provides for maintaining the existing municipal building and relocating the existing telecommunications tower during construction of the new facility. The new design incorporates new expanded parking and landscaping with a more prominent and ceremonial frontage on the main street for the civic functions, and a more discreet frontage on a side street for police access and sallyport. In order to maintain municipal functions during construction, the new building will be completed behind the existing municipal building prior to demolition.

CLIENT

Borough of Bergenfield

COMPLETION DATE

Ongoing

CONSTRUCTION VALUE

\$14 Million

CHANGE ORDER VALUE

Construction is Ongoing

SERVICES PROVIDED

Full Construction Management Services

ARCHITECT

RSC Architects

REFERENCE

Corey Gallo
County Administrator
201.387.4355 ext. 6



NEW JERSEY INSTITUTE OF TECHNOLOGY NEWARK, NJ

Anser was selected as NJIT's construction program manager to provide professional services for various campus renovation projects as part of the University's \$500 million capital improvement program. Anser has served as the University's Program Manager since 2015 and has managed dozens of projects over our tenure. For capital projects, our services include establishing initial project budgets, scopes and schedules for review and approval by NJIT. In addition, we participate in the RFP and selection process for University selection of architectural/engineering firms. Preconstruction services include drawing reviews, budget and detailed cost estimating, scheduling, meetings with design professionals, issue resolution, and assisting the University with the contractor bidding/award process. During construction we managed the design and construction teams for strict compliance with their representative contracts.

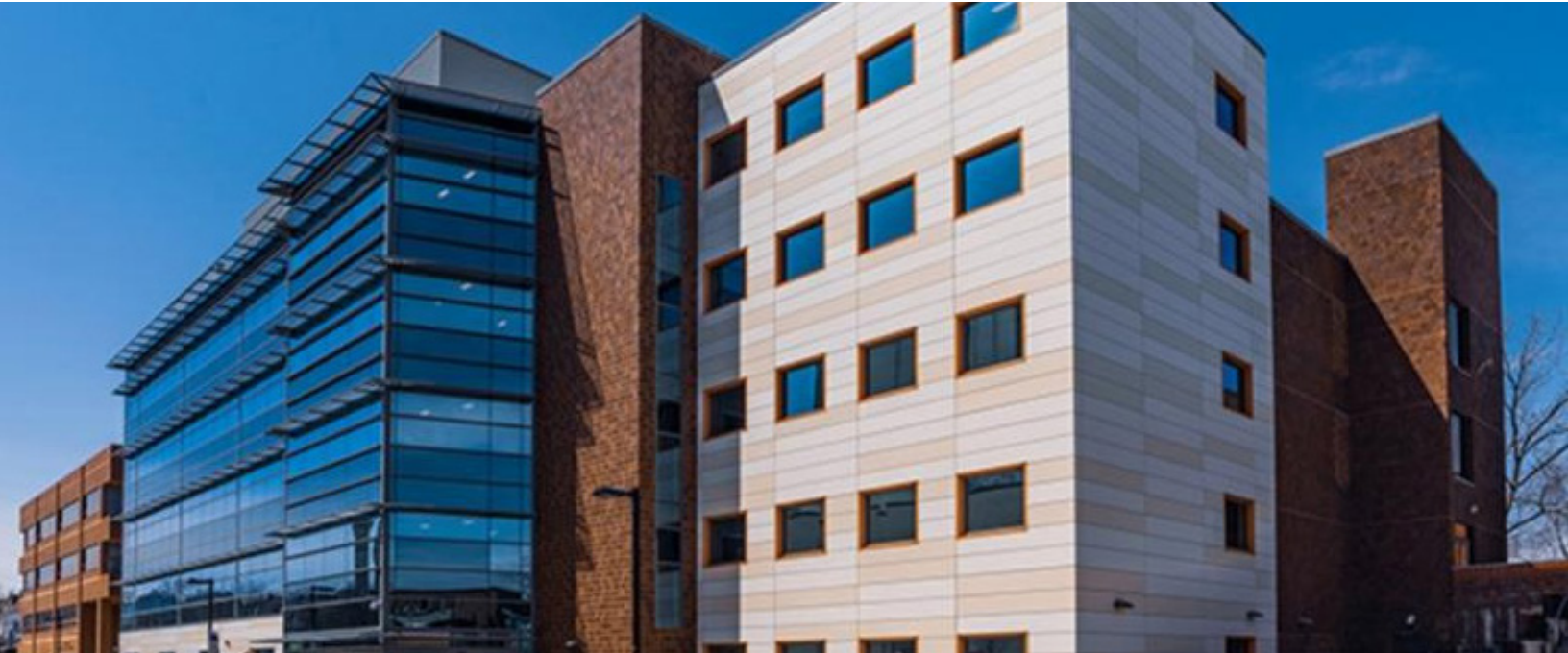
Wellness and Events Center (Above)

This project is a new 208,000 square foot three story multi-purpose 3,500 seat athletic and events center that includes a convocation center, student recreation center, athletic competition and practice spaces, athletic support spaces, and programmed recreation facilities. The center will include NCAA Division 1 multi-sport player facilities, basketball, volleyball, and racquetball facilities, team and official's locker rooms, film, weight, training and equipment rooms. Athletic facilities include coach's offices, fencing room, 320,000-gallon competition indoor swimming pool with diving well and 156 spectator seats, hydrotherapy room, 10,000 square foot indoor turf area, athletic department offices, concession stands, team store, and academic support facilities. Recreation facilities include group exercise classrooms, weight and cardio fitness areas, running/walking track, racquetball/squash courts, two court gymnasium, lobby, and locker rooms. A new outdoor soccer/lacrosse field with stadium seating for 851 spectators is adjacent to the new center. Anser provided full construction program management services including preconstruction, construction, and closeout.



SERVICES PROVIDED

- Program Management
- Risk Management
- Client Advocacy
- Planning Services
- Feasibility Study
- Grant Application/Auditing
- Scheduling
- Governing Agencies Liaison
- Procurement
- Budgeting/Estimating
- Preconstruction Management
- Construction Management



NEW JERSEY CITY UNIVERSITY JERSEY CITY, NJ

Since 2009, Anser has provided New Jersey City University with a broad range of capital program and project management services for a \$150 million capital program and over 30 individual projects on campus. Projects have included new construction, renovations to existing facilities, deferred maintenance, and infrastructure replacements. For capital projects, our services include establishing initial project budgets, scopes and schedules for review and approval by NJCU. In addition, we participate in the RFP and selection process for University selection of architectural/engineering firms. Preconstruction services include drawing reviews, budget and detailed cost estimating, scheduling, meetings with design professionals, issue resolution, and assisting the University with the contractor bidding/award process. During construction we managed the design and construction teams for strict compliance with their representative contracts.

Science Building (Above)

This project, designed by Spiegle Architects of Trenton, is a six-story \$42 million 110,000 square-foot science building addition and renovation. Program areas includes first-floor physics, biology, and chemistry consisting of seven laboratories, prep and support labs, four general classrooms, three storage areas, group study area, shell space, and five offices. The second floor includes earth and environmental science consisting of nine laboratories, student library, one general classroom, three storage areas, and 10 offices. The third floor includes the biology department consisting of 10 laboratories, four general classrooms, and seven offices. The fourth floor includes biology and chemistry consisting of nine laboratories, one general classroom, one computer lab, chemistry flex space, future vivarium, storage, one conference room, and 10 offices. The fifth floor includes chemistry consisting of nine laboratories, chemical stock/storage areas, one conference room, and seven offices, and the sixth story penthouse contains the biology greenhouse and mechanical rooms. Anser managed all phases of the project, which was completed consistent with the established \$42 million project budget, including scope changes that were requested. Anser saved the University over \$1 million with strict cost control, while completing the project in the originally scheduled duration. Anser provided full construction program management services including preconstruction, construction, and closeout.



SERVICES PROVIDED

- Program Management
- Risk Management
- Client Advocacy
- Planning Services
- Feasibility Study
- Grant Application/Auditing
- Scheduling
- Governing Agencies Liaison
- Procurement
- Budgeting/Estimating
- Preconstruction Management
- Construction Management



RAMAPO COLLEGE OF NEW JERSEY

MAHWAH, NJ

Since 2004, Anser has provided Ramapo College of New Jersey with a broad range of capital program and project management services for a \$200 million capital program and over 20 individual projects on campus. Projects have included new construction, renovations to existing facilities, deferred maintenance, and infrastructure replacements. Anser assisted the college with NJ's largest photovoltaic installation on campus through a public private partnership (P3) that funded the replacement of all campus building roofs at no cost to the College. Anser also assisted the College with their new 10-year master plan from consultant solicitation through Board of Trustee acceptance. For capital projects, Anser's pre-construction phase services included development of capital assessments, scopes of work and cost estimates, solicited proposals from design professionals, tracked and reported on design progress, and developed and coordinated review and approval of budgets. For construction phase services we coordinated contractor services, provided daily onsite quality control, document control, contract administration, reviewed change orders and submitted for approval, tracked exposure to change orders, provided cost updates and status reports, coordinated close out, and all other tasks assigned.

Learning Commons (Above)

A recently completed project was the new Learning Commons building. This project was a full renovation of the 60,000 SF library with a new 20,000 SF building addition. The project consisted of three separate packages as recommended by Anser. Construction of a temporary library space in a converted dorm building was performed in a two-step process, involving interior demolition followed by a fit-out package. The renovation and addition package began in August 2019 and completed in September 2021. The renovation and new construction created a new four-story Learning Commons outfitted with state-of-the-art media rooms, a maker space, meditation and mindfulness center, café, open air balcony seating, group study rooms, and high concentration periodical storage. The building is clad in natural slate stone to match the current campus buildings and high efficiency curtain wall glazing. The project consists of all new MEPs including new electrical switchgears, air handlers, chillers, emergency generators, fire protection and domestic water services. Landscaping has been coordinated to embrace the natural feel of the campus utilizing primarily indigenous plantings native to NJ and the surrounding area. A prominent feature of the building is a two-story tall light well which allows for natural sun light to shine through the roof and fourth floor to the main oncourse on floor three. Anser provided full project management services including capital planning, budget consultation, preconstruction estimates and document review, construction management and closeout.



SERVICES PROVIDED

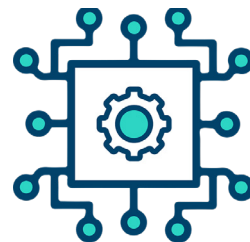
- Program Management
- Risk Management
- Client Advocacy
- Planning Services
- Feasibility Study
- Grant Application/Auditing
- Scheduling
- Governing Agencies Liaison
- Procurement
- Budgeting/Estimating
- Preconstruction Management
- Construction Management

AREAS OF EXPERTISE

Other areas of expertise and services that may be of interest the Board of Education.

SECURITY AND INFORMATION TECHNOLOGY

Anser has the unique capability and experience in assessing assault, active shooter, cyber bullying, terrorism, and data breach like threats surround schools. Additionally, we have experience with assessing threats from common theft, vandalism, breaking and entering, neighborhood crime, and collateral or direct damage due to potential targets on neighboring sites. Anser understands the challenges that come with evolving threats and the steps required to identify associated risks, maintain an “open campus” environment, and protect all occupants within a school facility.



Anser can assist with conducting a risk assessment of potential threats that may occur when designing a new security system for a school facility. We can conduct the following assessments.

GAP Analysis

To properly evaluate the required mitigations, an understanding of the existing security systems is necessary. This allows for a thorough comprehension of what components can be reused and/or relocated and what needs to be replaced.

This review of the current protective measures will be evaluated against concerns that were noted during design and any history of events and/or threats that have occurred. Based on this assessment, it will be determined if additional protective measures are required. This analysis should also include a review of the overall site against Crime Prevention through Environmental Design (CPTED) principles.

Crime Prevention Through Environmental Design (CPTED)

CPTED is the design and effective use of a built environment to reduce the fear and incident of a crime. If the potential opportunity for crime can be eliminated, the likelihood of an instance can be reduced. CPTED principles apply to both the site / campus and the interior layout of the building(s).

There are four primary principles under CPTED:

1. **Natural Surveillance** — remove locations where perpetrators can conduct an unwanted action by removing unmonitored areas.
2. **Natural Access Control** — use of lighting, walkways, signage, etc. to direct the flow of traffic (pedestrian and vehicular) to and from proper entrances and exits.
3. **Territorial Reinforcement** — use of physical methods such as landscaping and signage to clearly delineate the property lines and public versus private areas to reduce trespassing.
4. **Maintenance** — the presence of an unkempt area or disrepair will encourage further damage.

Incorporation of these design principles will reduce risk by minimizing the number of areas where malicious activities can take place. Although maintenance is not part of the design, recommendation and specification of materials that make maintenance easier and have reasonable repair costs and efforts are best done at the design level.

Emergency Planning

Any re-design of life-safety systems may impact emergency operations plans established for the school. These impacts should be evaluated, and plans should be updated to address determined concerns. If these plans do not exist, they should be created established as soon as possible and reviewed and practiced. As part of the planning process, specific considerations should include resiliency and active assailant situations.

Resiliency

Security and life safety systems require redundant systems and/or emergency power backup. Planning should establish the needs to be resilient or provide continuity of operations. Each system should be evaluated against these needs and mitigations applied to maintain necessary operations in the event of an emergency or incident. An ideal design for critical systems includes redundancy (n+1), so there is a backup system in the event of a failure. For example, some locations may need a Plain Old Telephone Service (POTS) that operates without power in the event of a significant power loss so communications can be maintained. Generators, HVAC, and utility feeds are other examples of systems that benefit from redundancy. The appropriate identification and allocation of these systems is critical to minimize cost yet provide the level of protection required to the site and occupants.

AREAS OF EXPERTISE

Active Assailant

Active assailant, more commonly generalized as active shooter, accounts for all incidents regardless of the weapon choice used in an attack. It is important to ensure that all designs of mitigation systems do not increase the capabilities of an assailant or increase the risk of this type of event.

Anser is experienced in conducting risk assessments and can help determine what the concerns are that need to be addressed. We will ensure the mitigation recommendations work together to maximize the level of protection while being cost effective. Additionally, we can provide follow-on support to develop or update emergency plans and manage any design or renovation project from start to finish; from scope development for solicitation to reviewing design documents and overseeing construction. This support will ensure an effective and fully operational security system at the end of the project.

SYSTEMS SELECTION AND IMPLEMENTATION

We have a specialized team of systems implementation experts with deep experience working with Owners of large capital programs to select, customize and implement systems and tools for reporting, communicating, and tracking projects. Each of the results of the governance structure and organizational preparedness review will provide the roadmap for which project management system best meets the Board's program needs.

Anser works with both cloud-based and on-premise platforms. Our Program Management Software System (PMSS) team develops advanced design and construction collaborative processes, system hierarchy, Cost Management, Project Delivery and Capital Planning System components tailored to our clients' needs. Our team looks for systems which provide top down and bottom up visibility across an organization from executive staff to planners, contract, and project managers. PMSS requirements include configurable components that are fully integrated for tracking projects from concept to closeout providing collaboration and cost transparency.

We have experience using and implementing the following tools/systems:

Primavera Unifier
Budget4Cast
eBuilder
Prolog
Procore

Owner Insite
Custom tools / databases
SharePoint or Web-based
communication platforms
File storage resources

Microsoft Project
Primavera 6.0
BIM 360
Bluebeam Revu

We know that during the design process the Board's needs will be fully outlined and understood; however, based on our expertise of implementing and managing systems and our initial understanding of your program needs, we would recommend using **Procore** for your project management needs.



Procore enables the entire project team, including the Board, selected stakeholders, the architects/engineers, and general construction contractors to have a single web-accessed database to store all project information, and for document collaboration among the team. Procore could be used during the planning / design phase to store and access all design documentation, specifications, general conditions, bid documents, meeting minutes, general correspondence, schedules, cost reports, invoices, and other project data. During construction, Procore could have construction contracts, change orders, submittals, RFIs, progress photos, daily construction / manpower reports, meeting minutes, invoices, inspection reports, schedule and all project data. Procore could enable the project team to be proactive in meeting contract schedule deadlines and producing reports and alerts to see that the project team has up to the minute reports. This would allow timely project decisions to be made and successful project goal achievement.

DIVERSITY AND LOCAL INCLUSION

We have committed partners on our team and commit to establishing goals for diverse and local business participation goals with the Board. Our team will design opportunities and resources available to promote minority and women participation on projects and design strategies throughout the program to identify, engage, and make successful these diversity and inclusion initiatives. These goals align with our internal Anser commitment to continue to grow our firm in a diverse and inclusive manner.

Should the Anser team be selected for this contract, we will also commit to supporting the local economy through the procurement and hiring of local and small business vendors and/or qualified individuals where available. We hope that this contribution will help to progress and advance this community and better enable our Anser team to connect with the community.

AREAS OF EXPERTISE

AMERICAN RESCUE PLAN ACT (ARPA) FUNDS CONSULTING

Our professional team is ready to assist the Kenilworth Board of Education in realizing the opportunity provided by ARP. Anser Advisory and Government Services Group ("GSG") are partnering to provide industry leading ARP strategy and compliance consulting services to enable municipalities to fully leverage this landmark legislation for short term recovery planning and long-term regrowth. We are a driven team that can ideate, implement, and execute. We are committed to the details and progress while continually managing communications and the 'big picture' context of this initiative.

Whether you are still in the planning stages with what to do with the funding windfall, or ready to begin procurement, our project teams are structured to provide the Board with our most experienced resources, seamlessly. The novel landscape of the ARP demands a recognized leader in compliance, administration and management to maximize the return on ARP dollars. We are your trusted advisors.

There are several permitted uses of the ARP funds outlined in the Interim Final Rule. Our team can provide strategic guidance from planning to long-term implementation. Funds must be dispersed from the period of March 3, 2021, through December 31, 2024. Our range of services include:

Data Mining and Planning

- » **Initiation**
- » **Needs Assessment**

Administration, Compliance & Management

- » **Review Process**
- » **Disbursement of Funds**
- » **Reporting**
- » **Monitoring Activities**

Our team has recently assisted numerous counties in maximizing over \$75 million in CARES Act funds including:

- » **Eligibility determination**
- » **Development of application and program requirements**
- » **Small business and non-profit assistance**
- » **Individual assistance**
- » **Grants management**
- » **Monitoring, reporting, and compliance services**

Keys to Local Government Success

MAXIMIZE FUNDING ALLOCATION

By conducting an initial needs assessment, the local government can develop an implementation plan, identify strategies, priorities, and a program timeline.



MINIMIZE CLAW-BACK RISK

Minimize challenges by proactively identifying risks, eliminating duplication of benefit, and ongoing monitoring of program requirements.

PRESERVE PAYMENT ACCURACY

On-going and accurate supporting documentation for payments. Maintain fiduciary responsibility and due diligence. Disburse payments to those in need as soon as possible, without sacrificing transparency and accountability.



CONTINUOUS MONITORING & COMMUNICATION

Ongoing review of ARP-related transactions and supporting documentation. Active communication with internal departments, subrecipients, and stakeholders.

The American Rescue Plan Act of 2021, also called the American Rescue Plan, is a \$1.9 trillion economic stimulus bill passed by the 117th United States Congress and signed into law by President Joe Biden on March 11, 2021.

AREAS OF EXPERTISE

GRANT WRITING AND MANAGEMENT

We are public-sector grant experts who understand how to identify, secure and streamline the advancement of public infrastructure and community development investments. We offer a full-service team that starts early in the process to help clients move from vision to reality and brings practitioner-level experience drawn from local municipal environments. This has made our team and clients more effective, specifically with identifying and securing resources, which has allowed us to help clients match projects to available programs, align their projects with eligibility and rating criteria, and meet program and funding requirements.

Our grant managers are subject matter experts in the field of local government grants and have a large portfolio of grant experience that will ensure compliance and efficiency of the client's grants and management process. This will also enable clients to leverage current resources, which will enhance the services and benefits of the client and result in a positive impact on the community as well as establish and maintain a fiscally sound approach to the client's finances, objectives and standards.

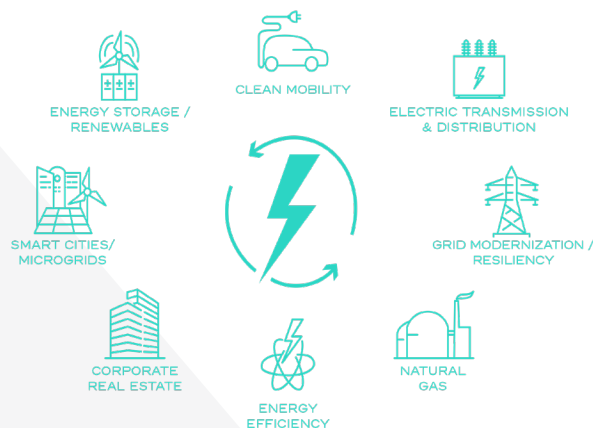
In providing grant related services, Anser provides services to secure competitive funding resources and manage those resources, which has allowed us to help clients match projects to available programs, align their projects with eligibility and rating criteria, and meet program and funding requirements. Given this, we have developed and offer our Grant Services Model approach to deliver these services. This proven seven-step process identifies and addresses the standard milestones of a competitive grant, from pre-award to post-award.

1. Identification
2. Development
3. Submittal
4. Award / Non-Award
5. Start-Up
6. Monitoring
7. Close-Out



GRANTS FOR ENERGY EFFICIENCY

Our team can assist the Board in evaluating funding procurement through grants for energy efficiency. Working with the Board, it will be imperative to qualify the success of these past projects and evaluate measures that were not executed. The goal is to develop a long-range energy efficiency plan integrated into a deferred maintenance program to reduce overall operational costs and provide a more sustainable building. We will facilitate communication with local governing agencies, as well as local utility incentive programs, to assess the potential for future Energy Savings Projects.



ENERGY CONSULTING SERVICES

Anser has capital project experience and expertise in areas that go beyond what may be anticipated on your planned projects and can bring added value to the owners with whom we partner. Should the need arise, our over 60-person Energy Division can join our proposed project team to assist clients with energy efficiency and savings strategies. As the demand for clean electric power generation and transportation becomes more of a reality through regulatory reform, legislation, and technology advancements, we are working side-by-side with our utility clients and public agencies to create a future that reduces greenhouse gas emissions, increases resiliency and promotes the sustainability of a healthy environment. We understand that this will not happen overnight, so we are prepared to navigate our clients through these dynamic industry changes, including: development and advancements in distributed energy resources (DER), distribution automation, energy storage, energy efficiency, microgrids, transportation electrification, and others to support the grid of the future. We have the technical expertise and execution capabilities to provide tailored solutions and staff augmentation capabilities to support our clients' changing needs. We pride ourselves on providing the right people at the right time.

APPROACH AND SPECIFIC SCOPE OF SERVICES

CONSTRUCTION MANAGEMENT APPROACH

Our approach to Construction Management always begins with listening. Listening first will allow our team to understand the core vision and objectives of the Board's projects. This way, our team can effectively integrate and work alongside the Board to develop a comprehensive road map to meet that vision, while protecting your interests and minimizing risk. From here, our philosophy to construction management hinges on being proactive and great communicators, and always ends with accountability. Our team understands the importance of collaborating with all of our team partners, designers, and contractors so our client's always get the best value. As a result, we find our design and contractor teammates like working with us because we know the right questions to ask and how to create a team relationship where everyone's questions and concerns are being asked and answered. As team leaders, we press to identify and admit mistakes when they happen, so they can be addressed and resolved allowing the project to move forward. With this formula, we have led numerous clients to repeated success. We want these projects to be a tremendous success—because when our clients succeed, we succeed!

An effective work plan to construction management always starts with understanding what is most important to you. In our review of the information made available, our team has identified what we would call the "Four (4) Keys to Success" for the Board. If selected as your construction manager, our team would work with the you and the project team to further define these keys to success, but are using these as the starting point for developing our tailored approach to your important projects. These keys to success include:

1. Maintaining occupant safety during construction of occupied facilities
2. Maximizing the value of the dollars spent
3. Establishing consistent, clear, and effective lines of communication within the project team, stakeholders and the community to facilitate an efficient and effective delivery of each project
4. Involving students in the process to create learning opportunities for some of our communities' future engineers, architects, and contractors



KEY TO SUCCESS #1: SAFETY

Construction around and in occupied facilities can create unique challenges and concerns. Keeping students and staff safe is our highest priority, followed closely by minimizing disruptions to the school day due to construction activities. Our planning and decision making with the Board and project team will always put staff and student safety first. Our team will help develop and thoroughly review of each contractor's logistics and safety plans to ensure they keep students and staff separated from construction activities. These plans will be a vital tool to develop and share with the principals of each facility, so they are implemented in a way that also mitigates impacts to learning and operational access to the building. The plans will be reviewed for not only appropriate levels of separation, but also logistics, material staging, deliveries, contractor parking, and signage so they comprehensively manage all aspects of an appropriate separation of construction from Board personnel.



APPROACH AND SPECIFIC SCOPE OF SERVICES



KEY TO SUCCESS #2: MAXIMIZING THE VALUE OF DOLLARS SPENT

In working for multiple school Boards on various capital improvement programs throughout the years, we know that any construction program involving public funding or grants is always something to be taken seriously and managed with both care and transparency. Additionally, due to our teams experience in regard to the many funding requirements, including eligibility, monitoring, tracking, and reporting requirements, we know there exists an even greater need for care and transparency in managing these dollars. We understand that the Board needs to ensure each and every dollar is accounted for, and that it can honestly state to its community that it utilized these dollars to their highest and best use for these projects. Our team promises to help the Board manage each dollar as if it were our own, and to maximize the value received for each project and out of each team member. Our primary goal by the end of these projects will be showcase how the Board has been a good steward of public funds and made good and defensible financial decisions when it comes to these projects.



KEY TO SUCCESS #3: STRONG COMMUNICATION

Communication is critical on any project – that is a given. However, with projects such as these with unprecedented scheduling delays for materials and equipment along with construction occurring near facilities that are occupied, this makes clear, consistent, and effective communication extremely important. This includes not only the Board and project team communication, but also communications and reporting to the community. All parties need to be informed with the most accurate and current information available in order to make good and timely decisions to push the projects forward. We pride ourselves on being proactive communicators and will commit to keeping the Board decision makers, school board, school principals, and community informed as these projects progress. This is always the best way to mitigate delay and cost risks and allows us to continually put the Board's best interests at the forefront.



KEY TO SUCCESS #4: STUDENT INVOLVEMENT IN THE PROCESS

Construction projects are great opportunities to engage young students that are interested in becoming engineers, designers, contractors, or tradesmen. This construction program is a great opportunity to get them involved allowing them to see what a career in the industry might offer them. In the past, our team has helped to engage students in both the design and construction process so they can start to get a feel of what it is like to work as part of a large project team and the communication and coordination skills required. Some examples of what we have done in the past include holding mentoring sessions during the school day with groups of students interested in the industry, and presenting how a project moves from planning, through design and construction, while fielding their questions about the process. We have also conducted construction walk throughs with small groups of students so they can see what happens during construction, while also learning how all the different building systems work together to create a safe and comfortable learning environment. Our team is willing to commit to working with the Board design team and construction contractors to involve District students in this process if the Board finds value in doing so.

These four (4) keys to success would be our proposed starting point for our construction management approach. If selected as your partner, we will work to further refine or re-define these altogether to help guide us and the project team in our approach. Below is a bulleted summary of our draft tailored approach, that we would also refine and re-define as we gather more information about the goals:



APPROACH AND SPECIFIC SCOPE OF SERVICES

- » Conduct a kickoff meeting with the Board of Education to better understand the project scope, mission, vision, and goals
- » Facilitate bi-weekly meetings with the District's leadership team to manage and report on progress for all aspects of the projects and make key decisions to push the projects forward
- » Review each facility and as-builts that may be available to better understand the existing conditions
- » Conduct introductions with facilities department to better understand existing conditions and the needs and requirements for new equipment
- » Conduct introductions with design team and MEP consultants
- » Conduct market research to understand availability, lead times, and cost for equipment and materials specified
- » Develop individual project milestone schedule(s)
- » Develop project schedules to maximize construction work during District breaks to minimize impacts to ongoing operations as much as possible. Review each facility with District personnel to determine the need or availability of swing space for students during construction
- » Draft construction logistic plans for review with facilities, contractors, and principals
- » Develop procurement packages and ensure procurement compliance
- » Review and provide bid analysis and recommendations for each procurement
- » Assist with contract negotiations and review contracts
- » Facilitate preconstruction meetings with each facility administration team and principle to understand scope, timeline, logistics, and safety plans
- » Manage the construction administration and project controls processes inclusive of the following:
 - Construction progress meetings and meeting minutes
 - RFI and Submittals
 - QA/QC and non-compliance management
 - Schedule compliance and change order reviews
 - Pay application reviews and processing
 - Budget updates
 - Commissioning Agent coordination (if applicable)
 - Photo documentation and site observation reports
 - Monthly construction reports
 - Claims negotiation and dispute resolution



APPROACH AND SPECIFIC SCOPE OF SERVICES

SCOPE OF SERVICES

We have reviewed the scope of services required in the RFP and confirm we have included each in our proposal. We have grouped the services requested into the subcategories below and provided additional information showing our approach to each.

PRE-CONSTRUCTION PHASE

Design Phase Coordination

From the start, we ensure a secure decision-making process that provides clarity and readily available information to participants. Our kick-off meeting establishes team communications protocols; we publish a matrix establishing procedures for information/document exchange and design review and approvals. Designing the project to the scope and budget is no doubt a heavy lift. It will be of utmost importance that the design process is thoughtfully planned, scheduled, and managed. We will become integrated into the project team as the cost and schedule 'watchdog' for compliance with Board design requirements. We will work closely with the design team to see that the project is designed to the approved budget. Our construction input and perspective stimulate creative solutions to project challenges.

We find that not only do our clients like working with us, but design teams enjoy working with us as well. This is because we understand the importance of developing a realistic design process, with proper checkpoints, like design review and page turn meetings, in order to hold team members accountable to the process. Our team understands the importance of constructability review of project design in order to achieve an overall successful outcome for our clients and project teams.

THE ANSER PROCESS:

- Project team design reviews and page flips and the use of scope "sign off" sheets with stakeholders to document buy-in on what is and is not included in scope and minimize confusion and frustration throughout the project that could result from misaligned priorities
- Estimating and value engineering exercises
- Board stakeholder engagement and involvement in the process
- Provide constructability reviews of design documents to reduce or mitigate negative cost impacts and inefficiencies
- Work with design teams to identify and summarize permitting status and requirements and regularly monitor progress with local agencies and design team so construction start dates are not impacted

THE ANSER DIFFERENCE:

- We ensure a secure decision-making process that provides clarity and readily available information to participants.
- We collaborate with our clients and designers to update the plan as needed as the project progresses - project plans should be referenced and updated continually as a living document.



Proven Results:

- » Achieve goals around the less tangible challenges, like addressing the effect of work on your operations and maintenance, network services, custodial, and public safety groups.
- » Reconcile project and budget while optimizing program and utilization.
- » Preparation of a matrix establishing procedures for information/document exchange, and design review and approvals.

APPROACH AND SPECIFIC SCOPE OF SERVICES

Schedule Management

Schedule Management is driving and managing a project schedule and is vastly different than simply drafting and tracking a project schedule. Our team approach to scheduling is to always drive and manage it. To do so requires both buy-in and accountability from all project team members which we help facilitate. It requires constant and consistent communication and long-term planning complimented by executing short term, detailed milestones along the way. Our team has the expertise to drive schedules by making sure the day-to-day project leaders from all teams are meeting their short-term milestones, while also looking and forecasting ahead with the project managers from each team to identify what's next in the coming months.

The Anser Process:

- Understand our client's timelines for project completion and funding
- Draft a milestone schedule that meets that timeline
 - » Design
 - » Approval and Permitting
 - » Bidding and Procurement
 - » Preconstruction/Submittals/Long Leads
 - » Construction
 - » Owner Furniture, Fixtures, Equipment,
 - » Final Inspections
 - » Final Certificate of Occupancy
 - » Closeout
- Review scheduling software options and determine which our client prefers from a readability and presentation perspective
- Review the milestone schedule with the project team and populate individual task details between each milestone, and link tasks together with predecessors and successors appropriately.
- Revise/Reissue the master schedule regularly
- Identify review, approval, regulatory, and permitting process within the schedule and link to design and construction activities
- Identify design, pre-construction, submittal and long-lead items
- Work with contractors to develop regular two-week lookahead schedules that are in alignment with the master schedule

Proven Results:

- » A comprehensive Master Schedule that is logical and realistic
- » Accurate and frequent master schedule updates that drive the project team
- » Schedules with the appropriate amount of float for activities outside of the project team's control
- » Completion of the project on time

THE ANSER DIFFERENCE:



Our team is versed in multiple project scheduling software so we never have to force our clients into using any one of them - We are adaptable.

We get into the details. We review design documents for long lead submittals and materials, and make sure those tasks are identified and managed appropriately from the start.

We determine what tasks may be outside of the control of the project team and determine the right amount of float to be carried for each, so they don't compromise completion dates.

Our team updates the master schedule regularly, which allows us to manage and drive the schedule. Consistently updating the schedule reminds us to always look forward and stay ahead of tasks requiring attention in the following weeks and months.

APPROACH AND SPECIFIC SCOPE OF SERVICES

Budget Management

Our approach to Budget Management is like our approach to scheduling, in that our team doesn't simply track the budget, we manage the budget. The difference is rather than reporting costs, we forecast costs so our clients can maintain a high-level of confidence they are never over-committing nor over-spending and never feeling paralyzed to make a project decision. A key component of our management approach is our ability to provide accurate and reliable cost estimates. We have internal Anser estimating staff that work alongside our seasoned project managers to develop independent estimates, validate costs, and confirm budgets. Our team has the ability to manage both a project budget and program budget with a "to-the-dollar" level of accuracy with the objective of always setting and meeting realistic and comprehensive budgets with our clients.

The Anser Process:

- Understand our clients financing and capital improvement requirements
- Review the project site(s), existing conditions, and any potential challenges that may have cost impacts
- Develop (or validate) our client's master budget, inclusive of soft costs, design fees, financing fees, construction costs, furniture fixtures equipment, escalation, and contingencies
- Obtain and validate estimates, actual costs, invoices, bids and contracts with our senior project estimators and project managers against the master budget
- Identify project risks and qualify them within the budget using contingencies and/or allowances
- Develop cash flow projections in alignment with financing requirements and the budget
- Forecast and manage any potential change orders
- Continually update and present an accurate budget to our clients

Proven Results:

- » Accurate and comprehensive master program budgets and project budgets
- » Identified and minimized project risks
- » Clients that are informed decision-makers at all time
- » The completion of the project or program at or under budget

THE ANSER DIFFERENCE:



Our estimator's quantity upfront and projected life cycle maintenance costs when developing our project budgets so that our clients never commit to constructing a project that is unaffordable to maintain and operate in the future.

Our team leverages the relationships we have with contractors and subcontractors to obtain cost data reflective of the actual market.

Our management style always keeps our clients in the driver seat, especially when it comes to managing their cost risk.

Our team highly advocates for the use of an online budget management system called Budget4Cast. This program allows our clients to log in at any time to see their budget and all project related costs in real time.

PROJECT APPROACH PLAN

Cost Estimating Services

Anser prides itself on our cost-estimated services. Our team doesn't just track the budget, we manage it. The difference is rather than simply reporting costs, we forecast costs so the Board can maintain a high-level of confidence it is never over-committing nor over-spending, and never feels paralyzed to make a critical project decision that has cost implications. A key component of our management approach is our ability to provide accurate, reliable cost estimates, then use that information to create, maintain, and forecast comprehensive project budgets. Our team has the ability to manage both a project budget and program budget with a "to-the-dollar" level of accuracy.

THE ANSER PROCESS:

- Review the Board's program and project budgets and provide recommendations on soft cost, hard cost, and contingency budget values
- Transfer budget information to our online Budget4Cast system to track and manage all construction program related costs for the Board
- Review each project site and qualify existing conditions that may have cost impacts
- Identify potential project risks and qualify them within the project budgets and contingency projections
- Develop a cash flow projection for the program and projects
- Provide construction document estimates for each design phase for each project and manage a value engineering process with the designer and contractors to meet the budget
- Maintain and manage and add alternate list for the Board and make recommendations for accepting or passing on add alternates
- Provide preconstruction budget updates in our monthly program reports
- Assist the Board in seeking rebates or grants to maximize the budget

THE ANSER DIFFERENCE:

- Our estimators quantity both initial and projected life cycle costs when developing project estimates so that our clients never commit to constructing a project that is unaffordable to maintain and operate.
- Our team leverages the relationships we have with contractors and subcontractors to obtain cost data reflective of the actual market conditions.
- Our Project Managers stay ahead of change orders by being in the details and accurately projecting, and in some instances alleviating, changes in the field before they become costly change orders.
- Our management style keeps our client's in the driver seat at all times, especially when it comes to managing their cost risk.
- Our team utilizes an online budget management system called Budget4Cast. This program allows our clients to log in at any time to see their budget and all project related costs in real time.



Proven Results:

- » Accurate and comprehensive master program and project budgets
- » Project risk identification and mitigation and informed financial decision making by the Board
- » Maximized construction dollar value
- » Projects delivered on budget, with accurate financial record keeping for auditing

APPROACH AND SPECIFIC SCOPE OF SERVICES

Value Engineering

Our approach to value engineering and constructability review is an organized effort, in the form of workshops or studies, to analyze systems, equipment, facilities, services, and supplies to achieve the essential functions at the lowest life cycle cost without altering the required performance, reliability, quality and safety. Value analysis is, therefore, the process of finding the less costly methods for accomplishing the same task. This highly structured approach to optimize project value through project design examination aims to achieve greater value for the owner.

Our value engineering extends to building operations as we calculate life-cycle costs and make recommendations based on long-term return, rather than solely on the initial construction expense. Examples include separation of needs from nice to haves, risk identification, performance, and efficiency improvements. Our team works collaboratively with all stakeholders to prepare a Value Engineering Report. This report, which includes a host of possible value engineering items, is submitted to the owner in draft and final form so the owner can make well-informed, value-based decisions. To achieve maximum benefit, value engineering should be carried out from the very early stages of a project, not simply introduced when problems occur.

THE ANSER PROCESS:

- Identify design or specification details that may add unnecessary cost and/or time to the project and work with the Board and design team to recommend alternate solutions as needed
- Review design documents and advise on labor and/or material constraints that may exist given the selections therein
- Review design documents for uniformity and consistency across the project and flag materials and/or equipment that may vary
- Review design team material and equipment selections and provide recommendations for alternate materials that may have longer life cycles or better value

THE ANSER DIFFERENCE:

- We keep our client's objectives and vision at the forefront of any value engineering exercise to avoid conflict between any decisions or ideas presented and what is most important
- We make sure the right people from each team are brought to the table to facilitate a productive value engineering session(s)
- If we believe that any ideas are simply cost or scope cutting ideas, rather than ideas that seek better value, our team jumps in to protect against those ideas and will push the project team to be more creative
- We work with our clients to help identify and rank any bid alternates and develop a timeline for acceptance based on their ranking, value, and the estimated remaining contingency in a project budget.



Proven Results:

- » Proposed design and construction solutions that truly add value to the project
- » List of accurately priced alternatives that can be implemented into the project at the appropriate time
- » A project that continues to meet the Board's vision and objectives

APPROACH AND SPECIFIC SCOPE OF SERVICES

Constructability Review

Prior to bidding, we will conduct a constructability review which is to minimize conflicts among documents, conflicts between drawings and specifications, between drawings or between specification sections. When conflicts are minimized, the result is fewer Requests for Information, fewer construction change directives, a smaller number of change orders and, no disputes or claims. Our constructability review will also result in fewer addenda, higher quality bids from higher quality construction documents, minimal delays, greater understanding of the project goals, a smoother construction process, construction done more quickly, and less administrative costs over the course of the project for all parties.

THE ANSER DIFFERENCE:

We have developed a “fresh eyes” approach, which is rooted in high level senior staff not directly involved with projects review documents with an outside and unbiased perspective.



Our team understands the importance that peer review of project design to achieving an overall successful outcome for our clients and project teams. We have seen the multiple benefits of objective / peer review, including their ability to highlight potential project coordination issues well in advance of permit review, bidding and construction. Our peer review methodology supplements the project team and offers valuable assessment of document packages and utilizes a proprietary quality control review process. We have developed a fresh eyes approach, which is rooted in high level senior staff not directly involved with projects review the documents with an outside and unbiased perspective. Our process does not alleviate the architect/engineer of record of their legal and contractual responsibilities to be the primary lead for design and coordination, or replace the importance of those entities to perform document review and quality control measures throughout the project development.

The Anser Process:

- Review design documents and create a log of items that may need additional clarification from the design team prior to bidding
- Review specifications to confirm all relevant spec sections have been included
- Identify additional design details, sections, or elevations that may not have been provided but will be needed to complete the project and avoid future contractor change orders
- Review drawings and specifications for potential scope gaps
- Advise design team on scope gaps that may exist in the drawings and specifications

Proven Results:

- » Fewer change order requests
- » Minimized construction conflicts
- » Complete contractor bids without allowances



APPROACH AND SPECIFIC SCOPE OF SERVICES

Contractor Procurement

Our team is familiar with contractor and specialty contractor/consultant procurements for all delivery methods. We are well-versed and experts in establishing and managing the procurement process. We will recommend a manageable, cost-effective procurement strategy and develop the project management specifications that include summary of work, contract administration procedures, submittal procedures, CPM scheduling, payment procedures, list of alternates and unit prices, milestone schedule dates, supplemental general conditions and a site logistics/utilization plan. These project management specifications assist in achieving the most competitive bids from qualified contractors. Protecting our client's interests, minimizing risk, and maximizing value begins as early thoughtfully preparing the procurement documents and scopes of work for bidding.

The Anser Process:

- Obtain and understand the Board's procurement policies
- Review drawings and specs for each project and address any missing or pertinent information/details with design team and Board
- Provide recommendations to design team and Board for packaging of scope and/or projects, if needed, to increase economies of scale, value, and/or provide opportunities to bid for both small and local contractors
- Familiarize ourselves with the scope, the details, and project site/facility to be able to draft comprehensive scopes of work
- Determine the timeframe for procurement that fits within the master schedule requirements but allows enough time for quality bids
- Draft procurement documents inclusive of all design information, general conditions and general requirements
- Include Board's public bidding requirements and selection criteria
- Review procurement document drafts with design team and Board before publishing
- Advertise for and hold open houses to generate contractor interest in the program
- Publicly advertise and conduct pre-bid meetings and walk-throughs with contractors
- Receive and respond timely to contractor questions
- Analyze and level bids using the contractors' qualifications, costs, exclusions, and assumptions
- Draft a letter of recommendation to the Board for contractor selection
- Assist the Board and Board's legal counsel in selecting the appropriate contract form and engaging in contract negotiations
- Record the results of the procurement process and contract negotiations for the project record and auditing purposes
- Collect finalized contracts, insurance certifications, W9s, and bonds as applicable for the project record

Proven Results:

- » A clear, concise, and transparent procurement process
- » Contractor selection that is in alignment with the Board's vision and objectives, budget and schedule
- » High level of competition resulting in maximized value

THE ANSER DIFFERENCE:



Our project managers are plan and procedure focused for all aspects of project delivery.

We take the time needed up front to thoughtfully think through the entire project and develop an accurate and comprehensive road map.

We get buy-in from all project team members on the project plan as they are brought on board.

We collaborate with our clients, designers, and contractors to update the plan as needed as the project progresses – project plans should be referenced and updated continually as a living document.

APPROACH AND SPECIFIC SCOPE OF SERVICES

CONSTRUCTION PHASE

Construction Management, Observation and Reporting

Our objective of Construction Management is to provide guidance to contractors while simultaneously documenting an accurate record of the project for our clients. Our approach here always begins first and foremost with safety and ensuring our client's contractors are keeping that at the forefront of the site logistics and coordination. Our team manages the details alongside the contractor(s) for all aspects of construction, though means and methods will always remain with the contractor. Our team leads the efforts in procuring and managing the special inspections and commissioning agents during the construction phase. We also conduct our own site observations and document progress, field issues that may have a cost/schedule impact, or installations that are simply not up to the standards of quality.

THE ANSER DIFFERENCE:

Our team comes from engineering and/or construction backgrounds and understand how projects are built, what inspectors are looking for, and what commissioning process should and shouldn't be.

We task our day-to-day construction managers to live in and manage the details.

Our project documentation is clear, thorough, and consistent throughout the entire program.

Our team is OSHA safety certified and able to quickly identify unsafe project conditions so they can be addressed.



The Anser Process:

- » Assist contractors in developing detailed site logistics plans that show project perimeter fencing, signage, access points, material laydown areas, and office locations and maintain safe separation from occupied spaces
- » Conduct reoccurring site observations and document working conditions, progress, level of quality, and photos
- » Alert the team immediately of unsafe conditions observed and the contractors plan to address each
- » Assist the contractor in scheduling building and 3rd party special inspections and maintain the inspection reports for the project record and final certificates of occupancy
- » Oversee the commissioning agent in the development of the commissioning plan reflective of LEED requirements and onsite testing reporting, testing, startup, and training.
- » Monitor soil conservation requirements throughout the entire project duration and ensure the contractor addresses issues with water run-off, silt fencing, and public infrastructure inlets near the site
- » Develop and maintain a project QA/QC log identifying specific issues, required resolutions, and resolution dates

Proven Results:

- » Well documented construction progress and photo log
- » Catalog of all inspections for turnover to permitting agencies at completion
- » Minimized project punchlist and warranty log
- » High level of construction safety and quality
- » Well-trained facilities maintenance department for our client

Construction Administration and Project Controls

Construction Administration and Project Controls are our team's responsibility to lead to ensure our clients budget, schedule, and procedures are always in compliance. We believe that Anser's approach to project controls excels over our competition simply because our project managers and both great leaders and effective doers. From the start, we work with our clients to help determine the project control platform they are most comfortable with using, then diligently maintain the information that comes in and out of those programs. Our team has experience in working in all the current industry-leading platforms including Procore, Primavera, Prolog, Oracle, Bluebeam, and BIM. We provide full contract administration of the project on behalf of our clients, from contractor award through project closeout. We see that everything our clients are entitled to are delivered from the design and construction teams.

THE ANSER DIFFERENCE:

Our team stays ahead of change orders by being in the details. They are able to accurately project, and in some instances completely alleviate, changes in the field before they even become change orders.

We foster a high level of team collaboration, which often leads to minimized project disputes and claims.

Our meeting minute documentation is valuable as both a project record but also a "to-do" list for all project team members with tasks to complete prior to the next meeting.

We do our own review of submittals and RFIs as well, to ensure they are not just passed through the design team without thoughtful assessment.



APPROACH AND SPECIFIC SCOPE OF SERVICES

The Anser Process:

- » Lead and document re-occurring client/Anser meetings to cover all aspects of the project progress at the owner level
- » Lead and document re-occurring owner, architect, and contractor meetings to do the same
- » Develop and maintain the master submittal, RFI, and cost log for regular reporting to the owner and management of the design team and contractor to meet required deadlines
- » Forecast and review potential and actual change requests against the contract and base scope, to ensure they are appropriate, compliant, and reasonable
- » Assist our clients in claims negotiations and resolution according to contract requirements by substantiating or refuting cost and schedule claims with our own construction observation and reporting
- » Review contractor pay applications monthly according to contract requirements to ensure they have the appropriate level of backup, lien releases and still in compliance with insurance requirements
- » Provide monthly progress reports that provide budget and schedule updates as well as summaries of construction administration logs and current areas of concern

Proven Results:

- » Contract compliance at all times during construction
- » Forecasting project schedule and cost impacts due to RFIs and potential change orders so our client's are always out ahead of the contractor
- » An atmosphere of collaboration between all team members

PROJECT CLOSE-OUT / POST-CONSTRUCTION PHASE

Project closeout, move in, and occupancy is critical and will represent everyone's memory of the project as whole when complete. The object during this phase are to ensure: (1) smooth turnover of the facilities to our clients AND; (2) that the contractors provide all their required closeout documentation and training before final payments are issued.

During this phase, Anser will coordinate with the project teams to perform inspections and develop the final punch list and will manage the receipt of as-built documents, warranties, guarantees and operation/maintenance manuals. Orientation of our client's facility/maintenance staff will be coordinated to ensure they are properly trained and knowledgeable of the building systems for proper operation. We stay involved until the contractor warranty and guarantee obligations are satisfied and our owners are completely satisfied. Lastly, we work with our clients to develop the relocation and move in plans and determine what additional professional services may be needed to support these efforts, depending on the size of relocation. We also oversee our client's furniture/fixtures/equipment vendors and ensure they are coordinated with the overall master schedule, so equipment arrives on time, and allows for owner move in and set up before facilities are opened.

THE ANSER DIFFERENCE:

We will facilitate prompt completion of punch list work and contractual closeout - we don't let closeout requirements linger!

We start planning for project closeout halfway through project completion, so expectations are clear and closeout is an efficient success well before the process begins.

Our team has developed a thorough checklist for project closeout and occupancy requirements and uses it as a guide throughout construction to gather and organize closeout documentation.

We coordinate the FF&E details well in advance with our design and construction team patterns to ensure smooth installations.



The Anser Process:

- » Develop the closeout and final TCO/CO checklists and manage through completion
- » Work with the contractor and commissioning agent to identify scopes of work with training requirements, then develop the training schedule and document the sessions
- » Advise the owner with respect to substantial completion, project acceptance and final payment
- » Ensure compliance with closeout requirements per the contract documents
- » Coordinate receipt of as-built documents, operation and maintenances (O&Ms), and warranties
- » Develop warranty protocol with owner and contractor
- » Coordinate transfer of attic stock as required by contract documents
- » Coordinate installation of owner supplied FF&E
- » Coordinate relocation plans and services
- » Assist the owner with any final dispute and claims resolution
- » Finalize project cost sheet to include a record of all expenditures

Proven Results:

- » Final comprehensive closeout binder
- » Trained operation and maintenance staff with a working knowledge of the new building systems
- » Successful and efficient move in and relocation process
- » Final project accounting record, releases, and certificates to close financing requirements

PROFESSIONAL LICENSE OR CERTIFICATION FROM THE STATE OF NEW JERSEY

Though our professional staff possess various relevant construction-related professional certifications, including Certified Estimating Professional, Certified Professional Constructor, Certified Construction Manager and Construction-Manager-in-Training, no professional licenses are available for review at this time.

We are prequalified by the New Jersey Treasury Department of Property Management and Construction (DPMC) for projects of unlimited value.

OPTIONAL
BY CHECK ONLY



STATE OF NEW JERSEY
DEPARTMENT OF THE TREASURY
DIVISION OF PROPERTY MANAGEMENT AND CONSTRUCTION

NOTICE OF CONSULTANT PREQUALIFICATION

FIRM: ANSER ADVISORY MANAGEMENT, LLC
ADDRESS: 97 GRAYROCK ROAD
CLINTON, NJ 08809

☒ INITIAL ☐ REVISED ☐ RENEWAL

DATE OF ISSUE: JUNE 16, 2021
EXPIRATION DATE: JUNE 30, 2023
FEDERAL ID NUMBER: 900 855 728

☐ MBE ☐ WBE ☐ SBE ☐ VOB

The Experience Questionnaire (FORM 48A), submitted by your firm, has been reviewed. As a result of this review, your firm may be invited to submit proposals for projects involving the checked discipline(s) having a not to exceed Construction Cost Estimate (CCE) as noted. For the purposes of this form, NA = no fixed amount.

☐ ARCHITECTURE		☐ ROOFING CONSULTANT	
☐ ELECTRICAL ENGINEERING		☐ ACOUSTICS	
☐ HVAC ENGINEERING		☐ ASBESTOS DESIGN	
☐ PLUMBING ENGINEERING		☐ ASBESTOS SAFETY MONITORING	
☐ CIVIL ENGINEERING		☐ CLAIMS ANALYSIS	
☐ SANITARY ENGINEERING		☐ TELECOMMUNICATIONS	
☐ STRUCTURAL ENGINEERING		☐ FEASIBILITY PLANNING	
☐ MECH. ENG. (ELEV., CONVEYORS, ETC.)		☐ FIRE DETECTION SYSTEMS	
☐ SOILS ENGINEERING		☐ FIRE PROTECTION SYSTEMS	
☐ FIRE PROTECTION ENGINEERING		☐ FOOD SERVICE	
☐ ENVIRONMENTAL ENGINEERING		☐ HYDRAULICS/PNEUMATICS	
☐ MARINE ENGINEERING		☐ HYDROLOGY	
☐ LANDSCAPE DESIGN		☐ SECURITY SYSTEMS	
☐ PLANNING		☐ SITE PLANNING	
☐ LAND SURVEYING		☐ HISTORIC PRESERVATION CONSULTANT	
☐ AERIAL SURVEYING		☐ ENERGY AUDITING	
☐ HYDROGRAPHIC SURVEYING		☐ TRAFFIC	
☐ FIRE & LIFE SAFETY RENOVATIONS		☐ TRANSPORTATION	
☐ BUILDING COMMISSIONING		☐ WASTE/WATER TREATMENT	
☐ BOILER/STEAM LINES/HIGH PRESSURE SYS.		☐ ENERGY MANAGEMENT CONTROL SYSTEM	
☐ DAM/LEVEE DESIGN		☐ RENEWABLE ENERGY CONSULTANT	
☐ BARRIER FREE/ADA DESIGN		☒ CONSTRUCTION FIELD INSPECTION	UNLIMITED
☒ ESTIMATING/COST ANALYSIS	NA	☒ PROJECT MANAGEMENT	UNLIMITED
☐ INTERIOR DESIGN/SPACE PLANNING		☐ ENVIRONMENTAL CONSULTANT	
☐ ROOFING INSPECTION		☐ STORAGE TANK REMOVAL	
☒ CONSTRUCTION MANAGEMENT	UNLIMITED	☐ STORAGE TANK INSTALLATION	
☒ CPM	UNLIMITED	☐ PERIMETER SECURITY FENCING	
☐ ARCHAEOLOGY		☐ INDOOR AIR QUALITY TESTING	
☐ GEOLOGY		☐ LANDFILL CLOSURE	
☒ VALUE ENGINEERING	NA	☐ LEAD PAINT EVALUATION	
☐ HISTORIC PRESERVATION/RESTORATION			

PREPARED BY:

Pamela Sullivan

PAMELA SULLIVAN
MANAGER, PREQUALIFICATION UNIT

APPROVED BY:

Richard S. Flodman
RICHARD S. FLODMAN
DEPUTY DIRECTOR

NOTE: THIS IS AN ORIGINAL DOCUMENT. IT MAY BE REQUIRED AS PROOF OF YOUR PREQUALIFICATION STATUS. PLEASE RETAIN THIS FORM FOR YOUR RECORDS.

WORKERS' COMPENSATION AND EMPLOYER'S LIABILITY INSURANCE

Anser Advisory has Workers' Compensation, General Liability and Employer's Liability Insurance in accordance with New Jersey law. A copy of our insurance certificate is in the pages that follow.

DISBARMENT OR SUSPENSION STATEMENT

Neither Anser Advisory, the company, nor any individuals proposed for this engagement are or have been disbarred, suspended, or otherwise prohibited from professional practice by any federal, state, and local agencies.

NEW JERSEY PUBLIC ENTITY LITIGATION STATEMENT

Anser Advisory does not have any litigation with any New Jersey Public Entities relative to the services being offered within the last five years.

LITIGATION STATEMENT

Anser Advisory does not have any litigation with any New Jersey Public Entities involving projects in which Anser Advisory has worked within the last five years.

REFERENCES

The following references have been provided for a selection of Anser’s clients, and may be contacted in order to gain a fuller understanding of the qualifications and experience of our proposed team.

REFERENCE	
Corey Gallo Borough Administrator Borough of Bergenfield 201.387.4355 ext.6 cgallo@bergenfieldnj.gov	Dr. Gerald Fitzhugh Superintendent Orange School District 451 Lincoln Avenue Orange, NJ 07050 973.677.4000 fitzhuge@orange.k12.nj.us
Frank Frazee Business Administrator Ocean County Vocational Technical School 137 Bey Lea Road Toms River, NJ 08753 732.240.6414 ffrazee@mail.ocvts.org	Kyle Bleeker Business Administrator Mahwah Board of Education 60 Ridge Road Mahwah, NJ 07430 201.762.2415 kbleeker@mahwah.k12.nj.us
Joseph Lucarelli Director of Program Operations New Jersey Schools Development Authority Phone: 609.858.5373	

OFFICE LOCATION AND AVAILABILITY

The Anser team is committed to servicing the Board with a local and dedicated staff located ten minutes from the school facilities. We continuously provide the highest quality personnel with the specific experience necessary to complete any project assigned to us, drawing from our over 1,100 employees nationwide, including 15 staff from the New Jersey operations, located in Clinton. Each office has the ability to add staff, as needed, through high level collaboration from regional and corporate management. If there is a significant demand for resources, we can quickly adapt to meet our client's project needs and workload requirements by drawing upon other Anser professionals company-wide working on similar engagements.

Should we be selected for this contract, it is our intention to establish a field office on the project site or, should the Board permit, co-located with Board staff in existing facilities. Co-located integrated teams help to ensure continuous and prompt issue resolution, as well as provide for cohesive team building. We believe in co-location as a means to learn the client's culture, share experiences, and enable a better understanding of the concerns of all project stakeholders.

QUALITY CONTROL PLAN

Anser is dedicated to quality construction that exceeds our clients' expectations by delivering a superior project. Our goal is to prove by implementation our commitment to both quality and safety while providing cost-effective construction services. Our purpose is to deliver tangible project results that meet design and performance requirements in a timely manner and within approved budgets.

Anser, through the use of the following principals, will obtain a uniform, high quality level of workmanship throughout all project phases including design, procurement, construction, and installations.

- » Assure the highest quality by maintaining supervised controls and written instructions governing quality control procedures and practices, and establish clearly defined responsibility and authority for compliance.
- » Conform to all contractual requirements, specifications and applicable standards, including the General Contractor's submitted QA/QC Program and the Board's approval thereof. These requirements, specifications and standards include the compilation of accurate records, test certifications and other required documentation as required by the specifications and contract.
- » Notify the project team of quality deficiencies to immediately document the known deficiency and, when possible, immediately take corrective action to remedy the cause or condition. In cases where immediate corrective action is not possible, the contractor shall take corrective action in an appropriate timely fashion.

Anser will also employ the principals to achieve the following:

- » To prevent construction defects from occurring
- » To ensure work conforms to the contract documents and functional performance requirements
- » To ensure warranties are maintained
- » To ensure that workmanship required by the contract documents is performed by knowledgeable craftspeople
- » To monitor timely inspections and tests by contractors and third-party inspection personnel
- » To minimize punchlists and rework

The Anser Quality Control Team is composed of direct Anser personnel. The Anser Project Manager will be on site daily as work progresses.

PRE-CONSTRUCTION QUALITY ACTIVITIES

Pre-construction activities include those taking place prior to commencing physical construction at the jobsite and are part of the design phase. These pre-construction activities involve decisions that impact constructability and quality performance.

- » aDesign Reviews: The design review evaluates the adequacy, integration and completeness of the design documents, and code compliance. Plans are submitted on a regular basis for review by the project team.
- » Constructability Reviews: It is Anser's policy that a constructability review be performed and early and continuous involvement by the entire project team is critical. The collective experience of the project team during the reviews will reduce the likelihood of including products/designs prone to installation or functional issues.
- » Review of Plans and Specifications: Before beginning construction, and as the development of plans and specifications progress, Anser will perform an in-depth review of the contract documents. This review will seek to identify conflicts and unclear or incomplete items. Examples include:
 - Dimensional conflicts between civil, architectural, and structural drawings, etc.
 - Dimensional conflicts between plans and details
 - Incomplete details
 - Conflicting fixture and equipment locations, designations or quantities
 - Location or routing conflicts among architectural and MEP items
- » Documenting Existing Conditions: Anser will individually provide written verification of existing conditions.
- » Material Receiving at the Jobsite: Anser will verify that 100% of the items delivered to the jobsite are those specified and in strict conformance with approved submittals prior to installation. Security, condition, packaging, and protection of delivered materials are overseen by our Project Manager.

CONSTRUCTION QUALITY ACTIVITIES

Anser's Project Manager will perform the following quality activities:

- » Conduct project quality meetings, as required
- » Maintain a current set of contract documents to ensure the most current version is available for field use and is used for construction
- » Review inspection checklists with contractors prior to their starting work so that quality goals are understood at the outset
- » Construct mock-ups, as determined by specification, for assemblies and for the building envelope
- » Oversee water tests as required by specification
- » Perform factory/shop inspections
- » Oversee a Testing and Inspection Plan prepared by the contractors
- » Implement contractor inspection checklists
- » Implement Non-conformance Tracking Procedure
- » Implement Digital Photograph Procedure
- » Perform 100% material verifications
- » Perform pre-closure and pre-cover-up inspections and photographs
- » Monitor work for conformance with drawings, specifications, performance criteria, manufacturer's installation procedures, testing and other project requirements
- » Perform and/ or coordinate inspections and tests for each work element
- » Maintain quality records in an organized, retrievable manner
- » Maintain "as-built" drawings on a daily basis that illustrates deviations from the contract drawings. Each deviation to be labeled with the appropriate approval documentation.
- » Coordinate corrective actions in order to maintain compliance with the quality control
- » Work with the Commissioning agent, if applicable, to develop and implement a start-up and commissioning program
- » Ensure that a photographic history of work properly installed is developed, maintained and archived along with other quality control documents.
- » Prepare Operation and Maintenance (O&M) packages, schedule owner training and deliver attic stock materials

NON-CONFORMANCE TRACKING PROCEDURE

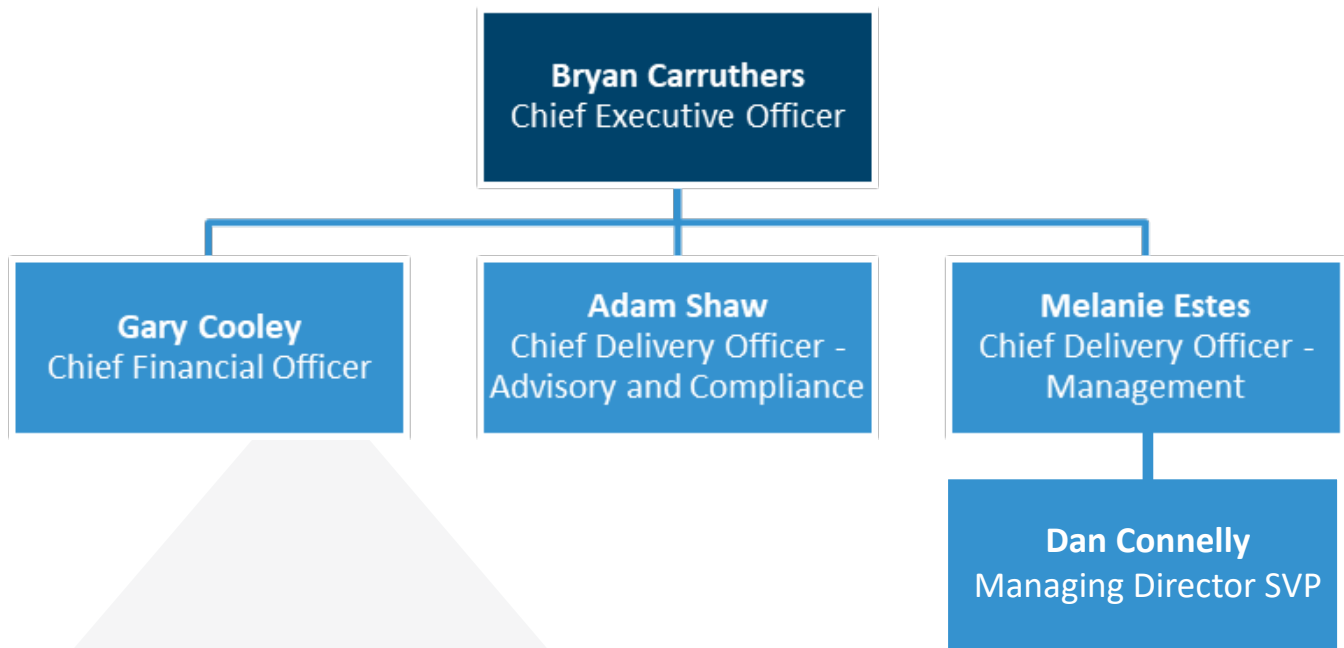
When a team member notes a non-conformance, partially complete or complete, installation of the item in question ceases until the non-conforming work has been corrected and conforms with the requirements of the contract documents. Non-conforming items are described on a Non-conformance Notice (NCN) and tracked on a Non-Conformance Notice Log.

Any item that is not corrected on the spot (that day) will be recorded on the Non-conformance Notice Log. Anser's non-conformance procedure follows:

- » Non-conforming work items are recorded on an NCN Form with a tracking number and defined by CSI Code
- » Anser updates the NCN Log indicating the status of NCN's in process and a file of "open" notices
- » Anser informs project team of the NCN.
- » After the corrective action is complete, the work will be verified and documented by Anser
- » When agreed by project team, the NCN will be closed and the NCN Log updated accordingly.

BUSINESS ORGANIZATION AND MANAGEMENT STRUCTURE

The organization chart below illustrates the leadership structure of Anser Advisory, a limited liability company. Additional information pertaining to company ownership can be provided upon request.



REQUIRED FORMS & INSURANCE

- » Fee Proposal Form (attached)
- » Ownership disclosure Certification (attached)
- » Non-Collusion Affidavit (attached)
- » Political Contribution Disclosure (C.271 form-attached)
- » Insurance Statement (attached)
- » Disclosure of Investment Activities in Iran Certification (attached)
- » Equal Employment Opportunity Language/Certification (attached)
- » Notice of Classification issued by the NJDPMC
- » Current Business Registration Certificate (N.J. Dept. of Treasury)
- » Corporate Resolution if applicable

KENILWORTH BOARD OF EDUCATION
REQUEST FOR PROPOSALS FOR
CONSTRUCTION MANAGEMENT SERVICES

FEE PROPOSAL FORM

Anser Advisory Management, LLC

Pre-Construction Services (Lump Sum per Package)

Package 1: \$28,000

Package 2: \$17,500

Package 3: \$55,800

Construction Phase (Fixed Cost per Month)

Cost per Month: \$19,900

Total 25 Months (Sept 2023 through Sept 2025): \$497,500
(Cost per Month x 25)

Post-Construction Phase (Lump Sum per Package)

Package 1: \$5,000

Package 2: \$5,000

Package 3: \$15,000

Hourly Rates for Additional Services:

Project Executive	\$225/hr
Senior Project/Construction Manager	\$150/hr
Project Manager/Construction Manager	\$125/hr
Director of Estimating	\$215/hr
Estimator 2	\$135/hr
Estimator 1	\$100/hr
Assistant Project/Construction Manager	\$100/hr

To be completed, signed and returned with Bid/Proposal

STATEMENT OF OWNERSHIP DISCLOSURE

N.J.S.A. 52:25-24.2 (P.L. 1977, c.33, as amended by P.L. 2016, c.43)

This statement shall be completed, certified to, and included with all bid and proposal submissions. Failure to submit the required information is cause for automatic rejection of the bid or proposal.

Name of

Organization: Anser Advisory Management, LLC

Organization

Address: 97 Grayrock Road

City, State, ZIP: Clinton, NJ 08809

Part I Check the box that represents the type of business organization:

- ☐ Sole Proprietorship (skip Parts II and III, execute certification in Part IV)
- ☐ Non-Profit Corporation (skip Parts II and III, execute certification in Part IV)
- ☐ For-Profit Corporation (any type) ☒ Limited Liability Company (LLC)
- ☐ Partnership ☐ Limited Partnership ☐ Limited Liability Partnership (LLP)
- ☐ Other (be specific): _____

Part II Check the appropriate box

- ☒ The list below contains the names and addresses of all stockholders in the corporation who own 10 percent or more of its stock, of any class, or of all individual partners in the partnership who own a 10 percent or greater interest therein, or of all members in the limited liability company who own a 10 percent or greater interest therein, as the case may be. **(COMPLETE THE LIST BELOW IN THIS SECTION)**

OR

- ☐ No one stockholder in the corporation owns 10 percent or more of its stock, of any class, or no individual partner in the partnership owns a 10 percent or greater interest therein, or no member in the limited liability company owns a 10 percent or greater interest therein, as the case may be. **(SKIP TO PART IV)**

(Please attach additional sheets if more space is needed):

Name of Individual or Business Entity	Home Address (for Individuals) or Business Address
<i>Please see attached document showing All Equity Members of Anser Advisory Management, LLC</i>	

All Equity Members of a LLC: Anser Advisory Management, LLC (AAM)

NAME	ADDRESS	FEIN	SHARES OWNED%
Anser Advisory, LLC (AA)	2677 N. Main St., Suite 400 Santa Ana, CA 92705	33-0690787	100% of AAM
National Capital Improvement Corp (NCIC)	2677 N. Main St., Suite 400 Santa Ana, CA 92705	83-0983301	100% of AA
Asgard Buyer, LLC (AB)	c/o Stirling Invstmt Partners	86-0983301	100% of NCIC
Asgard Intermediate, LLC (AI)	285 Riverside Ave., Suite 300	86-2170144	100% of AB
Asgard Topco, LLC (AT)	Westport, CT 06880	86-2092803	100% of AI
Stirling Investment Partners IV, L.P.	285 Riverside Ave., Suite 300 Westport, CT 06880	84-3971737	47.39% of AT
Honeywell International, Inc. Master Retirement Trust	115 Tabor Road Morris Plains, NJ 07905	36-6968926	15.80% of AT
NM Regal, LLC	c/o the Northwestern Mutual Life Insurance Company 720 East Wisconsin Ave. Milwaukee, WI 53202	39-0509570	12.19% of AT

Part III DISCLOSURE OF 10% OR GREATER OWNERSHIP IN THE STOCKHOLDERS, PARTNERS OR LLC MEMBERS LISTED IN PART II

If a bidder has a direct or indirect parent entity which is publicly traded, and any person holds a 10 percent or greater beneficial interest in the publicly traded parent entity as of the last annual federal Security and Exchange Commission (SEC) or foreign equivalent filing, ownership disclosure can be met by providing links to the website(s) containing the last annual filing(s) with the federal Securities and Exchange Commission (or foreign equivalent) that contain the name and address of each person holding a 10% or greater beneficial interest in the publicly traded parent entity, along with the relevant page numbers of the filing(s) that contain the information on each such person. **Attach additional sheets if more space is needed.**

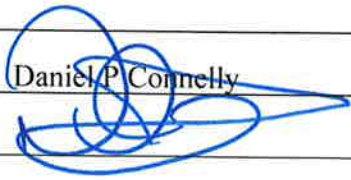
Website (URL) containing the last annual SEC (or foreign equivalent) filing	Page #'s

Please list the names and addresses of each stockholder, partner or member owning a 10 percent or greater interest in any corresponding corporation, partnership and/or limited liability company (LLC) listed in Part II **other than for any publicly traded parent entities referenced above**. The disclosure shall be continued until names and addresses of every non-corporate stockholder, and individual partner, and member exceeding the 10 percent ownership criteria established pursuant to N.J.S.A. 52:25-24.2 has been listed. **Attach additional sheets if more space is needed.**

Stockholder/Partner/Member and Corresponding Entity Listed in Part II	Home Address (for Individuals) or Business Address

Part IV Certification

I, being duly sworn upon my oath, hereby represent that the foregoing information and any attachments thereto to the best of my knowledge are true and complete. I acknowledge: that I am authorized to execute this certification on behalf of the bidder/proposer; that the **KENILWORTH Board of Education** is relying on the information contained herein and that I am under a continuing obligation from the date of this certification through the completion of any contracts with the **Board of Education** to notify the **Board of Education** in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification, and if I do so, I am subject to criminal prosecution under the law and that it will constitute a material breach of my agreement(s) with the, permitting the **Board of Education** to declare any contract(s) resulting from this certification void and unenforceable.

Full Name (Print):	Daniel P. Connolly	Title:	Managing Director
Signature:		Date:	01/23/2023

This statement shall be completed, certified to, and included with all bid and proposal submissions. Failure to submit the required information is cause for automatic rejection of the bid or proposal.

NON-COLLUSION AFFIDAVIT

State of New Jersey
County of Hunterdon

ss:

I, Daniel P Connelly residing in Flemington
(name of affiant) (name of municipality)
in the County of Hunterdon and State of New Jersey of full age,
being duly sworn according to law on my oath depose and say that:

I am Managing Director of the firm of Anser Advisory Management, LLC
(title or position) (name of firm)

On-Site Construction Management Services
entitled for the Kenilworth BOE, Kenilworth NJ, and that I executed the said proposal with
(title of bid proposal)

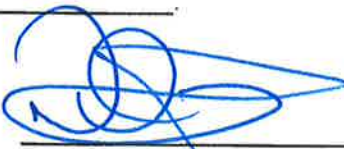
full authority to do so that said bidder has not, directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free, competitive bidding in connection with the above named project; and that all statements contained in said proposal and in this affidavit are true and correct, and made with full knowledge that the Kenilworth Board of Education relies upon the truth of the statements contained in said Proposal
(name of contracting unit)

and in the statements contained in this affidavit in awarding the contract for the said project.

I further warrant that no person or selling agency has been employed or retained to solicit or secure such contract upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, except bona fide employees or bona fide established commercial or selling agencies maintained by Anser Advisory Management, LLC

Subscribed and sworn to

before me this day


Signature

January 23, 2023

Daniel P Connelly, Managing Director

(Type or print name of affiant under signature)

Barbara A Leverage
Notary public of NJ Barbara A Leverage

My Commission expires 8/22/2026

(Seal)

BARBARA A. LEVERAGE
NOTARY PUBLIC OF NEW JERSEY
Commission # 50044172
My Commission Expires 8/22/2026



C. 271 POLITICAL CONTRIBUTION DISCLOSURE FORM

Required Pursuant To N.J.S.A. 19:44A-20.26
KENILWORTH BOARD OF EDUCATION

**This form or its permitted facsimile must be submitted to the local unit
no later than 10 days prior to the award of the contract.**

Part I – Vendor Information

Vendor Name:	Anser Advisory Management, LLC		
Address:	97 Grayrock Rd.		
City:	Clinton	State:	NJ
		Zip:	08809

The undersigned being authorized to certify, hereby certifies that the submission provided herein represents compliance with the provisions of N.J.S.A. 19:44A-20.26 and as represented by the Instructions accompanying this form.

Signature

Printed Name Daniel P Connelly

Title Managing Director

Part II – Contribution Disclosure

Disclosure requirement: Pursuant to N.J.S.A. 19:44A-20.26 this disclosure must include all reportable political contributions (more than \$300 per election cycle) over the 12 months prior to submission to the committees of the government entities listed on the form provided by the local unit.

☐ Check here if disclosure is provided in electronic form.

Contributor Name	Recipient Name	Date	Dollar Amount
None			\$

☐ Check here if the information is continued on subsequent page(s)

KENILWORTH BOARD OF EDUCATION

Office of Business Administration

PROPOSAL DOCUMENT

CERTIFICATE OF INSURANCE STATEMENT

The proposer fully understands the Kenilworth Board of Education insurance requirements outlined in this Request for Proposal and agrees to provide all insurance required by these documents prior to award of contract.



Daniel P. Connelly, Managing Director
Signature and Title

1/23/2023

Date

NOTE:

FAILURE TO SIGN THIS DOCUMENT MAY RESULT IN THE REJECTION OF YOUR PROPOSAL



ANSERAD-01

EMORRIS

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/16/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Ames & Gough 8300 Greensboro Drive Suite 980 McLean, VA 22102	CONTACT NAME:		
	PHONE (A/C, No, Ext): (703) 827-2277 FAX (A/C, No): (703) 827-2279		
	E-MAIL ADDRESS: admin@amesgough.com		
INSURED Anser Advisory, LLC 2677 North Main Street Suite 400 Santa Ana, CA 92705	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A: National Fire Insurance Company of Hartford A(XV)		20478
	INSURER B: Continental Insurance Company A(XV)		35289
	INSURER C: American Casualty Co of Reading, PA A(XV)		20427
	INSURER D: Evanston Insurance Company		35378
	INSURER E:		
INSURER F:			

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PROJECT ☒ LOC OTHER:			7011411355	1/17/2023	1/17/2024	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 15,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COM/OP AGG \$ 2,000,000
A	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY			7011411369	1/17/2023	1/17/2024	COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ 1,000,000 BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$ 10,000			7011652381	1/17/2023	1/17/2024	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) ☒ Y/N ☒ N If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	7011411372	1/17/2023	1/17/2024	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	Professional Liab.			MKL7PL0005704	1/17/2023	1/17/2024	Per Claim/Aggregate 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

CANCELLATION

Evidence of Insurance

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

**KENILWORTH BOARD OF EDUCATION
DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN FORM**

BID SOLICITATION/PROPOSAL TITLE On-Site Construction Management Services for the Kenilworth Board of Education, Kenilworth, NJ
VENDOR/BIDDER NAME Anser Advisory Management, LLC

Pursuant to N.J.S.A. 52:32-57, et seq. (P.L. 2012, c.25 and P.L. 2021, c.4) any person or entity that submits a bid or proposal or otherwise proposes to enter into or renew a contract must certify that neither the person nor entity, nor any of its parents, subsidiaries, or affiliates, is identified on the New Jersey Department of the Treasury's Chapter 25 List as a person or entity engaged in investment activities in Iran. The Chapter 25 list is found on the Division's website at <https://www.state.nj.us/treasury/purchase/pdf/Chapter25List.pdf>. Vendors/Bidders must review this list prior to completing the below certification. If the Director of the Division of Purchase and Property finds a person or entity to be in violation of the law, s/he shall take action as may be appropriate and provided by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and seeking debarment or suspension of the party.

CHECK THE APPROPRIATE BOX

☒ I certify, pursuant to N.J.S.A. 52:32-57, et seq. (P.L. 2012, c.25 and P.L. 2021, c.4), that neither the Vendor/Bidder listed above nor any of its parents, subsidiaries, or affiliates is listed on the New Jersey Department of the Treasury's Chapter 25 List of entities determined to be engaged in prohibited activities in Iran. OR

☐ I am unable to certify as above because the Vendor/Bidder and/or one or more of its parents, subsidiaries, or affiliates is listed on the New Jersey Department of the Treasury's Chapter 25 List. I will provide a detailed, accurate and precise description of the activities of the Vendor/Bidder, or one of its parents, subsidiaries or affiliates, has engaged in regarding investment activities in Iran by completing the information requested below.

Entity Engaged in Investment Activities _____

Relationship to Vendor/ Bidder _____

Description of Activities _____

Duration of Engagement _____

Anticipated Cessation Date _____

Attach Additional Sheets If Necessary

CERTIFICATION

I, the undersigned, certify that I am authorized to execute this certification on behalf of the Vendor/Bidder, that the foregoing information and any attachments hereto, to the best of my knowledge are true and complete. I acknowledge that the State of New Jersey is relying on the information contained herein, and that the Vendor/Bidder is under a continuing obligation from the date of this certification through the completion of any contract(s) with the State to notify the State in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I will be subject to criminal prosecution under the law, and it will constitute a material breach of my agreement(s) with the State, permitting the State to declare any contract(s) resulting from this certification void and unenforceable.

Signature _____

Daniel P Connelly, Managing Director

Print Name and Title

1/23/2023

Date

Version REV. 2.1 2021

This form is to be completed, certified and submitted prior to the award of contract.

EXHIBIT A

MANDATORY EQUAL EMPLOYMENT OPPORTUNITY LANGUAGE N.J.S.A. 10:5-31 et seq. (P.L. 1975, C. 127) N.J.A.C. 17:27

GOODS, PROFESSIONAL SERVICE AND GENERAL SERVICE CONTRACTS

During the performance of this contract, the contractor agrees as follows:

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Except with respect to affectional or sexual orientation and gender identity or expression, the contractor will take affirmative action to ensure that such applicants are recruited and employed, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Such action shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this nondiscrimination clause.

The contractor or subcontractor, where applicable will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex.

The contractor or subcontractor, where applicable, will send to each labor union or representative or workers with which it has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the agency contracting officer advising the labor union or workers' representative of the contractor's commitments under this act and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with any regulations promulgated by the Treasurer pursuant to N.J.S.A. 10:5-31 et seq., as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to make good faith efforts to employ minority and women workers consistent with the applicable county employment goals established in accordance with N.J.A.C. 17:27-5.2, or a binding determination of the applicable county employment goals determined by the Division, pursuant to N.J.A.C. 17:27-5.2.

The contractor or subcontractor agrees to inform in writing its appropriate recruitment agencies including, but not limited to, employment agencies, placement bureaus, colleges, universities, labor unions, that it does not discriminate on the basis of age, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions.

In conforming with the applicable employment goals, the contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard to age, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor shall submit to the public agency, after notification of award but prior to execution of a goods and services contract, one of the following three documents:

Letter of Federal Affirmative Action Plan Approval

Certificate of Employee Information Report

Employee Information Report Form AA302

The contractor and its subcontractors shall furnish such reports or other documents to the Div. of Contract Compliance & EEO as may be requested by the office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Div. of Contract Compliance & EEO for conducting a compliance investigation pursuant to **Subchapter 10 of the Administrative Code at N.J.A.C. 17:27.**

The failure to submit such appropriate evidence will result in rescission of the contract.

Certification 64222

CERTIFICATE OF EMPLOYEE INFORMATION REPORT

INITIAL

This is to certify that the contractor listed below has submitted an Employee Information Report pursuant to N.J.A.C. 17:27-1.1 et. seq. and the State Treasurer has approved said report. This approval will remain in effect for the period of **15-MAR-2021** to **15-MAR-2024**

ANSER ADVISORY MANAGEMENT, LLC
97 GRAYROCK ROAD
CLINTON

NJ 08809



A handwritten signature in cursive script, reading "Elizabeth M. Muoio".

ELIZABETH MAHER MUOIO
State Treasurer

AFFIRMATIVE ACTION QUESTIONNAIRE

EXHIBIT B

This form is to be completed and returned with the bid. However, the Board will accept in lieu of this Questionnaire, Affirmative Action Evidence stapled to this page.

1. Our company has a federal Affirmative Action Plan approval. ☐ Yes ☒ No

If yes, please attach a copy of the plan to this questionnaire.

2. Our company has a N.J. State Certificate of Employee Information Report ☒ Yes ☐ No

If yes, please attach a copy of the certificate to this questionnaire.

3. If you answered "**NO**" to both questions No. 1 and 2, you must apply for an affirmative action Employee Information Report – Form AA302.

Please visit the New Jersey Department of Treasury website for the Division of Public Contracts Equal Employment Opportunity Compliance:

www.state.nj.us/treasury/contract/compliance/

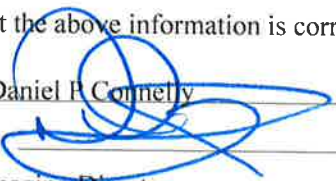
- Click on "Employee Information Report"
- Complete and submit the form with the appropriate payment to:

Department of Treasury
Division of Public Contracts/EEO Compliance
P.O. Box 209
Trenton, NJ 08625-0002

All fees for this application are to be paid directly to the State of New Jersey. A copy shall be submitted to the Board of Education within seven (7) days of the notice of the intent to award the contract or the signing of the contract.

I certify that the above information is correct to the best of my knowledge.

Name: Daniel P. Connelly

Signature: 

Title Managing Director Date 1/23/2023

Name of Company Anser Advisory Management, LLC

Address 97 Grayrock Rd.

City, State, Zip Clinton, NJ 08809



STATE OF NEW JERSEY
DEPARTMENT OF THE TREASURY
DIVISION OF PROPERTY MANAGEMENT AND CONSTRUCTION

NOTICE OF CONSULTANT PREQUALIFICATION

FIRM: ANSER ADVISORY MANAGEMENT, LLC
ADDRESS: 97 GRAYROCK ROAD
CLINTON, NJ 08809

☒ INITIAL ☐ REVISED ☐ RENEWAL

DATE OF ISSUE: JUNE 16, 2021
EXPIRATION DATE: JUNE 30, 2023
FEDERAL ID NUMBER: 900 855 728

☐ MBE ☐ WBE ☐ SBE ☐ VOB

The Experience Questionnaire (FORM 48A), submitted by your firm, has been reviewed. As a result of this review, your firm may be invited to submit proposals for projects involving the checked discipline(s) having a not to exceed Construction Cost Estimate (CCE) as noted. For the purposes of this form, NA = no fixed amount.

☐ ARCHITECTURE	_____	☐ ROOFING CONSULTANT	_____
☐ ELECTRICAL ENGINEERING	_____	☐ ACOUSTICS	_____
☐ HVAC ENGINEERING	_____	☐ ASBESTOS DESIGN	_____
☐ PLUMBING ENGINEERING	_____	☐ ASBESTOS SAFETY MONITORING	_____
☐ CIVIL ENGINEERING	_____	☐ CLAIMS ANALYSIS	_____
☐ SANITARY ENGINEERING	_____	☐ TELECOMMUNICATIONS	_____
☐ STRUCTURAL ENGINEERING	_____	☐ FEASIBILITY PLANNING	_____
☐ MECH. ENG. (ELEV., CONVEYORS, ETC.)	_____	☐ FIRE DETECTION SYSTEMS	_____
☐ SOILS ENGINEERING	_____	☐ FIRE PROTECTION SYSTEMS	_____
☐ FIRE PROTECTION ENGINEERING	_____	☐ FOOD SERVICE	_____
☐ ENVIRONMENTAL ENGINEERING	_____	☐ HYDRAULICS/PNEUMATICS	_____
☐ MARINE ENGINEERING	_____	☐ HYDROLOGY	_____
☐ LANDSCAPE DESIGN	_____	☐ SECURITY SYSTEMS	_____
☐ PLANNING	_____	☐ SITE PLANNING	_____
☐ LAND SURVEYING	_____	☐ HISTORIC PRESERVATION CONSULTANT	_____
☐ AERIAL SURVEYING	_____	☐ ENERGY AUDITING	_____
☐ HYDROGRAPHIC SURVEYING	_____	☐ TRAFFIC	_____
☐ FIRE & LIFE SAFETY RENOVATIONS	_____	☐ TRANSPORTATION	_____
☐ BUILDING COMMISSIONING	_____	☐ WASTE/WATER TREATMENT	_____
☐ BOILER/STEAM LINES/HIGH PRESSURE SYS.	_____	☐ ENERGY MANAGEMENT CONTROL SYSTEM	_____
☐ DAM/LEVEE DESIGN	_____	☐ RENEWABLE ENERGY CONSULTANT	_____
☐ BARRIER FREE/ADA DESIGN	_____	☒ CONSTRUCTION FIELD INSPECTION	UNLIMITED
☒ ESTIMATING/COST ANALYSIS	NA	☒ PROJECT MANAGEMENT	UNLIMITED
☐ INTERIOR DESIGN/SPACE PLANNING	_____	☐ ENVIRONMENTAL CONSULTANT	_____
☐ ROOFING INSPECTION	_____	☐ STORAGE TANK REMOVAL	_____
☒ CONSTRUCTION MANAGEMENT	UNLIMITED	☐ STORAGE TANK INSTALLATION	_____
☒ CPM	UNLIMITED	☐ PERIMETER SECURITY FENCING	_____
☐ ARCHAEOLOGY	_____	☐ INDOOR AIR QUALITY TESTING	_____
☐ GEOLOGY	_____	☐ LANDFILL CLOSURE	_____
☒ VALUE ENGINEERING	NA	☐ LEAD PAINT EVALUATION	_____
☐ HISTORIC PRESERVATION/RESTORATION	_____		

PREPARED BY:

Pamela Sullivan

PAMELA SULLIVAN
MANAGER, PREQUALIFICATION UNIT

APPROVED BY:

Richard S. Flodmand

RICHARD S. FLODMAND
DEPUTY DIRECTOR

NOTE: THIS IS AN ORIGINAL DOCUMENT. IT MAY BE REQUIRED AS PROOF OF YOUR PREQUALIFICATION STATUS. PLEASE RETAIN THIS FORM FOR YOUR RECORDS.



STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE

Taxpayer Name:	ANSER ADVISORY MANAGEMENT LLC
Trade Name:	ANSER ADVISORY MANAGEMENT
Address:	1820 E. 1ST ST. #410 SANTA ANA, CA 92705
Certificate Number:	2412805
Effective Date:	January 07, 2020
Date of Issuance:	February 11, 2021

For Office Use Only:

20210211100615789

ANSER

ADVISORY

Kenilwo

97 GRAYROCK ROAD
CLINTON, NJ 08809
908.638.9700 | ANSERADVISORY.COM

ANSERADVISORY.COM