

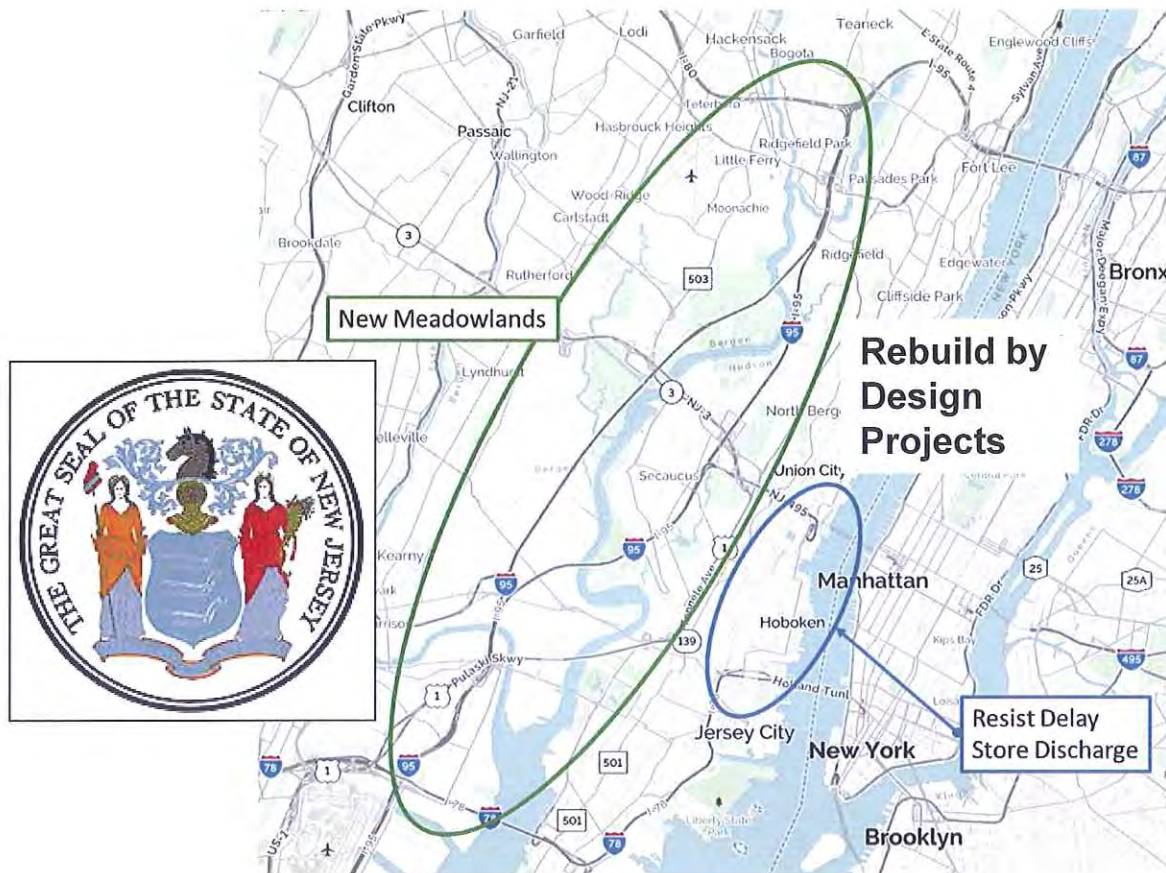
Proposal to Provide Construction Management Services

IDIQ Multiple Award Term Contract (CMF 003)

Rebuild by Design Projects and Other

NJDEP Flood Mitigation and Environmental Infrastructure Projects

DPMC Project # JO334-00



By:

ShapiroCM

Jay Shapiro & Associates, Inc.
Far Hills, NJ

Integrity in Development, Design & Construction

with:



Paulus, Sokolowski & Sartor
Warren, NJ

Integrating Design & Engineering

December 3, 2015



December 3, 2015

State of New Jersey, Division of Property Management and Construction
Contracts and Procurement Unit
33 West State Street, 9th Floor
Trenton, NJ 08625-0034

Attn: Ms. Catherine Douglass

Re: Proposal to Provide Construction Management ("CMF") Services
DPMC Project# J0334-00 - IDIQ Multiple Award Term Contract
Rebuild by Design Projects and Other NJ DEP Flood Mitigation and
Environmental Infrastructure Projects

2015 DEC -3 A 11:57
RECEIVED
DPMC

Dear Members of the Proposal Review Board:

JAY SHAPIRO & ASSOCIATES, INC. ("ShapiroCM"), as Prime Consultant - with fully integrated lead sub-consultant, PAULUS SOKOLOWSKI & SARTOR ("PS&S") - is delighted to submit the attached proposal to provide IDIQ Contract Construction Management services for the State of New Jersey's Rebuild by Design Projects and Other NJ DEP Flood Mitigation and Environmental Infrastructure Projects.

The "CM-Agent" scope of services, as described in the RFP, is ShapiroCM's primary line of business. We provide professional services, across each and every one of the identified tasks, as an advocate of our clients' interests – on matters both technical and managerial. As team lead, ShapiroCM offers DPMC strong contract experience with the requested IDIQ Term Contract format and CM-Agent services. Specifically, since 2009, our firm has been active on public sector construction projects valued in excess of \$100 Million in the region, written against IDIQ contracts for CM-Agent Services, very similar to that proposed by DPMC. Clients currently utilizing ShapiroCM's services via multi-year IDIQ Term Contracts include the federal General Services Administration (Region 2 – NY/NJ) and the New York City Housing Authority.

PS&S, has for over 50 years, been at the forefront of Civil and Environmental Engineering practice in New Jersey. PS&S provides total Engineering and Environmental Compliance services to Corporate, Institutional, Public Agencies, Real Estate Developers, Pharmaceutical, Utility, and Industrial clients in the United States and overseas. The firm was established in 1962, is headquartered in Warren, NJ, and has regional New Jersey locations in Cherry Hill, Newark, Wall, and Atlantic City. PS&S is ranked among the Top National Design Firms by *Engineering News Record*.

Cont.



December 3, 2015

State of New Jersey, Division of Property Management and Construction

page #2 of 2

ShapiroCM and PS&S are well experienced with each other's organizations, and have committed to an exclusive teaming arrangement for this important contract requirement. During 2009-2012, PS&S served as Architect/Engineers, and ShapiroCM as Construction Managers, on a multi-year Capital Improvement Program for Richard Stockton State College, New Jersey's "Green University".

With a fully blended team resource, comprising the best talent of both firms in their respective fields of expertise, the ShapiroCM-PS&S team offers DPMC an outstanding resource for Program-, Project-, and Construction Management representation on the Environmental restoration and protection initiatives at hand.

ShapiroCM's operating philosophy is to provide professional services in a manner that serves each client as an extension of their organization, with honesty, loyalty and integrity. We invite you to visit our website at: www.ShapiroCM.com. PS&S's website is www.psands.com.

Should there be a questions or clarifications concerning this submission, as the proposed Contract Executive, I may be reached at my office at (908) 470-0444, on my mobile at ([REDACTED]), or by E-Mail at: jay@ShapiroCM.com.

If favored with selection, we look forward to responsively proposing on any and all requirements that may be sourced, and faithfully serving NJ DPMC and NJDEP on this important program.

Very truly yours,

JAY SHAPIRO & ASSOCIATES, INC.

A handwritten signature in blue ink, appearing to read "Jay Shapiro".

Jay Shapiro, PE
President

Attachment: Technical and Cost Proposal (Original + 5 Copies)



Proposal to Provide

Construction Management Services

**IDIQ Multiple Award Term Contract (CMF 003) on
Rebuild by Design Projects and Other
NJDEP Flood Mitigation and Environmental Infrastructure Projects**

State of New Jersey, DPMC Project # JO334-00

December 3, 2015

Table of Contents

Cover Letter

Index of Charts and Tables

TECHNICAL PROPOSAL

1. Firm/Team Organization - Overall Capability and Key Personnel
2. CMF Experience on Contracts/Projects of a Similar Size & Nature
3. Project Approach/Management Plan for Potential Projects
4. CPM Scheduling – Experience and Capabilities
5. Cost Estimating/Budget Control – Experience and Capabilities

PRICE PROPOSAL

Price/Cost Proposal – Completed Forms

APPENDIX: Other RFP Forms, completed
Proposal Team Firm Profiles & Certificates



Proposal to Provide

Construction Management Services

**IDIQ Multiple Award Term Contract (CMF 003) on
Rebuild by Design Projects and Other
NJDEP Flood Mitigation and Environmental Infrastructure Projects**

Index of Charts and Tables

Graphics

- 1: Map of CM Team Office Locations
- 2: CM Services Capabilities, by Firm
- 3: CM Organization Task Order Delivery
- 4: CM Key Personnel, by Primary Function/Area

Section

1. Organization
1. Organization
3. Approach
3. Approach

Tables

- 1: DPMC Prequalification by Firm
- 2: CM Team Key Personnel
- 3: CM Team Resources by Personnel Category
- 4: Responsibility Matrix, Design Phase
- 5: Responsibility Matrix, Bid & Award Phase
- 6: Responsibility Matrix, Construction Phase

1. Organization
1. Organization
3. Approach
3. Approach
3. Approach
3. Approach

Schedule Samples and Reports

- Actual timeline of Draft and Final Environ. Impact Statements
- Conceptual Timeline for Design and Const. of a Resort complex
- 34-Month Const. Schedule for a "Fast-Track" project delivery
- "Forensic" Timeline Review of a Project – Claim Analysis
- CPM Schedule Analysis (\$12MM Claim on a \$110MM Project)

4. Scheduling
4. Scheduling
4. Scheduling
4. Scheduling
4. Scheduling

Cost Estimating and Control – Samples & Reports

- Generic Systems Cost Model/Summary, Sample (1p)
- Budget Summary, Hard and Soft Cost (4p)
- Proposed 34-month Spend Plan, Phase 1 of Resort Complex (1p)
- Actual Cover Sheet of Monthly Cost report near conclusion (1p)

5. Estimating
5. Estimating
5. Estimating
5. Estimating

TECHNICAL PROPOSAL

1. Firm/Team Organization – Overall Capability and Key Personnel

- i) CM Team Office Locations, Capabilities and Resources
 - (i) *Graphic 1: Map of CM Team Office Locations*
- ii) CM Team Resources and Technology
 - (i) *Table 1. DPMC Prequalification by Firm*
- iii) CM Team Workload
- iv) CM Team Organizational Structure for IDIQ, and Key Personnel
 - (i) *Graphic 2. IDIQ Contract, CM Services Capabilities, by Firm*
 - (ii) *Table 2. CM Team Key Personnel*
- v) Resumes and DPMC Key Team Member Experience Data Sheets

1. Firm/Team Organization – Overall Capability and Key Personnel

Under a professional service, IDIQ term contract such as this IDIQ Multiple Award CM services contract for DPMC, successful fulfillment of the contract requirements will center on a proactive, highly responsive approach to the needs of the State. The approach and attitude applies both as an IDIQ contract holder in responding to Task Order RFPs, as well as in the operational performance of each and every Task Order which we are contracted to perform.

CM Team Office Locations, Capabilities and Resources

Together with named sub-consultants Paulus Sokolowski and Sartor (“PS&S”), as well as SJH Engineering (“SJH”) and Preferred Construction Management (“PCM”), ShapiroCM and the team member firms included in this proposal currently maintain a permanent New-Jersey based payroll in excess of 300 professionals and staff, all based out of offices well located to service the entire geography of the DPMC and the DEP.

As a base of operations for over 8 years, ShapiroCM maintains a corporate home office at 44 Peapack Road, Far Hills – an approximately 45 minute drive to the Rebuild by Design project locations in the Meadowlands and Hoboken region. Over the past 3 years, ShapiroCM has also maintained a regional office in lower Manhattan, as well as multiple long-term, project-based offices on various projects for clients such as the New York City Housing Authority; the Newark, NJ Housing Authority; the East Orange, NJ school district and Stockton College, Pomona, NJ.

As of this writing, these include fully-equipped CM project offices at the federal courthouses in Central Islip, NY and Manhattan, NY; a four-person, Program Management office in Arlington, VA, on a five-year nationwide federal buildings program with the Department of Labor; and offices in Manhattan and Staten Island, on major site and building renovation programs for the New York City Housing Authority.

PS&S, headquartered in Warren, NJ with operations nationally, has dedicated regional New Jersey locations in Cherry Hill, Newark, Wall, and Atlantic City. For over 50 years, PS&S has been at the forefront of Civil and Environmental Engineering practice in New Jersey. Specifically relevant to the Rebuild by Design program in the Meadowlands and vicinity, PS&S has – from 2001 through 2013 – had extensive, ongoing professional involvement with studies, investigations, engineering and permitting on the 450-acre Meadowlands Landfill Remediation and Redevelopment Project comprised of three landfills in the Hackensack Meadowlands District.

A map of our team office locations is as shown on the following page [Graphic 1]



Graphic 1. CM Team, Office Locations
 State of New Jersey DPMC Project #J0334-00



In the feasibility and study phase of the program, PS&S obtained over 140 regulatory compliance permits, approvals, and certifications from the following agencies:

- Bergen County Soil Conservation District (BCSD)
- Bergen County Utilities Authority (BCUA)
- Borough of North Arlington
- Borough of Rutherford
- City of Jersey City Water Department
- Jersey City Municipal Utilities Authority (JCMUA)
- Meadowlands Interagency Mitigation Advisory Council (MIMAC)
- New Jersey Meadowlands Commission (NJMC)
- New Jersey Transit
- New Jersey Turnpike Authority (NJTA)
- North Arlington and Lyndhurst Joint Meeting (NALJM)
- Passaic Valley Sewerage Commissioners (PVCS)
- State of New Jersey Department of Environmental Protection (NJDEP)
- United States Army Corps of Engineers (USACE)
- United States Environmental Protection Agency (USEPA)
- United Water of New Jersey
- Township of Lyndhurst
- Williams (Former Transcontinental Gas)

A more detailed description of PS&S's services provided is presented in the "Project Experience" section of this proposal.

A chart of the complementing professional capabilities, by firm and DPMC Prequalification, is shown on the following page [Table 1]. Current DPMC certificates are presented in Appendix.

CM Team Resources and Technology

ShapiroCM's central Project Operations server in Far Hills, NJ maintains home office records for all projects, and is accessible "real time" from any site. With full-time, "24-7" IT service, all of ShapiroCM's project data is maintained with a high level of security and redundant back-up. We encourage our personnel to stay at the leading edge of systems technology, and have a commitment to all clients to utilize the "best-in-class" IT systems and project management collaboration tools.

All ShapiroCM offices are equipped with the most current technology comprising Desktop, Laptop and Tablet computers, as well as PDA phones for ease of communication and relay of project data from the field. For the DPMC IDIQ CM services Term contract, ShapiroCM is well-

Table 1. NJDPMC, IDIQ Term CONTRACT for Construction Management Services

DPMC PREQUALIFICATION, BY FIRM	JAY SHAPIRO & ASSOCIATES	PAULUS SOKOLOWSKI & SARTOR	SJH ENGINEERING (MBE)	PREFERRED CONSTRUCTION MGMNT. (WBE)
DPMC Discipline (Key Services Highlighted)	Prime Consultant	Sub - Consultant	Sub - Consultant	Sub - Consultant
Architecture		UNLIMITED	\$5MM	
Electrical Engineering		UNLIMITED	\$5MM	
HVAC Engineering		UNLIMITED	\$5MM	
Plumbing Engineering		\$15MM	\$5MM	
CIVIL ENGINEERING		UNLIMITED	\$5MM	
Sanitary Engineering		UNLIMITED		
Structural Engineering		UNLIMITED	\$10MM	
Mech. Eng. (Elev., Conveyors, Etc.)				
SOILS ENGINEERING		UNLIMITED	\$3MM	
Fire Protection Engineering		\$15MM		
ENVIRONMENTAL ENGINEERING		UNLIMITED		
Marine Engineering				
LANDSCAPE DESIGN		UNLIMITED		
PLANNING		UNLIMITED		
Land Surveying		Yes - Limit N/A		
Aerial Surveying				
Hydrographic Surveying				
Fire & Life Safety Renovations		\$3MM		
Building Commissioning		\$25MM		
Boiler/Steam Lines/High Pressure Sys.		UNLIMITED		
Dam/Levee Design				
Barrier Free/ADA Design		UNLIMITED		
ESTIMATING / COST ANALYSIS	Yes - Limit N/A		Yes - Limit N/A	Yes - Limit N/A
Interior Design/Space Planning				
Roofing Inspection				
CONSTRUCTION MANAGEMENT	UNLIMITED			
CPM SCHEDULING	UNLIMITED		\$1MM	UNLIMITED
Archaeology		Yes - Limit N/A		
Geology		Yes - Limit N/A		
VALUE ENGINEERING	Yes - Limit N/A	Yes - Limit N/A		Yes - Limit N/A
Historic Preservation/Restoration				
Roofing Consultant				
Acoustics				
Asbestos Design				
Asbestos Safety Monitoring				
Claims Analysis				Yes - Limit N/A
Telecommunications				
Exhibit/Interpretive Design				
FEASIBILITY PLANNING		UNLIMITED		
Fire Detection Systems		\$15MM		
Fire Protection Systems		\$15MM		
Food Service				
Hydraulics/Pneumatics		\$20MM		
Hydrology		Yes - Limit N/A		
Security Systems				
SITE PLANNING		UNLIMITED		
Historic Preservation Consultant		Yes - Limit N/A		
Energy Auditing		Yes - Limit N/A		
Traffic				
Transportation			\$1MM	
Waste/Water Treatment		UNLIMITED		
Energy Management Control System		\$15MM		
Renewable Energy Consultant				
CONSTRUCTION FIELD INSPECTION	UNLIMITED	UNLIMITED	\$5MM	
Project Management		UNLIMITED	\$5MM	
ENVIRONMENTAL CONSULTANT		Yes - Limit N/A		
Storage Tank Removal				
Perimeter Security Fencing				
Indoor Air Quality Testing				
Landfill Closure		Yes - Limit N/A		
Lead Paint Evaluation				



supported by the named sub-consultant offices, resources and technology of PS&S in Warren and elsewhere around the state, SJH in Princeton, as well as PCM in Hewitt. As depicted on the map earlier in this Section [Graphic 1], PS&S, SJH and PCM provide our team with well located, fully equipped and self-sufficient offices, from which to operate across the entire geography of the State of New Jersey.

CM Team Workload

The CM team's workload, as with all in the industry, is such that resources are typically working on current contracts, with some "flex-time" and capacity to take on new assignments. This flexible capacity of current staff represents, on average, 10% to 15% of full capacity. With a permanent staff resource of 250 professionals, we estimate a capacity of 25 - 30 "FTE" professionals for the needs of the DPMC, in the group, at any given time. Based on ShapiroCM's long experience in the region with very similar IDIQ contracts, we are highly confident in our ability to service the needs of multiple CM Task Orders, simultaneously.

Together with the resources and offices of PS&S, SJH and PCM, we are also fully confident in our ability to provide on-site services in any location within the geography of NJ DPMC and NJ DEP, as demanded by the needs of any CM Services Task Order.

As evidence of our ability as prime consultant to:

- a) Handle multiple projects simultaneously;
- b) Successfully complete multiple projects on parallel tracks, and
- c) Maintain capacity to take on new assignments;

...we also cite the following construction programs and projects **completed** by ShapiroCM as CM services contract service provider under IDIQ contracts for GSA, NYCHA, and others, over the recent past. These include:

- \$50MM, Newark, NJ Housing Authority Capital Improvement Program, completed Dec 2011
- \$12.1MM IRS Service Ctr. Modernization, Holtsville, NY (GSA Region 2) completed Dec 2012
- \$4.7MM NARA Research Center, Manhattan, NY (GSA Region 2) – completed Dec 2012
- \$3.2MM Office/Lab Complex, Lincoln Park, NJ (Ungerer & Co.) – completed June 2013
- \$39.0MM Peck Major Modernization, Cincinnati, Ohio (GSA Region 5) - completed Dec 2013
- \$4.5MM Board of Education Offices, East Orange, NJ - completed March 2014
- \$15MM Sandy Restoration, Sites & Infrastructure, NYCHA, Manhattan, compl. April 2014
- \$3.6MM DHS Interiors, Central Islip, NY (GSA Region 2) - completed June 2014

Several of the above programs/projects are presented elsewhere in this submission as reference examples of our recent, "Completed Project" relevant experience. The extensive background, experience and resources of PS&S complements ShapiroCM with all of the required Civil and Environmental expertise needed for the DPMC program.



IDIQ CM Team Organizational Structure and Key Personnel

The ShapiroCM team will be coordinated and led by Contract Executive, Jay Shapiro, PE who brings over 34 years of construction management experience, including 12 years of executive management of similar CM-Agent Term Contract Task Orders, written against public sector Professional Services, IDIQ contracts. Jay served as Principal-in-Charge of two very active, successive GSA Region 2 IDIQ Term Contracts for CM services, during the period of 1996-2002, on behalf of Heery International, Inc.

As principal - with majority ownership - of his own firm, Jay has functioned as Contract Executive since 2009 on JS&A's 5-Year Prime IDIQ term contract for CMa services with GSA Region 2 (NY/NJ), and since 2013 on three different IDIQ, Prime CM term contracts for the New York City Housing Authority. Professional Service Task Orders written against these IDIQ contracts to date exceed \$9MM in fees. In his role for NJ DPMC, Jay Shapiro will serve as the single point of contact on all administrative matters associated with the engagement.

Table 1 earlier in this Section depicts the professional disciplines represented by the team and each of the member sub-consultant specialist firms. Within its own staff, or by specialty sub-consultant, ShapiroCM is able to address each and every discipline identified by DPMC as prospectively required under the contract. **Graphic 2** presents the specializations and Services Capabilities of each firm, and their interrelationship on ShapiroCM's team structure.

By assembling this unique and very capable team of firms, we are very confident that the collective CM and Engineering resources presented herein offer the experience, expertise and specialization to address the full range of anticipated tasks and assignments under the DPMC IDIQ term contract for CM services.

Supporting Contract Executive Jay Shapiro, Key Personnel are presented on **Table 2**, following **Graphic 2**, with both narrative resumes as well as DPMC Key Team Member Project Experience Data Sheets for all persons at Levels 5, 6, and 7, following.

Client Agency
NJDEP

New Jersey DPMC
Trenton, NJ

ShapiroCM Team

Far Hills, NJ

Jay Shapiro, PE
(Contract Executive)

**Jay Shapiro &
Associates, Inc.**

[Far Hills, NJ]

CM Services Prime

**Paulus Sokolowski &
Sartor**

[Warren, NJ]

Expert Sub-Resources

SJH Engineering

[Princeton, NJ] [MBE]

Expert Sub-Resources

Prime Consultant
Owner Advocacy Lead
Contract Management
Program Management
Project Management
Construction Management
Project Planning
Project Controls
CPM Scheduling
Cost Estimating
Accounting/ Auditing
Architectural Review
Civil/Site Review
Claims Analysis
Arch. Inspection
Field Oversight
Admin Assistant

Feasibility Reviews
Environmental Reviews
Environmental Scoping
Civil/Site Reviews
Geotechnical Reviews
Architectural Reviews
Archeology
Historic Preservation
Field Surveying
Arch. Inspection
Environmental Inspection
Civil/Site Inspection
Utilities Inspection
Mech/Elec Inspection
Construction Rep
Admin Assistant
Drafting / CADD

Civil/Site Review
Struct Engr. Review
Mech/Elec Inspection
Structural Inspection
Safety/OSHA Inspection
Concrete Inspection
Construction Rep
Admin Assistant
Drafting / CADD

Preferred Const. Mgt.

[Hewitt, NJ] [WBE]

Expert Sub-Resources

Cost Estimating
Value Engineering
CPM Scheduling
Claims Analysis

NJ DPMC IDIQ Term Contract

Graphic 2.

CM Services Capabilities, by Firm

Shapiro^{CM}



Table 2. CM TEAM PERSONNEL

NJDPMC, IDIQ Term Contract for Construction Management Services

Listed in Alphabetical Order

NAME	FIRM	FUNCTION
Arne Aakre	ShapiroCM	Project Executive
John Backos, RA	ShapiroCM	Sr. Architect
John Bolan, PE, LSRP	PS&S	Chief Environmental Engineer
Adam Bowles, PP, LLA	PS&S	Landscape Architect
Walter Burke, PE	PS&S	Principal Geotechnical Engineer
Brian Dittenhofer, PE, CCM	SJH Engineering	Field Construction Manager
Holly Fisher	ShapiroCM	Project Controls Manager
Mitchell Fritz	ShapiroCM	Permit Coordinator
Glenn Haskell	SJH Engineering	Sr. Safety Manager
Glenn Kustera, PE, SE	PS&S	Principal Structural Engineer
Marilyn Lennon, PP, AICP, CFM	PS&S	Principal Planner
Mark Lennon, PP, AICP, PMP	PS&S	Sr. Environmental Engineer
Ken Marsh, PE	ShapiroCM	Sr. Project Manager
Ram Naveendra, CE	SJH Engineering	CM Project Manager
Sanjay Patel, PE, PP	PS&S	Principal Civil / Enviro Engineer
Nunzio Petraccoro	ShapiroCM	QA/QC Manager
Jan Sarnowski	PCM	Sr. Estimator / Scheduler
Jared Sarnowski	PCM	Estimator / Scheduler
Vishal Shah, PE	SJH Engineering	Civil / Structural Engineer
Jay Shapiro, PE	ShapiroCM	Contract Executive
Kenneth Taliercio	ShapiroCM	Superintendent
Matthew Tomaso, RPA	PS&S	Sr. Archaeologist / Historian
Robert Valentin, PE	ShapiroCM	Sr. Scheduler
Jarka Vonder, PLS, PP	PS&S	Assoc. Principal Survey / GIS
Francis Wecht, Jr., PLS, PP	PS&S	Principal Surveyor

Narrative Resumes, with DPMC Key Team Member Project Experience Data Sheets, follow in Alphabetical Order



B. Arch Pratt, 1972
Resident of Plainfield, NJ

With ShapiroCM since 2003, Arne Aakre has more than 38 years of strong experience as a CM professional. A degreed architect, he has supervised the preparation of contract documents; coordinated work of engineering consultants; reviewed shop drawings; and expedited and prioritized the flow of information to the job site.

Arne Aakre's greatest strengths lie in his communications skills and his ability to extract the best from all parties in the development process. He works with the design team and the contractor to solve sensitive problems and keep projects on schedule.

His long experience in the NY/NJ metropolitan region includes substantial, recent experience working with multiple clients, navigating public agency requirements at the municipal, state and federal level.

Recent projects include:

ARNE AAKRE

Project Executive – CM Services

New York City Housing Authority – IDIQ CMa Services

New York, NY (ShapiroCM, 2012 - Ongoing)

CM Operations Manager / Project Executive on professional services IDIQ contract for the New York City Housing Authority – overseeing Bond B financed capital improvement projects as well as Hurricane Sandy Recovery work. Presently underway on \$30MM Carver-King package in Manhattan and \$10MM Richmond Terrace-West Brighton on Staten Island.

GSA Region 2 (IDIQ) - \$20MM Moynihan Courts Projects

New York, NY (ShapiroCM, 2011 - Ongoing)

CM Project Director for Task Order CM contract associated with new \$10MM Entrance Pavilion and \$10MM, 90,000 SF Swing Space restoration in this prominent federal courts complex in Manhattan, under GSA Region 2 IDIQ. Responsible for CMa services throughout the Design Phase, including Program and Design Review, Cost Estimating, Scoping, and construction oversight in this fully occupied building.

Newark Housing Authority (NHA) Capital Program

Newark, NJ (ShapiroCM, 2007 - 2011)

CM Ops. Manager on professional services contract for the NHA, overseeing capital improvement projects in the City of Newark. \$50MM of construction successfully delivered.

GSA Region 5 - \$39MM Peck Building Modernization

Cincinnati, OH (ShapiroCM, 2006 - 2013)

CM Project Director of contract for the \$39MM systems and façade replacement at this 740,000 SF federal office building in downtown Cincinnati. Services included Program and Design Review, Cost Estimating, Scoping, and construction oversight in this fully occupied building.

GSA Region 2 (IDIQ) - \$5MM National Archives Research Ctr

US Customs House, New York, NY (ShapiroCM, 2011 - 2013)

CM Project Director of Task Order CM contract with GSA New York Region for the gut-renovation and Interiors Fit-Up of a 15,000 SF space into a research center for the U.S National Archives, under GSA Region 2 IDIQ.

Richard Stockton College - \$10MM Reno. / Expansion

Pomona, NJ (ShapiroCM, 2009 - 2011)

CM Project Director on the "L-Wing" Reno. / Expansion, comprising an interiors upgrade, MEP systems replacement and addition next to the performing arts complex.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Arne Aakre

TITLE CM Project Executive

FIRM ShapiroCM

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
New York City Housing Authority Capital Projects – NY, NY. C.V.: \$45MM	Various	CM Services Design Bid/Award and Construction	CM Project Executive	36	50%	Dec 2012- Dec 2015	
Moynihan Courts Project – NY, NY. C.V.: \$20MM	Gruzen, Sampton & Goshow	CM Services Design Bid/Award and Construction	CM Project Director	48	20%	Dec 2011- Dec 2015	
Newark Housing Authority Capital Projects, Newark, NJ. C.V.: \$50MM	Various	CM Services Design Bid/Award and Construction	CM Operations Manager	56	20%	May 2007- Dec 2011	
JW Peck Federal Building Modernization, Cincinnati, OH. C.V.: \$39MM	Richard Fleischman	CM Services Design Bid/Award and Construction	CM Project Director	60	25%	Nov 2008 – Nov 2013	
National Archives Research Center Renovation NY, NY. C.V.: \$5MM	Wasa	CM Services Design Bid/Award and Construction	CM Project Director	24	20%	April 2011 April 2013	
Richard Stockton College L Wing Pomona, NJ. C.V.: \$12MM	PS&S	CM Services Design Bid/Award and Construction	CM Project Director	24	20%	March 2010 April 2012	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT



*Bachelor of Architecture,
City College of New York*

*NY Registered Architect
NJ Registered Architect*

John Backos has over 25 years' experience in Construction Project Management including significant experience working with New York and New Jersey public agencies.

His experience includes:
knowledge of HPD specifications; building codes; QA/QC inspection protocols; façade repair; renovations; roofing; site safety.

He is proficient with Microsoft Office, AutoCAD, Primavera Project Planning and MS Project.

Relevant projects include:

JOHN BACKOS, RA **Sr. Architect – CM Services**

Jay Shapiro & Associates Inc. (Nov 2014 - Ongoing)
Sr. Project Manager assigned to ShapiroCM's team on NYCHA's \$30MM Carver & King and \$12MM Richmond Terrace-West Brighton Bond B CM Task Orders, under the NYCHA IDIQ.

Skidmore, Owings and Merrill, LLP, (2014)
Senior Architectural Field Representative for PS 62 Staten Island, the first net zero energy school in the Northeast.

Lanmark Group, GC, (2013-2014)
Project Manager for the \$14.5M exterior renovation of PS 204 in Brooklyn, NY.

Design 2147, (2012-2013)
Zoning and Code Compliance Manager providing consulting services to architects by reviewing drawings at preconstruction, filing and post construction.

CBA Construction Mgmt/E&A Architecture, (2001-2011)
CM, Architect and Owners Rep for the façade repair and renovation under Local Law 11/98 for the landmark, \$11MM Standard Oil Building in Manhattan. CM, Architect and Owners Rep for construction of a 68 unit Condominium complex in Glendale, Queens, NY. Architect and Code Cons. on various Shell Gas Station conversions in the 5 boroughs.

Exterior Wall & Building Consultants, (1999-2001)
Project Manager, under Local Law 11/98, for the façade inspection on Trump Village and AffiniaHotels.

TDX Construction Corp., (1996-1999)
CM Project Manager on four concurrent projects (roofing, exterior, ground up addition, pool renovation), worth \$20MM +, at Bushwick High School for the NYC School Construction Authority. Superintendent at the \$100MM + Baruch College academic center exterior envelope project.

George Campbell Associates, (1995-1996)
Project Manager for Phase 3 (floors 7-11) of the \$11MM renovation of Elmhurst Hospital, Queens, NY.

United General Construction Corp., (1995)
Project Manager for gut rehab of 10 buildings in Manhattan and the Bronx, gut rehab of 5 buildings in Brooklyn.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME John Backos, RA
 TITLE Senior Architect
 FIRM ShapiroCM

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
NYCHA, Carver/King – NY, NY. C.V.: \$32MM	O&S	CM Services, Construction Phase	Sr. CM Project Manager	13 months (to date)	50%	Nov 2014 Dec 2015	
NYCHA, Richmond Terrace/West Brighton– NY, NY. C.V.: \$12MM	Gandhi	CM Services, Construction Phase	Sr. CM Project Manager	13 months (to date)	50%	Nov 2014 Dec 2015	
PS 2 – Staten Island, NY.	S.O.M.	CA Services, Construction Phase	Sr. Architectural Field Rep	8 months	80%	2014	Prior to ShapiroCM. Can be provided upon request
PS 204 – Brooklyn, NY. C.V.: \$14.5MM	Various	CM Services, Construction Phase	Project Manager	12 months	80%	2013-2014	
Standard Oil Building - Manhattan, NY C.V.: \$11MM	CBA	CM Services, Construction Phase	CM, Architect, Owner's Rep	18 months	40%	2010-2012	
68 Unit Condominium Complex – Queens, NY.	CBA	CM Services, Construction Phase	CM, Architect, Owner's Rep	12 months	40%	2009-2010	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT



John T. Bolan, PE, LSRP

**Associate Principal/Chief Environmental Engineer
Environmental Services**

Mr. Bolan has extensive broad-based environmental experience. He is responsible for major projects involving wetlands evaluation and mitigation, hazardous wastes, remediation, solid wastes, environmental monitoring, permitting, technical consulting, municipal approvals and expert testimony. He served as Project Manager on significant multi-disciplinary environmental/remediation projects in New Jersey and New York.

Prior to joining PS&S, Mr. Bolan was the Assistant Chief Engineer, Environmental at the New Jersey Meadowlands Commission and he reviewed and issued permits and approvals.

Education

Stevens Institute of
Technology:
M.E./1972
B.E./1970

DPCC Short Course (also an
Instructor)/1992

USEPA National Training
Center Certificate Program,
Cincinnati, OH /1973

Credentials

Professional Engineer:
New Jersey

Licensed Site Remediation
Professional: New Jersey

Underground Storage Tank
License: New Jersey

OSHA 40-Hour HAZWOPER
Certified

OSHA 8-Hour Annual
Refresher

Affiliations

American Society of Civil
Engineers

American Society of
Mechanical Engineers

Relevant Experience

New Meadowlands Stadium – East Rutherford, NJ: Served as a consultant Project Manager to the New Jersey Sports Exposition Authority during the construction of a football stadium, at the Meadowlands Sports Complex. Services included the oversight of the excavation, importation and disposal of fill materials; oversight of the removal of areas of contamination, including the actual execution of removal; paper and on-site audits of disposal facilities; review of manifests, bills of lading and permits and licenses for transporters and disposal sites; oversight of the remedial action work plan, preparation of bid specifications for remediation contracts and performance of several remedial/site investigations.

Koppers Seaboard Site – Kearny, NJ: Since 1988, serving as Owner's representative for the oversight of all site remediation and permitting at this 170-acre site, which contained coke processing, MGP facilities, coal tar processing and various chemical processing units for by-products of coke and coal tar processing. Activities have included direct oversight and review of all remedial action work plans, direct interaction with the NJDEP case manager, oversight and review of all on-going groundwater/DNAPL monitoring studies, oversight and review of a DNAPL pumping/collection system and coordination with two third party easement holders. Serving as LSRP for both Owner and responsible party.

Secaucus Interchange (15X) – Secaucus and Jersey City, NJ: Served as Project Manager for environmental services on this new interchange. The work efforts included preparation of an Executive Order 215 EIS and supplemental air quality studies, preparation of a US Army Corps of Engineers Section 404 wetlands permit and two subsequent modifications to facilitate design improvements for the alignment of the interchange, coordination of wetlands mitigation, technical assistance to General Counsel for a memorandum of agreement with NJDEP, completion of a site investigation, preparation of a remedial action work plan for contaminated soils within the proposed right of way, preparation of specifications for remedial activities to be included in contracting documents and preparation of an NJDEP riparian instrument application.

Bergen County Utilities Authority – North Arlington, NJ: For a proposed ash landfill in North Arlington, managed a remedial investigation and feasibility study for the use of a 150-acre site. Work included numerous soil borings and monitoring wells, the use of a cone penetrometer for in-situ testing of underlying soft clays, disposal studies of on-site contamination and PCB, evaluation and design of groundwater containment options (a slurry trench selected), and the design of stormwater management facilities.



John T. Bolan, PE, LSRP

continued

MSNBC – Secaucus, NJ: Project Manager for the preparation of SPCC plans for a broadcast operations facility. Services included engineer-of-record, inventories of regulated materials and tanks, review of spill controls and review of required training records.

Confidential Project – Newark, NJ: Served as Project Manager/LSRP for the expedited completion of a Phase I Environmental Site Assessment, Preliminary Assessment Report, Site Investigation and Report, Remedial Investigation and Report, Remedial Action Work Plan and all required NJDEP forms/submittals for a new commercial project located on a contaminated site in the downtown section of Newark. Continuing to provide LSRP services during project construction including on-site oversight of remedial actions and preparation of a remedial action report.

*Work performed prior to joining PS&S

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME John Bolan, PE, LSRP

TITLE Associate Principal/Chief Environmental Engineer

FIRM Paulus, Sokolowski and Sartor, LLC (PS&S)

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
Kingsland Park Sanitary Landfill Closure – Lyndhurst & North Arlington, NJ. Fee: \$6 MM	PS&S	Design and Permitting for over 250 acres of landfill closure, site and infrastructure improvements	Project Engineer	8	15	6/10 – 12/11	
Lincoln Park Landfill Closure and Golf Course Redevelopment – Jersey City, NJ. Fee: \$1 MM	PS&S	Design and Permitting for remediation and redevelopment for site design of a 9- Hole Golf Course	Project Lead for Environmental Engineering Design, Permitting, Bidding and Construction Oversight	60	25	1/10 – 7/15	
New Meadowlands Stadium, East Rutherford, NJ. Fee: \$1.5 MM	Skanska	Remedial Investigations/ Oversight of remediation; Remedial/waste permitting; Direction of waste management	Environmental Project Manager/ Consultant to NJSEA	48	25	1/09 – 7/13	
Koppers Seaboard Site, Kearny, NJ. Fee: \$10 MM	PS&S	LSRP of Record	Project Manager/General Consultant to HCIA	240	20	8/1986 – To date	
Secaucus Interchange (15X) – Secaucus and Jersey City, NJ. Fee: \$2 MM	Louis Berger	EIS, environmental permitting, remedial investigation, remedial action and construction oversight	Environmental Project Manager/ General Consultant to NJTA	36	20	4/09 – 7/12	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT



Adam Bowles, LLA, PP

Project Landscape Architect

Civil Engineering

Mr. Bowles is a licensed Landscape Architect and Professional Planner with 14 years of experience in all facets of the profession. Projects types range from town planning, mixed use developments, urban plazas, neo traditional neighborhood design, downtown revitalization, high end residential design, sports fields, rooftop gardens and terraces and commercial projects. Through diverse experience and knowledge of current and past trends, he is able to bring a creative and fresh approach to every project with a focus on aesthetics and spatial experiences.

Education

West Virginia University:
B.S., Landscape
Architecture/2001

Credentials

Licensed Landscape
Architect: New Jersey

Professional Planner:
New Jersey

Affiliations

American Society of
Landscape Architects

Relevant Experience

Rowan University Integrated Stormwater Management and Landscape Masterplan – Glassboro, NJ: Landscape Architect and Designer for a proposed integrated Stormwater Management and Landscape Masterplan for the Rowan campus that would provide environmental and aesthetic benefits. In order to mitigate existing flooding problems it was proposed to retrofit existing parking areas and roadways with porous pavement, porous pavers and bio-swales. Areas of the campus were to be reimagined and transformed into wet meadows, rain gardens and infiltration areas. A portion of an existing stream was proposed to be repurposed into a central campus amenity and usable open space.

Alexander Street Redevelopment – Yonkers, NY: Lead Landscape Architect and Designer for site plans for the redevelopment of approximately 1 mile of the Yonkers waterfront. The project included both passive and active recreation through the use of pocket parks, greenways and waterfront walkways as well as design consideration for a neighboring environmental center which included beaches and tidal marshes. Responsible for feasibility studies, conceptual plans and program development for the development of this property with an emphasis on urban renewal and downtown revitalization. Teaming up with K. Hovnanian, our design and proposal was chosen by the City during an open submittal process. Alexander Street remains one of the most important sites in the City of Yonkers resurgence.

Berkeley Island County Park – Berkeley Township, NJ: Landscape Architect and Designer for the proposed reconstruction of the 25 acre Berkeley Island County Park. The design program consisted of a playground area, waterfront walkway / boardwalk, bathing beach, kayak launch, pavilions, active recreation lawn area, fishing pier, restrooms, parking area, bbq area and sport courts. In order to provide for greater resiliency of future storm events a living shoreline made up of native grasses, oyster shell reefs and breakwaters was proposed. This shoreline would be the first in the state and serve as a case study for the rest of the coast.

New Jersey Nets – New Jersey Meadowlands: Landscape Architect / Designer for review of the proposed traffic and phasing plans for the Xanadu project as it would impact the NJ Nets operations. Review and analysis of extensive, phased traffic/parking plans with respect to impacts to NJ Nets game day operations. The analysis included the accessibility to the venue, distribution of parking, flow of traffic during the game cycle and proximity of parking. A comprehensive analysis report for the NJ Nets was prepared based on



Adam Bowles, LLA, PP

continued

findings, which included strategies and recommendations to better suit the organizations needs and expectations.

Confidential Pharmaceutical Client – New Jersey: Landscape Architect of record for a forty-year, 240 acre, campus wide master plan. Working in conjunction with a design team based in Paris, France we are transforming this vehicle dominated, segregated campus into what will become a pedestrian orientated, sprawling corporate park where people work and play. Integration of trails, athletic facilities, bosques, plazas, esplanades, pocket parks, rooftop terraces and many programmatic nodes will help create a model campus that will be unrivaled in the country.

West Orange High School – West Orange, NJ: Lead Landscape Architect / Designer for 4 acres of field turf sports fields. The design included multiple soccer fields, varsity baseball field with dugouts and football practice field. Responsible for all aspects of preliminary design and construction documents including permitting and construction management.

Edgewater Square – Edgewater, NJ: Lead Landscape Architect and Designer for site plans from concept through construction. The project consisted of an overall mixed use master plan with an integrated 'Main Street' made up of various restaurants and retail stores. Recreational elements in the form of a waterfront walkway, 1,700 linear feet of restored shoreline, fishing pier, community pool plaza and pocket parks were also integrated into the design.

*Work performed prior to joining PS&S

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Adam Bowles, LLA, PP

TITLE Landscape Architect

FIRM Paulus, Sokolowski and Sartor, LLC (PS&S)

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
Alexander Street Redevelopment, Yonkers, NY. Cost: \$1.5MM	PS&S	Redevelopment plan for approximately 1 mile of Yonkers waterfront. Work consisted of feasibility studies, concept plans, program development and master planning.	Lead Designer with additional support to outside Architects.	24	30	2002 – 2004	
Edgewater Square, Edgewater, NJ. Cost: \$100MM	PS&S	Design of a mixed use community on the Hudson River, from concept plans through construction for a 'main street' along with a waterfront walkway, pier, community pool and plaza.	Lead Designer and Landscape Architect. Landscape Architect of Record for Pool and Plaza area.	36	30	2003 – 2005 2014 – Present	
New Jersey Nets – Meadowlands, East Rutherford, NJ. Cost: <100K	PS&S	Phasing Plans for Xanadu project as it would impact NJ Nets operations. A final comprehensive report was prepared for the Nets.	Lead Landscape Architect for study and recommendations.	6	25	2004 – 2005	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT



Walter W. Burke, PE

**Vice President and Principal in Charge
Geotechnical Engineering**

Mr. Burke has 38 years of experience and is the Principal in Charge of PS&S' Geotechnical Department. He has a diverse geotechnical and geo-environmental background encompassing geotechnical/foundation engineering studies, solid waste disposal facilities, landfill closure and environmental engineering. His duties include quality control, management and technical oversight of field and office staff, engineering analysis, design recommendations, report and proposal preparation and business development. Mr. Burke has authored and/or presented technical articles, case studies and publications to numerous professional organizations.

Education

Purdue University: M.S., Civil Engineering/1979

Rutgers University:
Graduate Studies
Geotechnical/1975-1977

Northeastern University:
B.S., Civil Engineering/1975

Credentials

Professional Engineer: New Jersey, Pennsylvania and Washington

OSHA 40-Hour HAZWOPER Certified

Affiliations

American Society of Civil Engineers, Member

National Brownfield Association

Association of Dam Safety Officials

Solid Waste Association of North America

USEPA Landfill Methane Outreach Program

Deep Foundations Institute

Relevant Experience

Kingsland Park Sanitary Landfill Closure – North Arlington/Lyndhurst, NJ: Geotechnical Engineer of Record for the successful closure of 79 acres of the 157-acre landfill. Closure required the relocation of existing fill material and the placement of a 48-inch thick processed dredge material (PDM) cover system. The 100-ft high landfill was constructed over thick glacial lake sediments. The soft, weak clay required extensive geotechnical analyses, including the installation and real time monitoring of extensometers, vibrating wire piezometers, and inclinometers to depths of up to 430 feet below the surface. Site constraints included weak landfill materials, perched leachate mound, landfill gas, soft unstable ground, slope stability concerns, and estuarine surroundings. Fill placement rates and locations were adjusted as necessary per the site response as determined by the real time instrument monitoring. Following successful closure, responsible for closure documentation and submittals to the NJDEP.

Rutherford West Landfill Closure – Rutherford, NJ: Geotechnical Engineer of Record for the successful closure of the 29-acre landfill with a 48-inch thick processed dredge material (PDM) cover system. The landfill was constructed over very soft glacial lake clay deposits and required extensive geotechnical analyses and monitoring of extensometers, vibrating wire piezometers, and inclinometers. Following successful closure, responsible for closure documentation and submittals to the NJDEP.

New Jersey Transit, Proposed Train Station – Rutherford, NJ: Geotechnical Engineer for the geotechnical investigation and analysis of a proposed Transit Station parking lot and station to be located on Rutherford North Node East Landfill to serve the existing Bergen Line Railroad. The project required analysis of a ground improvement program consisting of dynamic compaction and surcharge; and design of a vegetated-face retaining wall, 1600 feet long and 10 feet high, on soft compressible soils. Recommendations were also provided for the proposed parking lot, perimeter roadway, and associated earth slopes.

Meadowlands Racetrack Grandstand – East Rutherford: Geotechnical Engineer of Record for a new grandstand with a 70,000 sf footprint underlain by soft compressible organics and clay strata. Developed a field investigation program consisting of deep borings and cone penetrometer test (CPT) probes; performed seismic site class evaluation; and prepared pile foundation recommendations for 60-ton, 100-ton and 120-ton concrete-filled pipe piles.

NJTA, Proposed Interchange 15WX – Lyndhurst, NJ: Geotechnical Project Engineer Field Manager responsible for major subsurface investigation and geotechnical laboratory testing programs. Field investigation included test borings to 350 feet in depth, monitoring wells, pneumatic piezometers and slope inclinometers.



Walter W. Burke, PE

continued

Publications and Presentations

"Understanding Geotechnical Reports and Designs in New Jersey", Lorman Education Services Seminar, January 2012.

Urban landfill Transformed into a City Oasis", Federation of New York Solid Waste Associations, May 2011.

"Ground Improvements to Support Shallow Foundation Redevelopment Over Landfills and Soft Natural Deposits", Deep Foundations Institute Symposium, September 2009.

"Observational Approach Used For Slope Stability during Surcharge of Municipal Solid Waste and Soft Soils", FMGM 2007 Conference, September 2007.

"Compression Characteristics of Solid Waste After Dynamic Compaction," Federation of New York Solid Waste Associations, May 2007.

"Ground Improvement Techniques for the Support of Shallow Foundation Development over Mature Landfills and Soft Natural Deposits", Brownfields 2006, November 2006.

Bergen County Utilities Authority, Baler Facility – North Arlington, NJ: Project Geotechnical Engineer for fast-tracked construction. Project involved expedited design and 24/7 construction of a facility to compact, bale and load waste for rail transportation.

Arlington Valley Redevelopment Project – Bergen/Hudson County, NJ: Geotechnical Principal-in-Charge for the proposed redevelopment of over 20 industrial and commercial properties and two former waste material transfer facilities, comprising over 145 acres of land. The proposed beneficial re-use of the site included mixed-use residential and retail to be constructed under the Brownfields Redevelopment Act. Challenging site conditions included loose fill, soft clay deposits and clogging bedrock.

Meadowlands Golf Redevelopment Project – Lyndhurst and Rutherford, NJ: Engineer of Record for plans and drawings submitted to the NJDEP and prepared to support remedial action workplans and closure plans for a 450 acre project that comprised Avon, Lyndhurst, Rutherford and Kingsland landfills. Project incorporated surface water drainage and final closure caps, which included geo-membrane and geo-composite drainage medium. Principal Geotechnical Engineer-of-Record for ground improvement program that included dynamic compaction, vertical wick drains to depths up to 140 feet and surcharge program. Project included detailed settlement calculations plus a full-scale instrumented embankment load test to determine settlement characteristics of waste after dynamic compaction. Performed a geotechnical feasibility study to evaluate the foundation and ground improvement alternatives for proposed hotel, retail, office and residential redevelopment. Provided consulting engineering services to support the ground improvement contractor's bidding process.

Samsung America Office – Ridgefield Park, NJ: Project Engineer responsible for the geotechnical investigation and subsequent construction monitoring required for this office facility. The project site is located in the Meadowlands area and is characterized by a thick deposit of soft compressible clay sediments. A driven pile foundation was designed to support the concrete structure. An innovative pile, consisting of spliced precast, and mandrel-driven pipe sections, was used to overcome installation challenges and achieve the proper bearing stratum, present in areas at depths exceeding 175 feet.

Flood Control, Levee Geotechnical Study – Ansonia and Derby, CT: Geotechnical Principal in Charge of a geotechnical evaluation performed in conformance with National Flood Insurance Program requirements of Title 44, Section 65.10 of Code of Regulations. The evaluation included a site conditions assessment, a test boring investigation and geotechnical analysis of settlement, seepage and slope stability of a levee system located along portions of the Housatonic and Naugatuck Rivers.

Lincoln Park Golf Course – Jersey City, NJ: Geotechnical Engineer of Record for the controlled placement of 1.3 million yards of soils as part of a landfill closure and redevelopment project situated at the southern of the Hackensack Meadowlands. Soils consisted of wet excavation removed from an adjacent wetlands mitigation project and imported soils from numerous projects in the New York metropolitan area. Project also included the installation of deep storm sewer piping and associated structures that would service the post-closure golf course redevelopment.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Walter Burke, PE

TITLE Vice President

FIRM PS&S

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
Kingsland Park Sanitary Landfill Closure – Lyndhurst & North Arlington, NJ. Fee: \$6 MM	PS&S	Design/Const. Admin. for over 250 acres of landfill closure, site and infrastructure improvements	Professional Engineer responsible for Closure Report to NJDEP	18	40%	6/2010 – 12/2011	
Rutherford West Landfill Closure – Rutherford, NJ. Fee: \$2 MM	PS&S	Design/Const. Admin. for 20 acres of landfill closure, site and infrastructure imp.	Professional Engineer responsible for Closure Report to NJDEP	12	25%	2/2011 – 2/2012	
Lincoln Park Landfill Closure and Golf Course Redevelopment – Jersey City, NJ. Cost: \$16 MM	PS&S	Design/Const. Admin. for landfill closure and redevelopment as a 9-hole golf course	Geotechnical Engineer of Record	24	15%	9/2009 – 6/2015	
New Meadowlands Racetrack and Clubhouse – East Rutherford, NJ. Cost: \$90 MM	Climans Green Liang	Design and Construction Administration for major entertainment venue.	Geotechnical Engineer of Record	12	20%	9/2011 – 10/2011	
Closure of Former Nuodex Site – Woodbridge Twp., NJ. Fee: \$5.5 MM	PS&S	Design/Const. Admin. for 80-acre brownfield site incl. site remediation, engineering.	Geotechnical Engineer of Record and PE responsible for Closure Report to NJDEP	48	20%	08/2011 – Present	
Flood Control Levee Evaluation – Ansonia & Derby, CT. Fee: \$180K	Milone & MacBroom, Inc.	Geotechnical Investigation	Principal Geotechnical Supervisor	6	25%	7/2010 – 12/2010	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT

EDUCATION

B.S., Engineering, New Jersey Institute of Technology, 1995

**LICENSES/ CERTIFICATIONS / RELEVANT TRAINING**

P.E.: NJ – No. 24GE04333400 (2001), PA – No. 055765-E (2000)

Certified Construction Manager

NICET Level IV Transportation Engineering Technology, Highway Construction #78127 (1998)

NACE Coating Inspector Level 1

NJSAT Asphalt Paving Technologist

ACI CCTC Concrete Construction Technology Course

Traffic Control Coordinator, Rutgers

OVERVIEW

Mr. Dittenhofer has nearly 20 years construction management/inspection experience on the construction of building structures and transportation facilities. He has functioned as a Resident Engineer, a Construction Manager responsible for other Resident Engineers, Assistant Resident Engineer and Senior Inspector for several government agencies, and private clients. Some of the representative projects are listed below:

Construction Manager (2014-Ongoing) Construction Management for John Heinz Boardwalk, Philadelphia, PA, U.S. Fish and Wildlife. Construction Manager for inspection services for the \$500K construction of elevated boardwalks and observation platforms at the National Wildlife Refuge. The project involves the installation of boardwalk and platform helical piers meeting design load requirements. The installation of gravel trail, framing, decking, railing, steps, and roof structures are also being inspected. Strict compliance with Army Corps of Engineers, SHPO, DEP, EPA, and OSHA regulations are maintained.

Construction Engineer (2012) Ashram with Temple and Community Center, Kendall Park, NJ (2009-2012).

Construction Engineer for the construction of a \$2.5 million new 15,000 SF building with 65-car surface parking lot. The building is a steel frame structure with concrete floors and cold formed steel walls. SJH provided all the necessary construction support services, including review of shop drawings, and catalog cuts, and visiting the site as necessary to address the contractor's concerns and other issues. Mr. Dittenhofer visited the site on weekly basis to confirm the contractor's adherence to specifications and drawings. He also reviewed progress, coordinated the payments with the client, and confirmed that the project was approved by the Township code officials on a regular basis. The team assisted the owners in obtaining bids for construction and bid evaluation and assisted with the development of a contractual agreement with the selected contractor.

Construction Manager (2010-2011), Martin Luther King, Jr. Federal Building and U.S. Courthouse Plaza, Newark, NJ, General Services Administration. Responsible for engineering, inspection, and construction administration support on this \$1.2 million project involved inspection, report preparation, preparation of contract documents including drawings, specifications and cost estimates for the replacement of plaza pavers, a new drainage system, reconstruction of the sidewalks and the installation of new bollards complying with K-12 crash loading AT/FP. Also responsible for inspection of the Pedestrian Tunnel connecting the Federal Courthouse to the General Post Office across the street to investigate water leakage in the tunnel.

Construction Manager (2007-2009), Construction of Dr. Martin Luther King School, Trenton, NJ, NJ School Development Authority. This project consisted of constructing a 180,000-SF school building, parking lots, ball fields and a public gathering area on a site deemed to be contaminated. Prior to building the school, three additional subcontracts had to be prepared and put out to bid for the abatement of two existing buildings laden with asbestos containing materials (ACM) and to remediate the existing soil contaminated with "historic fill". Mr. Dittenhofer's duties included managing plan and bid document preparation, determining scope of work, calculating quantities, preparing monthly payment estimates, negotiating change order prices, record keeping, coordinating NJDCA and local inspections, providing inspection services, and conducting weekly progress meetings.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Brian Dittenhofer, PE, CCM, N IV

TITLE Field Construction Manager

FIRM SJH Engineering, P.C.

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (CM, CPM, COST ESTIMATING)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTRACT PERSON AND PHONE NUMBER
Temple and Community Center, Kendall Park, NJ; \$2.5 M	SJH Engineering, P.C.	Design, Contract Documents and Construction Support Services	Construction Engineer	25	30%	2009-2012	
Courthouse Plaza Rehabilitation, Newark, NJ; Fee: \$16K	Heritage Architecture, LLC	Design and Construction Support Services	Construction Manager	3	40%	2009-2011	
Construction of Dr. Martin Luther King School, Trenton, NJ; \$37M	Hill International Inc. (CM)	Construction Administration	Construction Manager	17	100%	2007-2009	
Region North Maintenance Roadway Repair Contract, NJ; Fee: \$830K	SJH Engineering, P.C. (CM)	Construction Administration	Construction Manager	5	100%	2012	
Three Year Construction Inspection Agreement, NJ; Fee: \$224K	JMT (CM)	Construction Administration	Project Manager / Construction Manager	18	50%	2012-2013	

*

A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT

HOLLY FISHER

Project Controls Manager – CM Services



EDUCATION/CERTIFICATIONS/ RELEVANT EXPERIENCE

*BS Business Administration
Bucknell University
Lewisburg, PA*

HSPD-12 Federal Clearance

Member, CMAA

Holly is experienced in managing project controls for large-scale public sector projects, coordinating team operations and interfacing with all project participants and stakeholders.

Holly's recent experience includes managing project financials and operations for NYCHA Bond B projects, with proficiency in NYCHA Primavera Contract Management and managing to the NYCHA Payment Requisition PCM Checklist.

Relevant work includes:

ShapiroCM, CM Project Controls/Accountant (2015 –)

CM Project Controls/Accountant managing financials and HR operations for NYCHA's IDIQ Carver-King and Richmond Terrace-West Brighton Bond B CM Task Orders, totaling \$40+MM in construction value. Manage monthly CM and Air Monitoring invoices in PCM according to NYCHA Bond B Payment Requisition Checklist. Coordinate with CM Field Team regarding staffing, field office logistics, reporting and invoicing.

ShapiroCM, CM Project Coordinator (2015)

CM Project Coordinator for NYCHA Emergency Sidewalk Shed Installation for Local Law 11 Division at 17 buildings across 3 developments in Bronx, Queens, and Brooklyn. Managed Field Inspectors overseeing installation of sheds and lighting on rigorous timeframe to comply with NYC DOB requirements.

ShapiroCM, Project Controls Manager (2014 – Ongoing)

Manage cost and staffing controls for all ongoing projects, including large public agencies such as GSA, NYCHA, DOL. Coordinate with Field Teams and Client Business and Finance leads to ensure rigor and accuracy in project controls.

Accenture Consulting (2007 – 2014)

Responsible for managing consulting projects focused on implementation of business efficiency and revenue growth via positive operational change and program management. Specific focus on generating value from large scale cost reduction, revenue uplift, and transformation programs. Analyzed and benchmarked metrics/KPIs to improve operational performance. Select project experience includes:

- Program Manager for channel partner program expansion, recruiting/onboarding resellers of wireline and cloud services to drive \$100M in new annual sales. Improved speed to revenue by 4+ weeks.
- Value Management lead for customer care cost reduction program achieving \$320M+ over 3 years. Analyzed 24 key executive metrics driving strategic decision making.
- Value Creation Office lead for large 100% value-based supply chain transformation. Tracked realized program benefits of \$1B in audited client cash flow over 3 years.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Holly Fisher

TITLE Project Controls Manager

FIRM ShapiroCM

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
NYCHA, Carver/King – NY, NY. C.V: \$32MM	O&S	Construction Phase Accounting Controls	Project Controls/ Accountant	11 months (to date)	30%	Jan 2015 to date	
NYCHA, Richmond Terrace/West Brighton – NY, NY. C.V: \$12MM	Gandhi	Construction Phase Accounting Controls	Project Controls/ Accountant	11 months (to date)	30%	Jan 2015 to date	
New York City Housing Authority Emergency Sidewalk Shed – Bronx, Queens, NY. C.V.: \$1MM	Various	Construction Phase Reporting and Controls	CM Project Coordinator	2 months	50%	Jan 2015 to date	
Various	Various	Business Controls/ Management	Business Consultant	7 years	100%	2007-2014	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT



Engineering Studies
Lafayette College, Easton, PA,
1979

Construction Cost Estimating
Certificate
FDU, Madison, NJ, 1984

RCS- Bldg Inspector Class III
County College of Morris, 2008

Construction Project Mgmt.
Certificate
Middlesex County College, 2003

Federal HSPD-12 Clearance

A licensed NJ Construction Code
Official, Mitchell Fritz is
extremely knowledgeable in
Code Compliance and
construction permitting.

Mitchell is proactive. He
demonstrates initiative and the
ability to multitask. He has the
ability to work alone or as part
of a team. He is detail-oriented.

His long experience in New
Jersey includes substantial,
recent experience in the design
and delivery process.

Past experience includes:

MITCHELL FRITZ

Permit Coordinator – CM Services

ShapiroCM Home Office Project Manager (2014 -)
Home Office CM Project Manager, Cost Estimator and
Permit Expeditor/Coordinator through planning, bid and
construction phase

New York City Housing Authority - CMA Services

New York, NY (ShapiroCM, 2012 - Ongoing)

Sr. Cost Estimator/Claims consultant on professional
services IDIQ contracts for the New York City Housing
Authority. Provided independent cost estimating for
Bond B financed capital improvement projects, as well as
stand-alone cost estimate Task Orders. Provided
construction claims evaluation and analysis for NYCHA.

CM Project Manager, Stockton College, Pomona, NJ (ShapiroCM, 2010-2011)

ShapiroCM Project Manager on the \$9MM "L-Wing"
Renovation/Expansion at Richard Stockton College,
comprising an interiors upgrade, MEP systems replacement
and addition adjacent to the performing arts complex, and
providing Design Review and project management services.

CM Project Manager, Clemente School, Paterson, NJ (ShapiroCM, 2009 - 2010)

Project / Construction Manager for the \$3MM conversion
of an industrial building to serve as a new primary school.
Scope included remote parking lot.

CM Project Manager, Municipal Courts Complex, East Orange, NJ (ShapiroCM, 2008-2009)

ShapiroCM Project / Construction Manager for the \$3MM
renovation and system upgrades to the 1914 Carnegie-
funded municipal courts complex in East Orange.

Commercial Construction Estimator & Senior Project Manager, Millington, NJ

Responsible for A/E process from concept to completion
for all building types (value exceeding \$100MM) including:

- Bridgewater High School Additions & Alterations \$17.8 MM (2003)
- Passaic Additions & Alterations Drago Elementary School \$11.8 MM (2005)
- West Essex Regional Additions & Alterations \$26.0 MM (2005)

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Mitchell Fritz

TITLE CM Permit Coordinator

FIRM ShapiroCM

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
New York City Housing Authority IDIQ – NY, NY	Various	Independent Cost Estimating for Bond B projects and standalone Task Orders. Construction Claims evaluation and analysis.	Sr. Cost Estimator/Claims Consultant	12	25%	2012 - 2015	
Stockton College, L Wing – Pomona, NJ. C.V.: \$12MM	PS&S	Renovation/ Expansion including interiors upgrade, MEP systems replacement and addition.	CM Project Manager	24	90%	2010 – 2011	
Roberto Clemente Kindergarten - Paterson, NJ. C.V.: \$3MM	KS Engineers	Conversion of an industrial building to a primary school including a remote parking lot.	CM Project / Construction Manager	8	90%	2009 - 2010	
Municipal Courts Complex – East Orange, NJ. C.V.: \$3MM	By Owner	Renovation and systems upgrades to the 1914 Carnegie-funded municipal courts complex.	CM Project / Construction Manager	6	100%	2008 - 2009	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT

LICENSES/ CERTIFICATIONS / RELEVANT TRAINING

OSHA 30-hour, #600120387 (2006) OSHA 10-hour, #36-004552432 (2013)

OSHA Authorized Construction Trainer, #C0056850 (2015) FEMA 100

NYCDOB Site Safety, Scaffold User, Erector, Installer, and Remover Certified

NYS Asbestos Inspector, EPA-AHERA/ASHARA Course, #NYS-RH000-3551

A high school or general education diploma from an accredited program.

Active New York City Construction Site Safety Manager's license, or a satisfactory combination of education and experience and commitment to pursue the license.

7 years performing NYC construction safety inspections

**OVERVIEW**

Glenn Haskell is a construction inspector and Director of Health and Safety at SJH. With over 20 years of field experience, he specializes in construction and safety management. He has coordinated with agencies and subcontractors, scheduling various trade inspections and monitoring safety and quality within budgetary guidelines and contractual obligations. He has also been involved in rehabilitations, upgrades, modernizations, and compliance with local, state, and federal laws. A member of the American Society of Safety Engineers (ASSE), Mr. Haskell has primarily functioned as a construction inspector and site safety manager.

Construction Inspector (2015-Ongoing), A3559, P500.325, P500.354, T500.365, T500.356, T500.355, P500.360, P500.362, P500.361, T500.363, T500.358, T500.359, Facilities Improvement Program, Maintenance Districts, NJ, NJTA. Involved in the \$33.6M construction management and supervision of 22 Maintenance Districts, on the New Jersey Turnpike and Garden State Parkway. Responsible for safety audits at the associated maintenance districts and a motor vehicle facility. Reviewed Site Safety Plans and corrected the documents as necessary, made random and scheduled site visits, produced written reports with photographic evidence of observed site conditions and any non-compliance issues, and recommended changes if necessary. In addition, he offered site specific trainings at each of the maintenance districts. To date, 8 contractor's plans were reviewed for compliance with the Authority's HASP.

Construction Inspector (2015-Ongoing), A3558, A500.357, A500.364 Facilities Improvement Program, Central Inventory Center and Backup Traffic / Data Management Center, NJ, NJTA. Involved in safety supervision of the \$5.6M construction management and supervision for a Central Inventory Center and a Backup Traffic / Data Management Center as part of the \$500M facilities improvement program.

Construction Inspector (2011), Catskill / Delaware Ultraviolet Light Disinfection Facility and Croton Aqueduct Project, Valhalla NY, NYCDEP. Provided construction inspection and safety supervision for the \$4B UV water treatment facility, the largest in the world. He inspected lock out / tag out, excavations, scaffolding, fall protection, hot work permits, civil work, crane plans and confined space entry compliance. He submitted daily reports with photographic evidence and catalogued field memos for referral and record keeping. He also set up a safety bulletin board, participated in staff training, and completed BWS EHS Standards training.

Construction Safety Manager (2009), Long Island Jewish Medical Center, New York, NY, North Shore-LIJ Health System. Construction Safety Manager responsible for managing the safety for a 5 story, 120,000 SF addition to LIJ hospital. Led day-to-day safety practices of a mixed group of union craftsman. Monitored all activities including scaffolding, asbestos remediation, hot work permitting and crane activity. Provided orientation and training to 490 employees, while developing MOPs, JHAs, and pre-task plans and daily reports using MS Office. Performed walk-throughs with auditors and management. The \$35M project achieved a LEED Platinum certification

QA / QC Construction Inspector (2007), MGM Grand at Foxwoods, CT. This 31-story, 825-room hotel tower, theatre, and convention space included ballroom, gaming, restaurants, retail stores, and 2,900-car pre-cast parking garage for the Resort and Casino. As QA /QC Inspector, he supervised rebar placement and post-tensioning cable placement and stressing. He inspected form work fit-up and curtainwall embed placement. The total construction cost of this project was \$750M. Assisted in training over 2,000 employees, conducted safety audits and attended compliance meetings with company representatives and the Owner. Wrote detailed incident reports and participated in OSHA 10-and 30-hour safety training. This project received the President's Safety Award.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Glenn Haskell

TITLE Sr. Safety Manager

FIRM SJH Engineering, P.C.

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (CM, CPM, COST ESTIMATING)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTRACT PERSON AND PHONE NUMBER
Facilities Improvement Program Maintenance, NJ, \$500M	Hill International, Inc. (CM)	Contract Compliance Manager, Construction and Safety Inspection	Contract Compliance Manager, Construction and Safety Inspection	8	25%	3/2015-Ongoing	
Construction Management as Agent Services for Indefinite Delivery/Indefinite Quantity Projects, NY, \$11M	Jay Shapiro & Associates (CM)	Construction Inspector / Safety	Construction Inspector / Safety	24	80%	2013- 2015	
FEMA Hazard Mitigation Program, NY, Fee: \$540K	CHA (CM)	Contract Compliance Manager, Construction and Safety Inspection	Construction Manager / Sr. Project Manager	2	5%	9/2015-Ongoing	
Catskill/Delaware Ultraviolet Light Disinfection Facility and Croton	N/A	Safety Supervisor	Safety Supervisor	12	80%	2011	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT



Glenn P. Kustera, PE, SE

Vice President/Principal in Charge
Structural Engineering

Mr. Kustera serves as Principal-in-Charge of PS&S's Structural Group and is responsible for project oversight, concept planning, code analysis, design guidance and QA/QC procedures. Mr. Kustera's experience encompasses a diverse range of project types and all facets of structural design including shallow and deep foundation systems, concrete, steel, timber, masonry construction and rehabilitation and strengthening of existing structures. Mr. Kustera joined Paulus, Sokolowski & Sartor in 1999 and has been a member of the Structural Department for over fifteen years.

Education

Rutgers University, College
of Engineering: B.S., Civil
Engineering/1991

Credentials

Professional Engineer: New
Jersey, New York, Texas,
and Nevada, Florida, North
Carolina and Illinois

Affiliations

American Institute of Steel
Construction

American Concrete Institute

Precast/Prestressed
Concrete Institute

Relevant Experience

Bayshore Sewerage Commission: Flood proofing of pump stations consisting of cast-in-place concrete flood walls constructed along perimeter of existing structures. Design compliance with ASCE 24 Flood Resistant Design and Construction for A Coastal and V Zones.

Belle-Freeman Pier – Seaside Heights, NJ: 69,000 sf replacement of pier destroyed by Hurricane Sandy. Pier located upland of mean high water incorporating timber piles design for V Zone hydrostatic, hydrodynamic and wave loads.

Bergen Basin Sewer – Queens NY: Design of cast-in-place jacking pit and sheeting to allow installation of 36" and 54" sewer lines beneath/along the Belt Parkway. Pit design for hydrostatic, surcharge and 5100 KN jacking force.

Casino Pier – Seaside Heights, NJ: 34,000 sf expansion to the existing Casino Pier designed for V Zone flood criteria including compressive, lateral and uplift loads calculated in accordance with ASCE 7 and ASCE 24.

Ocean Beach Club – Ocean Beach, NJ: Design of new retaining wall and foundations to replace existing wall and cabanas destroyed by Hurricane Sandy. Auger cast pile supported retaining wall design to resist V zone flood criteria.

The Oyster – North Bergen, NJ: 6-story residential over on-grade parking along the Hudson River. Cast-in-place concrete podium with panelized shear/load bearing walls with composite joist floor framing.

Pier C – Hoboken, NJ: Design and construction administration of a new recreational pier on the waterfront in Hoboken, NJ. Pier is irregular shaped and includes a fishing pier protruding out into the Hudson River.

Red Bull Arena – Harrison, NJ: 25,000 seat soccer stadium. Structural steel structure with 120 foot cantilevered roof. Structural Project Manager.

Showboat Hotel – Atlantic City, NJ: 20-story, 320,000 sf cast in place hotel with two way flat plate and mat foundation.

Two Rivers Reclamation Authority – Monmouth, NJ: Flood proofing of pump stations consisting of aluminum framed opening covers and steel reinforcing to increase flood load capacity of exterior masonry walls.

Weehawken Waterfront Park and Recreation Center – Weehawken, NJ: Structural design support for 11.5 acre park with 1,000 linear feet of waterfront walkway, tennis courts, running track, play areas, food service kiosks with bathrooms and maintenance building.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Glenn Kustera, PE

TITLE Structural Engineer

FIRM Paulus, Sokolowski and Sartor, LLC (PS&S)

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
Passaic Valley Sewerage Commission, Newark, NJ: \$50MM	PS&S	Flood strengthening of existing treatment plant incl design of pile supported flood walls and design of bulkhead walls.	Structural Engineer of Record	24	20	2011 – 2014	
Edgewater Square, Edgewater, NJ. Cost: \$100MM	PS&S	Design and construction for a 6 story residential building over on- grade parking.	Structural Engineer of Record	18	20	2013 – Present	
Bergen Basin Sewer, Queens, NY. Cost: \$10MM	PS&S	Design and construction for cast-in-place jacking pit and sheeting to allow installation of 36" and 54" diameter sewer lines beneath the Belt Parkway. Pit designed for hydrostatic loads, surcharge loads and a 5100 KN jacking force.	Structural Engineer of Record	12	25	2014 - 2015	
Belle Freeman Pier Seaside Heights, NJ Cost \$4MM	PS&S	69,000 square foot replacement of pier destroyed by Hurricane Sandy.	Structural Engineer of Record	6	25	2015	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT



Marilyn Lennon, PP, AICP, CFM

Senior Vice President and Principal

Education

Rutgers University: Master of
City and Regional Planning
(MCRP)

Ramapo College of NJ: B.A.,
Metropolitan Community
Studies

Credentials

Professional Planner:
New Jersey

AICP – American Institute of
Certified Planners

CFM – Association of
Certified Floodplain
Managers

Affiliations

American Planning
Association

Marilyn Lennon currently serves as Senior Vice President and Principal, returning to PS&S in November of 2013, after serving for four years as NJDEP's Assistant Commissioner during the first term of the Christie Administration. Ms. Lennon had previously served as a Senior Vice President at PS&S from 1983 through 2001, and was Principal in Charge of its Environmental Department as well as lead Project Executive for many of its major projects and clients. After KeySpan acquired PS&S, Ms. Lennon became Senior Vice President in charge of project development and strategic planning for the unregulated side of KeySpan's energy services. In 2003, she was appointed a corporate vice president in charge of the company's environmental engineering and operational issues associated with its gas and electric system infrastructure and operations; its facilities and real estate holdings; and development planning, design and construction activities. After KeySpan was acquired by National Grid in 2007, she became Director of Strategic Planning and Policy for the New Jersey Turnpike Authority, a position that she retained until joining the Christie Administration in 2010.

With both private sector and public sector experience, Ms. Lennon has a unique perspective of development and project issues.

Relevant Experience

New Jersey Department of Environmental Protection*: Assistant Commissioner 2010-2013. In charge of Land Use Management and its regulatory and planning programs, including Coastal Zone Management (CAFRA and Waterfront Development), tidal and freshwater wetlands, and flood hazard management. Also responsible for Water Quality Management and associated sewer service areas, Highlands Preservation area regulations, as well as the Tidelands Resource Management Program.

New Jersey Turnpike Authority*: Director of Strategic Policy and Planning 2008-2010. As Director of Strategic Policy and Planning, oversaw the preparation of strategic planning for capital improvement projects for the Authority's roadways (NJ Turnpike and Garden State Parkway) and ancillary support facilities. Responsible for development of annual Special Projects capital improvement plan. Oversaw the financial forward forecasting as part of the Authority's bond efforts.

KeySpan Corporation: Vice President, Environmental Engineering and Operations 2003-2007. Corporate Officer in charge of the corporation's environmental engineering and operational issues associated with gas and electric system infrastructure and operations. Addressed significant water and air quality issues associated with its electric power generation activities. Also managed the legacy contamination issues for over 180 former Manufactured Gas Plant Facilities throughout New York and Massachusetts. Oversaw environmental regulatory compliance for its electric and gas business units dispersed throughout its Northeast multi-state service territory.

Also responsible for overall Environmental Health and Safety Compliance, and established corporate performance standards. Managed environmental aspects of all corporate real estate holdings.



Marilyn Lennon, PP, AICP, CFM

continued

Corporate officer in charge of environmental licensing and permitting for capital improvement projects, including new electric and gas utility infrastructure. For projects in New York State, was responsible for regulatory interface on environmental matters, including interface with New York's Public Service Commission and New York State Department of Conservation.

PS&S, Senior Vice President 1983-2001 (acquisition by KeySpan): As principal in charge of its Environmental Department, oversaw technical staff including professional engineers, scientists, geologists, and environmental/land use planners providing the full range of environmental services, including wetlands and waterfront development; solid and hazardous waste management; site contamination and remediation; and matters related to water, air and environmental quality issues.

Considered a subject matter expert on environmental matters and regulatory considerations regarding large development projects, as well as the siting of linear and infrastructure projects.

Served as a General Environmental Consultant and regulatory strategist to many public, quasi-public and private entities, including the New Jersey Turnpike Authority, PSE&G, JCP&L, and many large corporations and private developers.

*Work performed prior to joining PS&S

In lieu of a DPMC "Data Sheet" provided below, herewith, is a summary biography of Marilyn Lennon

Marilyn Lennon, PP, AICP, CFM is considered a leading expert regarding the regulatory requirements for large-scale development in New Jersey. In her career at PS&S, she served as a project lead in many of New Jersey's most significant coastal zone redevelopment efforts, including numerous projects throughout the Hackensack Meadowlands, the Hudson River waterfront and along the Atlantic Ocean.

During her time as NJDEP's Assistant Commissioner, she was in charge of all land use regulatory permits, including those that will be needed to effectuate the proposed project. In addition, she served as NJ's Coastal Zone Manager, and was responsible for leading the regulatory team responsible for the recently adopted new Coastal Zone Management Rules. Ms. Lennon is a Certified Floodplain Manager, and was part of NJDEP's front line senior management team responding to the challenges of Superstorm Sandy.

In her current role with PS&S, she has brought a unique perspective to regulatory compliance and resiliency planning, and has served in a lead role in many post-Sandy rebuilding efforts, including PSE&G Energy Strong program, and is leading such restoration efforts as the rebuilding of Casino Pier in Seaside Heights, New Jersey.



Mark Lennon, PP, AICP, PMP

Associate Principal Environmental Services

Education

New Jersey Institute
of Technology: M.S.,
Management/1998

Ramapo College of New
Jersey: B.S./1981

Credentials

Professional Planner:
New Jersey

American Institute of
Certified Planners

Project Management
Professional

OSHA 40-Hour HAZWOPER
Certified

OSHA HAZWOPER
Supervisor Certified

OSHA Confined Space
Certified

Professional Wetland
Scientist (SWS)

Mr. Lennon is an Associate Principal with 34 years professional experience. He has worked at PS&S for over 32 years, with diverse responsibilities in the Environmental, Project Management and Business Administration areas.

Mr. Lennon has managed an extensive portfolio of multi-disciplinary environmental projects, including preparation of project scope, schedule, budget and other performance criteria; implementation of site investigations and environmental impact studies, preparation of applications to federal, state, regional, county and local agencies for environmental/land use approvals; and management of interdisciplinary project teams. Mr. Lennon also provides technical review for environmental permitting, ecological studies, and compliance services; project planning, scoping and management; business development; and department administration. Mr. Lennon coordinates PS&S Health and Safety (H&S) programs including the corporate H&S program and Site Specific Health and Safety plans, and manages H&S reviews for PS&S field services. He has professional planning, wetland scientist and hazardous site certifications and licenses.

Overview of Environmental/Land Use Capabilities

- Environmental Permitting and Planning
- Wetlands Science and Regulation
- Environmental/Compliance Brownfield Redevelopment
- Environmental Impact/Land Use Analysis
- Natural Resource Studies

Relevant Experience

New Meadowlands Stadium, East Rutherford, New Jersey: PS&S was the NJSEA consultant for the planning of the New Meadowlands Stadium. Coordinated the review of land use plans and permit applications and led public hearings for EIS scoping and review.

Genzyme Corporation, Office and Manufacturing Expansion: Performed an analysis of the site of an existing manufacturing facility in the New Jersey Meadowlands and made recommendations for facility expansion that were sensitive to existing wetlands, natural resources and regulatory requirements. Prepared numerous applications to NJMC, state and federal agencies.

New Meadowlands Racetrack and Grandstand: Project Manager and Senior Environmental Consultant. The project required special permitting from the New Jersey Sports and Exposition Authority and the New Jersey Department of Environmental Protection. Managed the Environmental Impact Statement process and public hearings as well as site design and Licensed Site Remediation Professional services.

PSE&G Bergen-Linden Corridor Project: Lead for permitting and planning services for the billion dollar upgrade of electric transmission systems. The project consists of over a dozen substation and switching station improvements and miles of new electric transmission lines. The project is located in several municipalities in the Meadowlands District and requires approvals from federal, state, and local agencies.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Mark Lennon, PP, AICP, PMP

TITLE Senior Project Manager

FIRM Paulus, Sokolowski and Sartor, LLC (PS&S)

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
New Meadowlands Racetrack and Clubhouse – East Rutherford, NJ. Cost: \$90 MM	Climans Green Liang	Site Planning, Civil/Site Eng., Survey, Geotech. Analyses, LSRP services, Reg. Permitting and Enviro.Assessment, Public Outreach	Project Manager for multi-disciplinary Environmental and Engineering consulting services	39	20	5/2011 – 8/2014	
New Meadowlands Stadium Project. Fee: \$430,000	Ewing Cole/360 Architecture (PS&S was contracted directly by the NJSEA)	Consultant to the NJ Sports and Exposition Auth., coordinated review of EIS and tech. studies, managed hearing officers process and public hearing program	Permitting/ Land Use Consultant	18	20	5/2006 – 10/2007	
Bergen-Linden Corridor Electric Transmission. Fee: \$1.4 MM	Multiple A/E firms (PS&S was contracted directly by PSE&G)	Upgrade and replacement of substations and switching stations, and const. of dbl circuit 345 kV trans. system	Permitting/ Land Use Consulting Lead	18	60	3/2014 – Present	
Borough of Lavallette, Post Sandy Planning Assistance Grant Program. Fee: \$30,000	O'Donnell Stanton Associates	Prof. Planning, Facilities assessment, Coastal Flooding & Hazard Assessment, Master Plan Review	Lead Professional Planner	2	20	9/2013, 8/2014	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT

KEN MARSH, PE

Sr. Project Manager – CM Services

EDUCATION/CERTIFICATIONS/ RELEVANT EXPERIENCE

*MS Environmental Engineering
NJIT*

*BS Civil Engineering, Newark
College of Engineering*

*Licensed PE, New Jersey
Licensed Professional Planner, NJ
Certified Municipal Engineer, NJ*

Ken Marsh offers over 38 years of experience in Civil and Environmental Engineering in New Jersey – both as a practitioner of the trade, as well as a manager of engineering and construction.

His long experience includes serving as Union's County's first Director of Environmental Engineering (1973-1985). Subsequent leadership positions in both the private sector as well as with public sector appointments, include having served as Town Engineer for the Town of Westfield for over 15 years. Throughout his career, Ken Marsh's commitment has been to improve the built environment, paying particular attention to environmental care and sustainability.

Relevant projects and career experience includes:

Jay Shapiro & Associates Inc.

ShapiroCM, Sr. Project Manager (December 2015)

Available and committed to ShapiroCM as Sr. Project Manager proposed for the State of NJ's DPMC IDIQ CM contract regarding Rebuild by Design projects and other NJDEP flood mitigation and environmental infrastructure projects.

Ken Marsh, PE

Independent Environmental Engineering Consultant (2008 -)
Practitioner of professional Civil / Environmental Engineering consultant services, with emphasis on sustainable engineering for New Jersey infrastructure initiatives and projects.

Public Works Department, Westfield, NJ (1993 - 2008)

Town Engineer / Director

Served as Town Engineer from 1993-2008. Managed first evaluation of Town sanitary sewer system with primary focus on reducing infiltration and inflow. Implemented Geographic Information System (G.I.S.) with infrastructure components (roads, sewers, etc.), demographics, property parcels, topography, photography and land use. Wrote first Municipal Stormwater Management and Flood Prevention Ordinance; Initiated/managed first comprehensive road improvement program including "Traffic Calming"; Introduced green/sustainable policies including re-examination of Master Plan.

Concept Engineering Consultants, (1991 – 1993)

Associate / Manager of Operations

Managed civil/environmental projects including municipal road, drainage and development projects, from design thru permits and construction. Prepared stormwater mgmt. plans, environmental impact studies, soil erosion / sediment control plans, freshwater wetlands evaluations and permit applications. Presented expert testimony before municipal bodies, planning boards and environmental commissions. Served as Cranford Twp. Engineer from Jan. to Nov. 1993.

Van Cleef Engineering, (1990-1991) Director, Municipal Svcs.

Managed municipal road and drainage projects and provided technical support to Rahway Valley Sewerage Authority. Conducted hydrologic studies in connection with NJDEP stream encroachment permits for land development projects.

Ken Marsh, Project Experience, cont.

Township of Clark, NJ (1989 - 1990) *Township Engineer / Director of Public Works*

Initiated and managed the first comprehensive evaluation of the Township sanitary sewer system including Infiltration/Inflow analysis. Successfully developed a major flood control plan.

Maser, Sosinski & Associates (1987 - 1989) *Associate / Director of Engineering*

Managed environmental aspects of private land development projects including stormwater management, soil erosion and sediment control, environmental impact studies, freshwater wetlands protection, permit applications and expert testimony before numerous planning boards, boards of adjustment and environmental commissions.

Fellows, Reed & Associates (1985 - 1987) *Director of Environmental Management*

Developed stormwater management plan for 100-acre industrial park in Wallingford, CT. incorporating a series of water quality detention basins, vegetated filter strips, nutrient uptake vegetation and water quality catch basins on the storm collection system.

Union County, NJ (1973 - 1985) *Director of Environmental Engineering*

Developed and administered countywide stormwater management program encompassing regional detention basins in the Rahway River, Green Brook, Morses Creek and Elizabeth River watersheds. Secured \$15MM in state grants to fund this program which received national recognition in 1977. Developed and administered County and municipal stormwater management regulations with onsite detention and flood plain/wetlands preservation. Worked with State legislators on drafting bills to establish Authorities for two major watersheds (Green Brook & Rahway River). Prepared Environmental/Natural Resources element of County Master Plan. Responsible for development of State mandated solid waste management plan. Served as first Vice Chairman in the formation of the Hazardous Materials Advisory Council, group formed to address hazardous materials handling and disposal in Union and Middlesex Counties.

Various Private Firms (1967 - 1973) *Engineering Positions*

Planning, design and construction of a diversity of civil/ environmental engineering projects including sanitary sewers, drainage systems, stream improvements, municipal flood control projects and power plant siting, design and construction.

Other Professional Experience

- Conducted seminar courses in environmental planning and stormwater management for Rutgers University, Kean University and Union County College.
- Numerous speaking engagements before diverse public groups and organizations.
- Seminar instructor - Residential Site Improvement Standards for municipal officials by Rutgers University.

Other Affiliations

- Board of Supervisors, Somerset-Union SCD since 1976 (Chairman 1998 -).
- President , Liberty Resource Conservation & Development Council State SCC

Shapiro^{CM}

- Past President , New Jersey Association of Conservation Districts National Association of Conservation Districts
- Strategic Planning Committee, New Jersey Conservation Partnership
- Strategic Education Planning Committee, New Jersey Conservation Partnership
- Legislative Delegation, New Jersey Association of Conservation Districts
- Presented key testimony to NJ State Assembly Budget Committee, which was instrumental in preventing elimination of the NJ Dept. of Agriculture

Honors & Awards

- National Association of Counties Award for "Union County Flood Control Program" (1977)
- "Award of Merit" for Outstanding Accomplishments in Resources Conservation by Goodyear Company (1988)
- "Outstanding Soil Conservation District Supervisor" in New Jersey by NJ Association of Conservation Districts. (1992)
- "National Award for Environmental Sustainability" Urban Conservation Action Partnership, by Renew America, Washington, D.C. (1998)

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Ken Marsh, PE

TITLE Senior Project Manager

FIRM ShapiroCM

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
Independent Environmental Engineering Consultant	Various	All Phases of Design & Construction	Independent Consultant	7 years	100%	2008-2015	
Public Works Department – Twp. of Westfield, NJ.	Various & Numerous	All Phases of Design & Construction	Town Engineer/Director	15 years	100%	1993 – 2008	
Rahway Valley Sewerage Dept – Rahway, NJ.	Various	All Phases of Design & Construction	Director	5 years	20%	1998-2003	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT

EDUCATION

B.S., Civil Engineering, University of East London, UK, 1979



LICENSES/ CERTIFICATIONS / RELEVANT TRAINING

Professional Engineer: UK
DOB – Suspended Scaffold

Federal Homeland Security HSPD-12 Security Clearance
OSHA 10, OSHA 30

OVERVIEW

Ram Naveendra has over 30 years of experience in building projects including engineering design, financial management, budgeting, planning, cost estimating, design, bidding, analysis and contract negotiation for compliance and pricing. He has procured contracts and construction materials, performed scheduling, quality and safety control of multi-disciplined, multimillion-dollar public and private projects. He is skilled in program and project management, budget development, contract management, administration, and project execution, facilities design and construction, facilities operations and management, constructability review, compliance and regulatory programs, data management, and strategic planning and risk mitigation.

Contract Compliance Manager, Construction, Safety Inspection (2015-Ongoing), Facilities Improvement Program Maintenance, NJTA. Managing contract compliance on behalf of Construction Manager for the safety program at thirteen sites concurrently, with \$500M in construction costs. Providing review and distribution of safety reports, construction and safety management.

CM / Sr. Project Manager, (2013 - 2015), Construction Management as Agent Services for Indefinite Delivery/Indefinite Quantity Projects – NYCHA

- **Hurricane Sandy Restoration Projects.** Led team of two construction managers, two inspectors, and office support staff, to assist with emergency construction and MEP designs, disaster recovery efforts, addressing immediate and long term improvements as a result of Hurricane Sandy. Efforts involved FEMA funded restoration of various affected buildings and facilities in the boroughs of Manhattan and Queens. Major permanent repairs to the MEP system repairs are estimated at \$5.4M. Provided site condition assessment reports to the NYCHA program managers to develop scope and design activities for permanent repairs in Primavera-based EPM system. Provided investigative report to support FEMA grant request.
- **Bond B NYCHA Capital Improvements.** Projects include Preconstruction Phase services associated with the \$11M Capital Program at Richmond Terrace- West Brighton Houses, Staten Island. Drawing and specifications review, estimates, budgets and schedule.

CM Project Manager (2011-2012) , 4th Avenue School Renovation, East Orange, NJ , East Orange Public Schools, Board of Education.- Conversion of an existing 48,000 SF elementary school to become the school administration headquarters, with construction cost of \$3.5M. On-site CM Management and coordination with the owner for all construction activities throughout the duration of the project.

Program / Senior Project Manager (2007 – 2011) HUD Funded Capital Improvement Program, Newark, NJ, Newark Housing Authority. Program/Project Manager to oversee capital improvement projects throughout the City of Newark, including safety monitoring, renovation and restoration of existing buildings, roofing, façade repairs, high-rise, low-rise, new construction, ADA compliance, HAZmat abatement, large building complex demolition, removal of underground storage tanks and soil remediation. Delivered \$50M of multiple A/E Design and Construction projects successfully over five years.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Ram Naveendra

TITLE Construction Management Project Manager

FIRM SJH Engineering, P.C.

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (CM, CPM, COST ESTIMATING)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTRACT PERSON AND PHONE NUMBER
Facilities Imp. Program Maintenance, NJ, \$500M	Hill International, Inc. (CM)	Contract Compliance Manager, Construction and Safety Inspection	Contract Compliance Mgr, Construction and Safety Inspection	3	20%	8/2015-Ongoing	
FEMA Hazard Mitigation Program, NY, \$540K (fee)	CHA (CM)	Contract Compliance Manager, Construction and Safety Inspection	Construction Manager / Sr. Project Manager	2	10%	9/2015-Ongoing	
Construction Management as Agent Services for IDIQ Projects, NY, \$11M	Jay Shapiro & Associates (CM)	Construction Manager / Sr. Project Manager	Construction Manager / Sr. Project Manager	24	80%	2013- 2015	
4th Avenue School Renovation, East Orange, NJ, \$3.5M	Jay Shapiro & Associates (CM)	Construction Manager Project Manager	Construction Manager Project Manager	24	80%	2011-2012	
HUD Funded Capital Improvement Program, Newark, NJ, \$50M	Jay Shapiro & Associates (CM)	Program / Senior Project Manager	Program / Senior Project Manager	48	80%	2007-2011	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT



Sanjay M. Patel, PP, PE

Vice President

Civil/Environmental Engineering

Education

New Jersey Institute of
Technology: M.S., Civil
Engineering

The M.S. University of
Baroda, India: B.S., Civil
Engineering

Credentials

Professional Engineer:
New Jersey

Professional Planner:
New Jersey

Septic System
Enforcement Officer: New
Jersey Department of
Environmental Protection

Affiliations

National Society of
Professional Engineers
(NSPE)

Mr. Patel has over 27 years of Civil/Site Engineering experience including supervision and management of a civil and Environmental design group, project management for civil, environmental and multidisciplinary design projects, permitting, construction supervision and administration for site work.

Areas of expertise include site design and management for residential, commercial, institutional and industrial building projects, mixed use development projects, recreation and entertainment facilities, electric substations, electric transmission lines and other large scale linear/utilities infrastructure, communications and data processing facilities, landfill/brownfield remediation and redevelopment projects and solid waste recycling facilities. Besides other local, state and federal regulatory authorities, Mr. Patel has extensive experience in coordinating with New Jersey Department of Environmental Protection (NJDEP) and New Jersey Meadowlands Commission (NJMC) for permitting.

Specific engineering experience includes site evaluations and feasibility studies, site layout and grading, storm water management, infrastructure design including public and private roadways, parking and utilities, water supply systems, fire protection systems, hydrologic and hydraulic studies, stream encroachment and wetlands mitigation, flood studies and design of flood protection measures, design of sanitary sewer collection systems, subsurface sewage disposal (septic) systems, and industrial chemical sewer systems.

Relevant Experience

Meadowlands Redevelopment Project, Avon, Lyndhurst & Rutherford Landfills – Bergen County, NJ: Lead civil/site engineer for an approximately 650 acres of landfill remediation, closure and redevelopment project involving landfill remediation and closure design, design of potential redevelopment plans and associated roadway, utilities and other infrastructure design. Responsibilities included complete management of all site engineering design and permitting including preparation of Remedial Action Work (RAW) Plan and Closure Plan (CP) incorporating the infrastructure to support the beneficial end use such as golf courses, resorts/hotels, office and retail facilities.

Morristown Substation Flood Mitigation Project – Morristown, NJ: Complete project management to provide engineering design and permitting for flood mitigation for an existing electric substation located partially within the 100-year flood plain of Whippany River. The purpose of the project was to perform a study of the existing conditions to eliminate or minimize the frequent flooding, identify possible flood mitigation measures and to produce engineered construction documents based upon the preferred mitigation methods and provide permitting services. Services included field surveying, environmental, geotechnical, structural and civil/site engineering including impact of flood protection system on wetlands. The major elements of the flood protection included a perimeter flood protection embankment and wall and stormwater pumping system for evacuation of water collected within the protected area. The specific engineering design services included landfill closure/cap design, landfill gas and leachate management, grading, stormwater management, regional hydrologic evaluations and hydraulic computations for existing waterways including backwater analysis and flood protection, design of roadways and utilities, soil erosion and sediment control plan, preparation of engineering drawings, reports, and other documents, permitting from state and other regulatory authorities.



Sanjay M. Patel, PP, PE

continued

Bergen County Utilities Authority (BCUA): Provided engineering and project management services for combined sewer investigation and evaluation for Bergen County Utilities Authority. The project involved review, evaluation, improvement recommendations and permitting for approximately 8 miles of trunk sewers within six municipalities. The project required coordination with County, various Municipalities, utility authorities and other agencies.

Genzyme Corporation, Building Expansion – Ridgefield, NJ: Lead Civil/Site Engineer for an approximately 50,000 sf LEED certified Biotech/Pharmaceutical building addition on an industrial site with environmentally sensitive area located within the New Jersey Meadowlands Commission's (NJMC) jurisdictional area. Responsibilities included coordination and preparation of complete site plans and other construction documents, and permitting from NJMC, NJDEP, Borough of Ridgefield and other regulatory authorities. Part of the overall site design services included review of existing fire water service and fire protection/hydrant system and design of new dedicated fire water main and fire hydrants for the project. The new/improved fire protection system design services included coordination with the utility company and local fire department for their review and approval. Site construction administration and site construction phase services were also provided.

Lincoln Park West Landfill Closure and Reuse – Jersey City, Hudson County, NJ: Lead civil/site engineer for an approximately 60-acre landfill site involving closure and beneficial reuse of the landfill. Responsibilities included management of complete civil/site engineering design process including preparation and coordination of landfill closure and reuse plans for a former landfill site to be reused as a 9-hole public golf course, design of a unique stormwater management plan maximizing beneficial reuse, flow attenuation and water quality, permitting from various regulatory authorities, preparation of bid documents and construction phase services.

Springfield Avenue Improvements – Maplewood Township, NJ: Complete project management including design, permitting and construction administration services for approximately 2.5 miles of former State Highway improvements project in Maplewood Township, New Jersey. The project was funded in part by State Aid and the funds received by the Essex County under Title 1 of the Housing and Urban-Rural Recovery Act of 1983 (P.L.98-181), under the ownership of the Township of Maplewood. As such, the bid documents were prepared in accordance with the AASHTO, NJDOT (standard and supplementary specifications for State and Federal Aid projects), County and Township standards and requirements.

Coney Island MGP Project – Brooklyn, NY: The project involved remediation of the 16-acre site containing contaminants from a former MGP facility. The engineering controls for the remedial action were designed and implemented in a phased approach. The major elements of the remedial action included a vertical barrier cutoff wall around the site with piezometers to monitor the effectiveness, removal of "hot spots" of MGP contamination from certain areas of the site, removal of contaminated sediment from the creek bordering the site and replacement of the similar clean material and stabilization, restoration of the creek bank to provide a 50-foot ecological buffer, NAPL collection trench and treatment plant, grading and storm water management with special consideration to minimizing the cost and compatibility to the specific end use planned for the site, a multi-component cover system and long term monitoring program. The design and implementation of the remedial action required extensive review and permitting efforts from the New York State Department of Environmental Conservation (NYSDEC) and other local regulatory authorities.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Sanjay Patel, PE, PP

TITLE Vice President

FIRM Paulus, Sokolowski and Sartor, LLC (PS&S)

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
Kingsland Park Sanitary Landfill Closure – Lyndhurst & North Arlington, NJ. Fee:\$6 MM	PS&S	Design, Permitting and Const. Admin. for 250 acres of landfill closure, site and infrastructure improvements	Principal in Charge responsible for overall Project Management including Permitting	18	50	6/10 – 12/11	
Rutherford West Landfill Closure – Rutherford, NJ. Fee:\$2 MM	PS&S	Design/Permitting and Const. Admin. for 20 acre landfill closure, site and infrastructure imp.	Principal in Charge responsible for overall Project Management including Permitting	12	40	2/11 – 2/12	
Lincoln Park Landfill Closure and Golf Course Redevelopment – Jersey City, NJ. Fee:\$1.5 MM	PS&S	Design/Permitting for remediation and redevelopment incl. wetlands mitigation, utilities, stormwater mgmt. and site design of a 9-Hole Golf Course	Project Lead for Civil/Site Engineering Design and Permitting	36	25	1/08 – 1/11	
Closure of Former Nuodex Site – Woodbridge Twp., NJ. Fee:\$5.5 MM	PS&S	Design/Permitting for 80-acre brownfield site incl. remediation, stormwater mgmt, utilities and other infrastructure	Project Lead for Civil/Site Engineering Design and Permitting	32	25	11/12 – Present	
Electric Trans. Line, Woodbridge Energy Proj., Woodbridge & Edison, NJ. Fee: \$1.4 MM	PS&S	Design/Permitting for 4-mile high voltage elec. trans. line, 2-mile gray- water line and 0.5 mile sanitary line.	Principal in Charge responsible for overall Project Management	21	40	7/13 – 4/15	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT



BS Construction Management
Pratt Institute

*OSHA Certified (Safety and
Health)*

*Suspended Scaffold Training
Certified*

*CMAA Certified Construction
Manager (Pending)*

Nunzio Petraccoro has 10 years
of experience in Construction
Management, including large
scale construction,
waterproofing, façade
restoration and roofing.

His experience includes QA/QC,
Site Engineering, Site Logistics,
HVAC, Construction Estimating,
Commercial Building Systems,
Value Engineering, Restoration
and Renovation, and Real Estate
Development.

Relevant projects include:

NUNZIO PETRACCORO **QA/QC Manager – CM Services**

Jay Shapiro & Associates, Inc. (2014 - Ongoing)
Deputy CM Project Manager assigned to NYCHA's IDIQ
Carver & King CM Task Order. Project management,
QA/QC and controls support on \$30MM multi-year Roofing
and Façade Restoration program (April 2014 - Ongoing)

ST2 Inc., Morristown, NJ – Owner/Manager (2011-2014)
Prepared and reviewed documents for waterproofing and
roofing installations. Conduct leak investigations, water
tests, quality control inspections and on-site inspections
and prepare detailed reports. Prepare details and
documents outlining proper waterproofing techniques.
Educate and/or retain companies and contractors for
waterproofing projects and manage accordingly.

**TMT Restoration Architect PC, Manhattan, NY –
Project Manager (2008-2011)**
Conduct leak investigations, on-site inspections and water
tests, and prepare written reports. Prepared Contract
Documents (Drawings and Specifications). Manage
Contracts - prepare/process Change Orders, and
Applications for Payment. Attend progress meetings where
minutes were recorded and prepared for distribution.
Prepared Detail Drawings, Elevation Drawings, Schedules
and Cost Estimates. Extensive experience in
communicating with Owners, Contractors, Professionals
and vendors.

**Pratt Institute, School of Architecture, New York, NY –
Work Study (2005-2009)**
Office administration. Organized tools and equipment, and
rooms, general cleanup, small building projects.

**Paragano Construction Services, LLC, Cedar Knolls, NJ –
Asst. Superintendent and Project Foreman (2004-2005)**
Managed contracts, labor and materials. Attended weekly
owner and subcontractor meetings. Monitored submittals,
RFI's, and invoices. Learned and practiced many
fundamentals of construction i.e. concrete formwork,
concrete reinforcement, framing & dry wall.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Nunzio Petraccoro

TITLE CM QA/QC Manager

FIRM ShapiroCM

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
NYCHA, Carver/King – NY, NY. Fee: \$32MM	O&S	CM Services, Construction Phase	Deputy CM Project Manager	18	50%	2014-2015	
NYCHA, Richmond Terrace/West Brighton – NY, NY. Fee: \$12MM	Gandhi	CM Services, Construction Phase	Deputy CM Project Manager	18	50%	2014-2015	
Various Roofing & Waterproofing Projects, Statewide NJ	Various	CM Services, Inspections, Oversight	Owner/Manager	36	100%	2011-2014	
Various Projects, Statewide NY	TMT Architect	CM Services, Construction Phase	Project Manager	36	100%	2008-2011	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT



Preferred Construction
Management

Accuracy you can build on.

Jan Sarnowski
SR. ESTIMATOR
SCHEDULER
44 Point Breeze Dr.
Hewitt, NJ 07421
973-853-6893

RESUME

EDUCATION

Ramapo College, BS 1984
Baruch College, MBA 1988

PROFESSIONAL AFFILIATIONS

- Member - Association for the Advancement of Cost Engineering
- Construction Management Association of America

PROGRAM TRAINING

- | | |
|---------------------------------|---------------------|
| ➤ Primavera and P6 Scheduling | ➤ Auto Cad |
| ➤ Win Estimator | ➤ Expedition |
| ➤ RS Means Windows Spread Sheet | ➤ Microsoft Project |
| | ➤ On Screen Takeoff |

1995 - Present Preferred Construction Management Co., Inc.
Hewitt, NJ

Sr. Construction Cost Estimator & CPM Scheduler-Responsible for preparing cost estimates for clientele for projects ranging in the tens of thousands to over \$500M. Estimates prepared for bidding General Contractors, Architects during design, Construction Managers during design and directly for Owners. Types of projects vary with the majority in the commercial sector and many designed to LEED standards. Value Engineering provided during project design. Provide GCs subcontractor solicitation for bidding projects & subcontractor proposal evaluations for final bid numbers. Construction CPM Scheduling performed on different types of projects of varying lengths and CCE's. Claims Analysis provided to owners and legal counsel. Construction management services of Constructability Review, Change Order Evaluations, Plan Review as well as project oversight on projects under \$10M.



Preferred Construction Management

Accuracy you can build on.

1993 - 1995 Newark Public Schools
Newark, NJ

Construction Cost Estimator for school district. Provided cost estimating for considered projects. Reviewed designs of school projects and provided Value Engineering throughout design. Evaluated contractors' change order claims.

1991 - 1993 CR Construction
North Bergen, NJ

Cost Estimator for General Contractor for large public work projects. Prepared cost estimates for bidding, evaluated subcontractor's proposals and with owner prepared final bid for projects.

1990 - 1991 Miles Construction
Elysburg, PA

Cost Estimator for General Contractor for large public work projects. Prepared cost estimates for bidding, evaluated subcontractor's proposals and with owner prepared final bid for projects.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Jan Sarnowski

TITLE Cost Estimator, Scheduler

FIRM Preferred Construction Management Co., Inc.

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (CM, CPM, COST ESTIMATING)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTRACT PERSON AND PHONE NUMBER
NJ RREM Superstorm Sandy Program, New Jersey Fee - \$245,401	N/A	Cost Estimating	Consultant to Gilbane Building Co to perform Assessing, Quantifying, Estimating of Repairs, Removals, Elevation & Mitigation	3 months	75%	July - September 2013	
NYC Build it Back Hurricane Sandy Rebuilding Program, NY CCE-Avg \$200TH to \$350TH	DiGeronimo Architects	Cost Estimating	Cost Consultant to Architects	3.5 months	20%	August 2015 to Present	
Center for Discovery Storm Damage Harris, NY CCE - \$1.4M	Unknown	Cost Estimating	Cost Consultant	3 months	20%	August thru November 2009	
Oceanport Borough Hall Building Improvements/Re- placement from Superstorm Sandy Damage, NJ CCE - Range \$440TH to \$2M	L + C Design Consultants	Cost Estimating, Value Engineering	Cost Consultant	11 months	20%	Oct 2013 - Aug 2014	

* TECHNICAL AND MANAGEMENT STAFF LEVEL 5 AND ABOVE ARE DEFINED AS "KEY TEAM MEMBERS"



Preferred Construction Management

Accuracy you can build on.

Jared Sarnowski
ESTIMATOR
SCHEDULER
187 Wayne St. Apt 105C
Jersey City, NJ 07302

RESUME

EDUCATION

Pennsylvania State University - BS Finance/Legal Environment of Business - 2008

PROGRAM

TRAINING

- Primavera and P3E Scheduling
- Microsoft Project
- Expedition
- On Screen Takeoff

2008 - Present Preferred Construction Management Co., Inc.
Hewitt, NJ

Construction Cost Estimator & Scheduler-Responsible for preparing cost estimates for clientele for different types of projects ranging in value to over \$100 million. Project types varied with many municipal projects, military projects, health care and education. Provide review of subcontractors' proposals for clientele bidding on project. Provide scheduling services as needed.

1999 - 2008 Preferred Construction Management Co., Inc.
Hewitt, NJ

Junior Cost Estimator-Responsible for preparing quantity surveying on projects of different types under auspices of Estimator

2007 Johnson & Johnson
Bridgewater, NJ
Six month Student Co-op in the Finance Department

2006 Custom Quality Home Improvements
New Windsor, NJ

Summer job for small remodeling contractor, Worked on building an addition, decks, interior renovations, Assisted builder in any tasks requested

2000 - 2002 Hewitt, NJ

Initiated and developed local neighborhood landscaping business providing yard work, lawn servicing, leaf removal and minor exterior property repairs

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Jared Sarnowski

TITLE Cost Estimator, Scheduler

FIRM Preferred Construction Management Co., Inc.

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (CM, CPM, COST ESTIMATING)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTRACT PERSON AND PHONE NUMBER
NJ RREM Superstorm Sandy Program, New Jersey Fee - \$245,401	N/A	Cost Estimating	Consultant to Gilbane Building Co to perform Assessing, Quantifying, Estimating of Repairs, Removals, Elevation & Mitigation	3 months	75%	July - September 2013	
NYC Build it Back Hurricane Sandy Rebuilding Program, NY CCE-Avg \$200TH to \$350TH	DiGeronimo Architects	Cost Estimating	Cost Consultant to Architects	3.5 months	20%	August 2015 to Present	
Moonachie Municipal Building Estimates of damage from Hurricane Sandy to qualify for FEMA funds to repair, replace or elevate CCE - \$900TH to \$10.8M	L + C Design Consultants	Cost Estimating	Cost Consultant	20 months	20%	July 2013 thru Mar. 2015	

* TECHNICAL AND MANAGEMENT STAFF LEVEL 5 AND ABOVE ARE DEFINED AS "KEY TEAM MEMBERS"

EDUCATION

M.Sc., Civil Engineering, City College of New York, 2006
B.Sc., Civil Engineering, L.E. College, India, 2003

**LICENSES/ CERTIFICATIONS / RELEVANT TRAINING**

P.E.: NJ – No. 24GE05132900 (2014), MI – No. 6201060530 (2013)

OVERVIEW

Mr. Shah has ten years of experience in the field of civil engineering for projects throughout the Northeast. He has worked on most of all aspects of civil and structural engineering including building design, building inspection, landscaping, highway design, bridge design, bridge inspection and sign structure design for various government agencies. Some of the representative projects are listed below:

Structural Engineer (2015- Ongoing) Brooklyn DDSO Roof Replacement Masonry & Exterior Improvements, Brooklyn, NY, DASNY. Civil Engineer for the design of an exterior restoration and improvements to a three story assisted living facility, relocation of a roof leader and paving of a section of the exterior site. Design for the relocation of a roof drain, and developing connections to the existing combined sewer system within the property. Coordinating with NYCDEP to obtain the required approvals. The relocation drawings are being developed in AutoCAD as per DASNY standards.

Structural Engineer (2013- Ongoing) Civil/Structural Consulting Three Year Agreement, Various Locations, NJ, Pepco Holdings. Mr. Shah was responsible for the structural design of steel and reinforced concrete electrical substation components including reactor stands, bus support stands and foundations, riser stands and foundations, switch stands and foundations, circuit switcher foundations, and capacitor bank foundations. For the ACE Moss Mill Electrical Substation, Port Republic, NJ - Responsible for the structural design to facilitate the construction of this new substation involving structural, civil and seismic design of steel and reinforced concrete electrical substation components including transmission take-off structures, switch stands, bus supports, CVT support structures and foundations, breaker stands and foundations, circuit breaker foundations, transformer foundations and oil containment structures, and feeder riser structures and foundations.

Civil Engineer (2009-2011), Martin Luther King, Jr. Federal Building and U.S. Courthouse Plaza, Newark, NJ, General Services Administration. Responsible for inspection, design report, and preparation of contract documents for the condition assessment and replacement of front porch pavers. Designed full-depth reconstruction and re-grading of the plaza pavement. Oversaw investigation and rehabilitation of the existing drainage system. Created design for the installation of new storm drainage catch basins and piping. Developed repair details, specifications and construction cost estimates for repairing pavers, sidewalk and retaining wall.

Civil Engineer (2009-2011), New York Supreme Court Civil Branch, New York, NY, NYCDCAS. Provided inspection and development contract documents for the renovation of the site, including reconstruction of the sidewalks, curbs, drainage structures, and relocation of the lighting. Involved in the design development, including the preparation of quantities and the development of unit prices for construction cost estimation.

Civil Engineer (2007-2009), George Washington Carver Elementary School Rehabilitation, Newark, NJ, New Jersey Schools Development Authority. Provided civil engineering services on this design of drainage improvements in two courtyards. Grading plans were developed to improve drainage and divert water away from the building. Field surveys were performed to identify the existing grades, and to develop grading plans for positive drainage away from the buildings. Some areas of the courtyards were paved with concrete to provide adequate drainage. Submitted the plans for approval by the Authority and the Newark Public Schools.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Vishal Shah

TITLE Civil Engineer

FIRM SJH Engineering, P.C.

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (CM, CPM, COST ESTIMATING)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTRACT PERSON AND PHONE NUMBER
ACE Moss Mill Electrical Substation, Port Republic, NJ; Fee: \$52K	Gannett Fleming	Design	Engineer	7	18%	2012-2013	
ACE Huron Electrical Substation, Atlantic City, NJ; Fee: \$42K	Gannett Fleming	Design	Civil Engineer	11	15%	2013	
DDSO Roof Replacement, Masonry and Exterior Improvements, Brooklyn, NY Fee: \$12K	SuperStructures	Design, Contract Documents and Construction Support Services	Civil Engineer	2	10%	2015-Ongoing	
Martin Luther King, Jr. Federal Building and U.S. Courthouse Plaza, Newark, NJ; Fee: \$16K	Heritage Architecture, LLC	Design and Construction Support Services	Civil Engineer	9	35%	2009-2011	
Prelim.Eng.Design Srcv- MNR Sandy, 30 miles, NY Fee: \$323K	Gannett Fleming	Preliminary Design	Civil Engineer	23	15%	2013-2015	

*

A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT



MBA, 1983
New York U.

MSCE, 1980
NJIT, NJ

BSCE, 1977
Queen's U.
Canada

Licensed Professional Engineer
New Jersey and New York

Resident of Bernardsville, NJ

Jay Shapiro has over 37 years of experience in the Design and Construction industry. His early career was concentrated in Civil and Structural disciplines. He graduated into project management, and subsequently earned responsibilities managing both Design and Construction phases of projects.

Prior to launching his own firm, he worked for 20 years within two of the most prominent firms in the industry. Starting with Tishman in 1983, he was later promoted to VP and NJ Manager. From 1996 to 2002 he was VP and NY/NJ Manager with Heery.

Through his career, and in addition to administrative and operations responsibilities, he was actively involved in the following projects:

JAY SHAPIRO, PE

Contract Executive – CM Services

New York Housing Authority IDIQ Term Contract – Sandy *New York, NY (ShapiroCM, 2014 - Ongoing)*

CM Principal on professional services IDIQ contract for the New York Housing Authority – overseeing Sandy Restoration projects financed by HUD and Sandy Recovery Fund. Task Order management of \$15MM of construction along East River, to restore playgrounds, utilities and energy systems.

Federal GSA Region 2 IDIQ Term Contract for CM Services *New York and New Jersey (ShapiroCM, 2009 - Ongoing)*

CM Contract Executive on a wide variety of projects throughout the NY/NJ Metro area. Projects include multiple renovation contracts in occupied buildings including: US Customs House, Manhattan; IRS Service Center, Holtsville; D'Amato Courthouse, Central Islip; Moynihan Courthouse, New York. Total construction project value managed on behalf of Region 2 in excess of \$100MM

New York Housing Authority IDIQ Term Contract – Capital Projects *New York, NY (ShapiroCM, 2012 - Ongoing)*

CM Principal on professional services IDIQ contract for the New York Housing Authority – overseeing Bond B financed capital improvement projects as well as Hurricane Sandy Recovery work. Presently underway on \$30MM Carver-King package in Manhattan and \$12MM Richmond Terrace-West Brighton on Staten Island.

Newark Housing Authority Capital Program *Newark, NJ (ShapiroCM, 2007 - 2011)*

Principal-in-Charge of professional services contract with the Newark Housing Authority – overseeing capital improvement projects throughout the City of Newark. \$50MM of A/E Design and Construction successfully delivered over 4-1/2 years.

New Jersey Schools Construction Program

Statewide, NJ (Heery, 2000 – 2002, and ShapiroCM, 2003 -)
Program/Construction Management Executive under contract with the NJEDA and subsequently the NJSDA associated with organization, management and oversight of statewide school construction.



Jay Shapiro, resume, page 2 RELEVANT EXPERIENCE, CONT.

CMa Services, GSA Region 2, IDIQ Term Contract, (NY, NJ)

(1996 – 2002 with Heery, and 2009 – Ongoing, as Owner/Principal of JS&A)

CM Contract and Project Executive (CEX) for over 18 years to GSA Region 2 (New York / New Jersey), both as Vice President and NY/NJ Area Manager for Heery International, as well as, since 2002, as Owner/Principal of Jay Shapiro & Associates, Inc. Responsibility on two occasions for 5-Year GSA Region 2 IDIQ CMA service contracts, with each of Heery International, Inc. as well as with Jay Shapiro & Associates, Inc. (2009-Present)

With Heery, responsible for delivery of a wide variety of projects throughout the NY/NJ Metro area, contracted both via the IDIQ term contract, as well as under stand-alone procurements. Projects included multiple renovation contracts in occupied buildings in GSA's Region 2, as well as new construction including the development in 2000-2001 of the then new, \$81MM, 14 story, 500,000SF, Lease-Design/Build delivery, FBI complex in Newark.

Other relevant projects include:

New High School and Renovations, Franklin, NJ (ShapiroCM, 2003-09)

CM Contract Executive on professional service Project/Construction Management contract for the construction of a new, \$64MM, 340,000SF, 2000 Student High School, as well as various renovation /expansion projects totaling an additional \$10MM throughout this district.

EMPLOYMENT HISTORY

Jay Shapiro & Associates, Inc. (2002 – Present) Owner, Contract Principal, Project Executive
Launched start-up professional CM services firm in 2002. Responsible for all aspects of business ownership as well as CM services execution under contract obligations.

Heery International, Inc. (1996-2002) Vice President and NY/NJ Area Manager. Responsible for Project Development, Operations, Profit/Loss for New York /New Jersey Area office of a national A/E/C firm. Public sector work delivered both via IDIQ and stand-alone contracts.

Tishman Construction (1983-1996) Project Dev. Mgr. (1983-88) to Vice President (1988 -1996)

Member: CMAA; ASCE; NJ Alliance for Action; Somerset Co. Bus. Partnership

Co-Author: "Construction Management Applications of Weblogs" Presented at 3rd International Conference on Innovation in Architecture, Engineering & Construction, June 2005

Licenses & Registrations: New Jersey Licensed Professional Engineer # GE 27040, 1981 -
New York Licensed Professional Engineer # 076149, since 1998
Principal-in-Charge, Certificate of Authorization to provide
Engineering Services, NJ # 24GA28087800, since 2003
HSPD – 12 Federal Security Clearance

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Jay Shapiro, PE

TITLE CM Contract Executive

FIRM ShapiroCM

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
New York City Housing Authority IDIQ - NY, NY. C.V.: \$15 MM	Various	CM Services Design Bid/Award and Construction	CM Principal	24	30%	Dec 2013- Dec 2015	
GSA Region 2 IDIQ, Various Projects – NY & NJ. C.V.: \$100MM+	Various	CM Services Design Bid/Award and Construction	CM Contract Executive	74	20%	Sept 2009- Dec 2015	
New York City Housing Authority IDIQ Capital Projects - NY, NY. C.V.: \$45MM	Various	CM Services Design Bid/Award and Construction	CM Principal	40	30%	Aug 2012- Dec 2015	
Newark Housing Authority Capital Program, Newark, NJ. C.V.: \$50MM	Various	CM Services Design Bid/Award and Construction	Principal-in-Charge	56	20%	May 2007- Dec 2011	
NJ Schools Construction Program – Statewide, NJ. C.V.: \$6BB	Various	CM Services Design Bid/Award and Construction	Program/CM Executive	48	25%	2000-2004	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT

Kenny Taliercio Superintendent – CM Services

College of Staten Island,
Staten Island, NY

Kingsborough Community
College, Brooklyn, NY

OSHA NFPA 70E - 2014
US Army Corps of Engineering
CQM Certification – 2012

OSHA 40 Hour – 2011

HSPD-12 Clearance - 2011

GSA ePM Training -2010

Kenny Taliercio has over 16 years
of experience as a Construction
Superintendent and Sr. Field
Inspector

His experience includes field
engineering, project
management, and construction
administration, providing quality
projects completed safely, on-
time and under- budget.

He is proficient at construction
project documentation and
conversant with current PM
software for management and
reporting.

Kenny Taliercio's recent project
experience includes:

NJ Turnpike Central Inventory Facility, Woodbridge, NJ
ShapiroCM, Field Superintendent / Sr. Inspector (2015 -)
Assigned as CM Field Inspector to major new, \$30MM
NJ Turnpike facility at intersection of Parkway and Turnpike.

\$20MM, 90,000sf Interiors Restack and New Security Pavilion, Daniel Moynihan Federal Courthouse, NY, NY
(2014-2015) ShapiroCM Field Manager for construction contracts totaling \$20MM on behalf of federal GSA Region 2. Supervised and coordinated site activities of contractors and interface with fully active, high security federal courthouse operations on a 24/7 basis. Performed daily and weekly field reporting to meet needs of high profile client.

Turtle Associates LLC, Cherry Hill, NJ (2010- 2013)
Construction Manager

Northport VA Medical Center, NY; Facade and Roof Repair
\$4 Million Army Corps of Engineers project to restore facades and roof repairs on multiple buildings.

James J. Peters VA Medical Center, Bronx NY
Upgrade Emergency Electrical Systems
\$5 Million Army Corps of Engineers project to upgrade emergency power systems, transfers, switches, switchgear and an emergency generator system to operate completely independent of existing emergency power system.

Duberstein US Bankruptcy Court House, Brooklyn, NY
Conservation and Renewable Energy Generation Project.
\$7 Million GSA Project to replace Chiller and Boiler systems with Smart Electrical Centrifugal Energy Efficient System and High Efficiency Boilers. Scope of work included installation of water filtration system, Day- Light Harvesting System, high energy efficient lights, and 10kw PV System. Assisted with estimates, job start-up and closeout checklist

KMK Safety Consultants, Staten Island, NY (2008- 2009)
Site Safety Manager
Facade restoration Project for the New York City Housing Authority. Managed trades working off suspended scaffolding and roofs.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Kenneth Taliercio

TITLE Superintendent

FIRM ShapiroCM

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
NJ Turnpike Central Inventory Facility – Woodbridge, NJ. C.V.: \$35MM	Gannett Fleming	Construction Phase Field Oversight	Field Superintendent/ Sr. Inspector	1	100%	Dec 2015-ongoing	
Moynihan Federal Courthouse Interiors Restack & Security Pavilion – NY, NY. C.V.: \$20MM	Gruzen, Sampton & Goshow	Construction Phase Field Oversight	Field Manager	18	100%	June 2014- Nov 2015	
Northport VA Medical Center – NY, NY.	Army Corps of Engineers	Construction Phase Field Oversight	Construction Manager	12	100%	2012-2013	
James J. Peters VA Medical Center, Bronx, NY.	Army Corps of Engineers	Construction Phase Field Oversight	Construction Manager	12	100%	2011-2012	
Duberstein Courthouse – Brooklyn, NY.		Construction Phase Field Oversight	Construction Manager	12	100%	2010-2011	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT



Matthew S. Tomaso, RPA

Director, Cultural Resources

Environmental Services

Mr. Tomaso has 28 years of diverse experience as a professional archaeologist, historian and cultural resource specialist, in both the regulatory/compliance and academic fields. He directs PS&S's cultural resource management practice and is well-versed in federal, regional, state and local regulatory requirements for archaeology, architectural history and preservation planning throughout the tri-state region. Mr. Tomaso's work has achieved a very high rate of concurrence with municipal, state and federal review authorities – saving PS&S clients from the costs and time commitments of lengthy cultural resource review processes.

Education

University of Southern
Maine: B.A., *summa cum
laude*, Anthropology and
Geography

University of Texas, Austin:
M.A., *summa cum laude*,
Anthropology
Completed coursework
toward Ph.D.

Credentials

Registered Professional
Archaeologist

360 CFR 800 Principal
Investigator as an
Archaeologist & Historian

OSHA 40-Hour HAZWOPER
Certified

Relevant Experience

Passaic Valley Sewerage Commission (PVSC) – FEMA Hazard Mitigations: In response to Superstorm Sandy, PVSC, PS&S and FEMA worked toward the design of a floodwall, standby power system, and stormwater management system to mitigate against potential future flood damage to the PVSC's Newark plant, the fifth highest capacity sanitary treatment works in the United States. FEMA's involvement necessitated compliance with Section 106 of the National Historic Preservation Act. Partly surrounded by historic railroad districts, the original historic elements of the PVSC's Newark facility are, in themselves, elements of an historic district important to the history of sanitary engineering and the broad architectural movement known as City Beautiful. PS&S' cultural resource management team assisted designers in the adjustment of the hazard mitigation's design to minimize impacts on the historic district and recharacterized the district to assist in its future management. PS&S' comprehensive Phase IA study and cultural resource management recommendations, completed in support of a FEMA Environmental Assessment were approved by both NJHPO and FEMA upon its first round of formal regulatory review. NJHPO complemented the organization, thoughtfulness and comprehensiveness of the report in their review letter.

Lakehurst Railroad Shops – Lakehurst, NJ*: Wrote the final report for the largest Archaeological Data Recovery project ever conducted under New Jersey Pinelands Commission Jurisdiction. The Lakehurst Railroad Shops was a well-preserved railroad repair and maintenance yard associated with the early economic development of Ocean County. Work was performed in support of Pinelands construction permitting.

Township of Montclair Board of Education – Phase IB/II Archaeological Investigation, Demolition Monitoring, and Reinterment of Human Remains – Montclair, NJ*: Directed investigation of former First Methodist Episcopal Cemetery and Washington Street YMCA property in advance of new school construction. Project required several stages of investigation and negotiation with SHPO, culminating in the re-interment of a small number of human remains and approval of construction for a new school. Each deliverable received timely approval from SHPO.

West Deptford Energy Station, Cultural Resource Investigations – West Deptford, Gloucester County, NJ: This complex, multi-year investigation of several significant and potentially significant prehistoric and historic archaeological sites involved a broad spectrum of cultural resource management processes and reports, including every conventional



Matthew S. Tomaso, RPA

continued

Affiliations

Society for American
Archaeology (SAA)

Advisor, SAA Awards
Committee for Excellence
in Cultural Resource
Management

American Cultural Resource
Association

Archaeological Society of
New Jersey

Eastern States
Archaeological Federation

Council for Northeast
Historic Archaeology

Society for Historical
Archaeology

Society for Industrial
Archaeology

Sigma Xi National Science
Honors Fraternity

phase of archaeological and historic architectural investigation. The final phase involved monitoring and investigation of two National Register eligible archaeological sites during construction and was completed in August of 2013. Each of PS&S' several work products that have resulted from these efforts has received timely approval from SHPO, and our work successfully prevented delays in the construction schedule.

Great Neck Water Pollution Control District, Phase I Cultural Resource Survey of the proposed Saddle Rock Grist Mill Pump Station Replacement – New York: The Saddle Rock Pump Station is located adjacent to the Saddle Rock Grist Mill, a ca. 1780 structure which has been listed on the National Register of Historic Places since 1979. The Grist Mill property is located in a Nassau County Park. Working for GNWPCD, provided guidance to PS&S engineers on the avoidance of adverse effects upon cultural resources for the pump station's design. Funded by FEMA, the project required review by FEMA and the New York Office of Parks, Recreation and Historic Preservation (NYOPRHP). Based upon PS&S' design, PS&S' cultural resource management team performed a Phase I historic architectural and archaeological survey to determine whether the project might adversely affect the grist mill or any nearby cultural resources. Because cultural resource constraints had been carefully considered during the project's design phase, the Phase I showed that the project, as designed, would have no effect upon any significant resources. FEMA and NYOPRHP concurred with this conclusion after their first round of review.

Elizabethtown Gas, Pipeline Replacements: PS&S is assisting Elizabethtown Gas with multiple phases of cultural resource management services for projects involving historic districts, historic buildings and archeological sites in Warren and Hunterdon Counties. PS&S successfully negotiated a time-sensitive scope of work with SHPO for improvements to a section of pipeline within an historic property and worked with the client to avoid potential impacts to an historic district. PS&S has also completed three Phase I and two Phase II investigations for a total of approximately 17 miles of replacement pipeline. The first of these was approved without comment by SHPO. The remainder are awaiting SHPO review.

New Jersey Water Supply Authority, Rehabilitation of Colonial Park Spillway – Franklin Township, Somerset County, NJ: Directed a three-phase study in compliance with requirements of Section 106 of the National Historic Preservation Act in support of the rehabilitation of the Colonial Park Spillway, an element of the National Register-listed Delaware and Raritan Canal. Phases I and 2 (Cultural Resource Survey and Evaluation of Design Specifications) involved working with the Authority, the Design Engineer, and regulatory agencies to ensure that the rehabilitation effort would be designed for a maximum level of compliance with Secretary of the Interior's Standards for the Rehabilitation of Historic Properties, while accommodating the spillway's multiple present-day uses as part of a well-trafficked recreational facility. The third phase consisted of quality assurance and reporting to reflect the contractor's compliance with the SHPO and D&R Canal Commission-approved specifications. Colonial Park Spillway was reopened to the public in the Summer of 2013.

*Work performed prior to joining PS&S

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Matthew S. Tomaso, MA, RPA

TITLE Director, Cultural Resources

FIRM Paulus, Sokolowski and Sartor, LLC (PS&S)

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
West Deptford Energy Station, West Deptford, NJ. Cost: Over \$5MM	Program Manager: CH2M	Archaeology and Historic Arch. Survey, Investigations, Mitigations	PM, Principal Investigator; Cultural Resource Consultant, SHPO Liaison	24 prior to PS&S; 36 with PS&S	15%	2006 – 2008; 2011 – 2015	
Passaic Valley Sewer Commission FEMA Mitigation, Newark, NJ. Cost: \$200 MM	Program Manager: PS&S	Archaeological and Historic Architectural Survey, Mitigations, Monitoring	Principal Investigator; Cultural Resource Consultant, FEMA EHP Liaison	26	10%	2013 – Present	
Saddle Rock Gristmill Submersible Pump Station, Great Neck, NY. Cost: Unknown	PS&S	Archaeological and Historic Architectural Survey.	Principal Investigator; Cultural Resource Consultant, FEMA EHP Liaison	21	5%	2013 – 2015	
Devonforde Estates Redevelopment, Evesham, NJ. Cost: Confidential	James Sassano Architect - Engineering	Phase III Archaeological Data Recovery	PM, Principal Investigator; Archaeologist, SHPO Liaison	5	15%	4–9/2015	
Confidential Client: Replacement Pipelines Hunterdon and Warren County, NJ. Cost: Unknown	PS&S	Archaeology and Historic Arch. Survey, Investigations, Mitigations, Monitoring	Principal Investigator; Cultural Resource Consultant, SHPO Liaison	52	15%	2011 – Present	
Confidential Client. S. Jersey Trans. Line Substation Upgrades. Cost: Confidential	Confidential	Archaeology and Historic Arch. Survey, Investigations, Mitigations	PM, Principal Investigator; Archaeologist, SHPO Liaison	11	20%	9/2015 – Present	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT

ROBERT VALENTIN, PE

Sr. Scheduler & Claims Analyst – CM Services

BS, Mechanical Eng., NJIT

Licensed Professional Engineer

Robert has more than 25 years' experience in the analysis of construction claims, including technical assistance in the preparation and defense of construction delay and disruption claims through the use of detailed schedule analyses techniques; Providing litigation support, issue analysis, damage assessments, and productivity analyses; Organizing project documents for a clear understanding of issues, research analysis and evaluation of technical issues, development of as-planned and as-built schedules, and detailed analysis of project schedules.

He also has more than 15 years' experience in the management of construction projects through detailed project Critical Path Method (CPM) schedules; providing narratives/reports depicting progress, project impacts/delays, recovery plans and time extensions requests, and experience using CPM scheduling software such as Primavera Project Planner, Suretrack, Claim Digger and Microsoft Project.

Relevant experience includes:

Claim Consultant – Delay Claims Advisory Services

New York City Housing Authority, NY, (2013-2015)

ShapiroCM Claim Specialist for multi-year term contract, providing Claims Advisory Services to the HUD-funded New York City Housing Authority, under the NYCHA IDIQ. Prepared report for Morrisania Claim, including Delay analysis and costs.

U.S. Mission Claim to the UN, GSA Region 2

(2011– 2013)

Senior Claim Expert for ShapiroCM on Claims Advisory Services engagement associated with GSA's close-out of the \$100MM construction of a major new Federal building in New York City, included under JSA's GSA IDIQ.

Robert Valentin Consulting

Managing consultant providing construction claims consulting services and CPM scheduling services, including analysis of project delays and preparation of delay claims supported by CPM schedules.

Capital Project Management, Inc.

Senior consultant providing scheduling and claims consulting to government and corporate clients. Services included analysis of delay and acceleration claims through time impact schedule analyses. Preparation of expert reports, presentation graphics and spreadsheets. Research and analysis of technical issues, including organizing project documents for a clear understanding of issues. Analysis of productivity, extra work, and disruption claims.

Strategy, LLC

Senior consultant providing construction claims consulting services. Services included delay analysis through time impact schedule analysis, analysis of alleged liability failures by design professionals and construction managers and analysis of alleged loss of productivity claims

D&Z, Inc. – Program Management Division

As claims consultant, performed detailed analyses utilizing contemporaneous project documents, CPM schedules to determine cause and effect of project delays.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Robert Valentin, PE
 TITLE Senior Scheduler
 FIRM ShapiroCM

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
New York City Housing Authority IDIQ – NY, NY.		Claims Advisory Services to HUD funded NYCHA, for the Morrisania Claim incl. delay analysis and costs.	Sr. Scheduler/Claim Analyst	3	20%		
US Mission Claim to the UN – NY, NY. C.V.: \$110MM	DeMatteis	Claims Advisory Services for GSA's close out of the construction of a major new federal building in NYC under the GSA IDIQ	Sr. Scheduler & Claim Analyst	12	20%	June 2011- June 2012	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT



Jarka Vonder, PLS, PP

**Associate Principal
Survey Services**

Ms. Vonder joined PS&S in 1987. As a Director of Surveying, she is responsible for execution and supervision of surveying projects including boundary surveys for residential and commercial development, ALTA/ACSM Surveys, right-of-way acquisition, GIS applications, control for aerial photography, topographic and wetlands survey. She has substantial experience in subdivision design and layout, deed research, and map filing laws. She interfaces with other departments within PS&S and coordinates work of field crews and clients.

Education

Fairleigh Dickinson
University: M.B.A.

Rutgers University:
Certificate in GIS

Technical College for Land
Surveying, Prague: Diploma,
Geodesy and Cartography

Credentials

Professional Land Surveyor:
New Jersey, New York, and
Connecticut

Professional Planner:
New Jersey

Affiliations

New Jersey Society of
Professional Land Surveyors

Connecticut Association of
Land Surveyors

National Honor Society in
Business Administration

Garden State Land
Surveyors Alliance

National Society of
Professional Surveyors

Geospatial Information and
Technology Association

Relevant Experience

New Jersey Turnpike Authority: Piles Creek wetlands mitigation project. Responsible for coordination of underground utilities companies, stream cross-sections and preparation of parcel maps for property transfer.

New Jersey Highway Authority Service Area – Atlantic County, NJ: Responsible for topographic survey of existing sewage treatment plant and preparation of right-of-way map for a new sewer line and pumping station.

New Jersey Performing Arts Center (NJ PAC) – Newark, NJ: Responsible for preparing final plat for acquisition of new right-of-way as well as vacating of existing right-of-way; incorporated architectural design and coordinated construction baselines.

Menlo Park Mall – Edison, NJ: Responsible for coordinate geometry layout, coordinating between other consultants involved in the project and the architect to establish construction baselines.

Atlantic County Utilities Authority (ACUA), Brigantine Force Main Relocation – Atlantic City, NJ: Prepared topographic, utility and as-built surveys in support of the Brigantine Force Main relocation. In addition, prepared legal descriptions and exhibits of utility easements and rights-of-way.

Bergen County Utilities Authority (BCUA) – Little Ferry, NJ: Responsible for providing existing topography for Kingsland Landfill area and monitoring yearly settlement. Updated data base for two other BCUA sites at Baler Facilities and Treatment Plant.

Elizabethtown Gas Company – Middlesex & Union Counties, NJ: Managed the preparation of detailed topographic and utility surveys to support twenty-nine miles of gas main replacement. Detailed surface and sub-surface utility locations.

American Cyanamid: Responsible for aerial photogrammetry control, wetland location and existing underground utilities as-built. Provided ACAD data base for future expansion.

ARCORP Properties Development – Hudson River, Weehawken and West New York, NJ: Responsible for boundary survey and map of 365-acre site, research of riparian grants, preparation of supporting documents for riparian grants, establishment of pierhead and bulkhead lines.

GPU, Wetlands Spraying Permit: Responsible for determining wetlands areas located within 280 miles of transmission lines right-of-ways in North and Central New Jersey using GIS data available from NJDEP.

Joint Meeting of Essex and Union Counties – Elizabeth, NJ: Responsible for boundary survey of a treatment plant, coordination of all necessary tasks for aerial photogrammetry for entire service area sewer system. Incorporated existing as-built information into the plan and profile and provided ACAD data base for ongoing maintenance.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Jarka Vonder, PLS, PP

TITLE Associate Principal

FIRM Paulus, Sokolowski and Sartor, LLC (PS&S)

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
Port Imperial Weehawken and West New York, NJ. Fee: \$500,000	Lessard Architects PS&S Engineering	Site Development Construction	Responsible for boundary survey of 365-acre site, research of riparian grants. Construction stakeout	60	40	2000 – Present	
Elizabeth Gas Company Middlesex and Union County, NJ. Fee: \$150,000	AGL/PS&S	Gas main Replacement	Managed the preparation of detailed topographic and utility surveys to support twenty-nine miles of gas main replacement. Detailed surface and sub-surface utility locations.	6	60	2009	
Pike Run 400 acres Mixed Use Development. Montgomery Township, NJ. Fee: \$250,000	Atlantic Realty	Site Development Construction	Responsible for preparation of wetlands map, final subdivisions, conservation easements along Delaware-Raritan Canal Commission Stream Corridor and layout of 1,300 residential units, roadway infrastructure	40	50	1999 – 2005	

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT



Francis C. Wecht Jr., PLS, PP

Vice President/Director

Survey Services

Experienced in all aspects of site development from conceptual design to construction, Mr. Wecht has a thorough knowledge of all aspects of survey operations, including field and office procedures. He is experienced in dealing with state regulations pertaining to the construction industry, including Land Use Law, D.E.P. and D.O.T. requirements. Mr. Wecht, Director of Surveying since 1986, is responsible for supervision of all surveying services provided by the firm. All survey plans prepared by PS&S are completed under Mr. Wecht's direction. Services provided include the preparation of subdivision and boundary maps, topographic surveys, utility locations and construction layout.

Education

New Jersey Institute of
Technology: B.S., Civil
Engineering/1984

Credentials

Professional Land Surveyor:
New Jersey

Professional Planner:
New Jersey

Affiliations

American Congress of
Surveying and Mapping

New Jersey Society of
Professional Land Surveyors

North Jersey Chapter of
New Jersey Society of
Professional Land Surveyors

New Jersey Society of
Professional Planners

Past Member Madison,
New Jersey Planning Board
(1982-1984)

Relevant Experience

Meadowlands Mills – Carlstadt NJ: Boundary and topographic surveys for major retail and commercial center.

NJ Turnpike Authority – Linden, NJ: Prepared boundary and topographic surveys in support of the Piles Creek Wetland mitigation project.

NJTA: Tidelands and wetlands surveys for the Secaucus Interchange.

NJTA: Topographic surveys for several maintenance yards. Bell Laboratory Facilities – Murray Hill, NJ: Project Surveyor for monitoring well program.

Bergen County Utility Authority – Lyndhurst, NJ: Topographic and control surveys for landfill and leaf composting site.

Casino Reinvestment Development Authority: Preparation of boundary surveys for 12 lots in support of the Smuggler's Cove project.

Harrah's Casino/Hotel – Atlantic City, NJ: Provided boundary and topographic survey for major expansion project, including additional Casino floor space and a 415-room Hotel Tower.

HNRA Tract: Provided boundary and topographic surveys for the Huron North project in Atlantic City. Also prepared subdivision documents and exhibits for the project's Riparian Grant application.

Martin Luther King Federal Building – Newark, NJ: Boundary, topographic and utility surveys.

Prudential Office Park Development – Parsippany, NJ: Surveyor responsible for right-of-way plans and interstate highway improvements.

West New York Sewage Treatment Facility – West New York, NJ: Topographic bathymetric and construction surveying for the sewage treatment facility improvements.

Menlo Park Mall – Edison NJ: Topographic and utility surveys for major expansion.

KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Francis C. Wecht Jr., PLS, PP

TITLE Vice President/Director of Survey Services

FIRM Paulus, Sokolowski and Sartor, LLC (PS&S)

PROJECT TITLE LOCATION AND TOTAL CONSTRUCTION COST OR FEE	A/E OF RECORD FOR THIS REFERENCED PROJECT	SPECIFIC TYPE OF WORK EXPERIENCE (STUDY, SCHEMATIC, CONSTRUCTION ADMINISTRATION)	TEAM MEMBERS SPECIFIC ROLE OR TITLE ON THE REFERENCED PROJECT	DURATION OF TEAM MEMBER'S INVOLVEMENT OF THE REFERENCED PROJECT (IN MONTHS)	% OF TIME DURING DURATION BASED UPON A 40 HOUR WEEK	DATES OF THE TEAM MEMBER'S INVOLVEMENT IN THE REFERENCED PROJECT	CLIENT NAME CONTACT PERSON AND PHONE NUMBER
Kingsland Park Sanitary Landfill Closure - Lyndhurst & North Arlington, NJ. Fee: \$6 MM	PS&S	Design/Permitting and Const. Admin. for 250 acre landfill closure, site and infrastructure improvements	Topographic Survey, Riparian Survey, Subdivision	15	20	9/10 – 12/11	
Rutherford West Landfill Closure - Rutherford, NJ. Fee: \$2 MM	PS&S	Design, Permitting and Const. Admin. for 20 acre landfill closure, site and infrastructure improvements	Topographic Survey, Riparian Survey, Subdivision	12	20	2/11 – 2/12	
Lincoln Park Landfill Closure and Golf course Redevelopment – Jersey City, NJ. Fee: \$1.5 MM	PS&S	Design/Permitting for remediation and redevelopment incl. wetlands mitigation, utilities, stormwater mgmt. and site design of a 9-Hole Golf Course	Boundary Survey, Topographic Survey, Wetland Survey, Riparian Survey, Construction Survey	36	10	1/08 – 1/11	
Closure of Former Nuodex Site – Woodbridge Twp., NJ. Fee: \$5.5 MM	PS&S	Design/Permitting for 80-acre brownfield site incl. remediation, stormwater mgmt., utilities and other infrastructure	Subdivision, Topographic Survey, Construction Survey	32	10	11/12 – Present	
New Meadowlands Track/Clubhouse – E. Rutherford, NJ. Cost: \$90 MM	PS&S	Design and Construction Administration	Topographic Survey, ALTA Survey	10	10		

* A KEY TEAM MEMBER IS A TECHNICAL OR MANAGEMENT PERSON DEVOTING 20% OR MORE OF THEIR TIME TO ANY PHASE OF THE PROJECT

TECHNICAL PROPOSAL

2. CMF Experience on Contracts/Projects of a Similar Size & Nature

Introduction

ShapiroCM, (Prime) CM IDIQ Term Contracts - Case Studies

- NYCHA Sandy Restoration, CM IDIQ Term Contract
- Federal GSA Region 2 (NY/NJ), CM IDIQ Term Contract
- NYCHA Capital Improvement Program, CM IDIQ Term Contract

Other Relevant ShapiroCM Projects

- Independence Harbor, Site & Structural Repairs, Edgewater, NJ
- Newark Housing Authority CIP, Newark, NJ
- State of New Jersey Schools Program, Statewide NJ
- Stockton State College CIP, Pomona, NJ
- Franklin Township Schools, Franklin, NJ

PS&S (Lead Sub) Relevant Contracts / Projects

- Meadowlands Landfill Remediation & Other Projects

SJH (Sub) Relevant Contracts / Projects

- NJ Turnpike Facilities Program

PCM (Sub) Relevant Contracts / Projects

- Sandy Hook Wastewater Treatment Plant



2. CMF Experience

As team lead, ShapiroCM offers DPMC strong contract experience with the requested IDIQ Term Contract format and CM-Agent services. Specifically, since 2009, our firm has been active on public sector construction projects valued in excess of \$100 Million in the region, written against IDIQ contracts for CM-Agent Services, very similar to that proposed by DPMC. Clients currently utilizing JS&A's CM services via multi-year IDIQ Term Contracts include the federal General Services Administration (Region 2 – NY/NJ) and the New York City Housing Authority, with two separate multi-year CM IDIQ term contracts.

Case Studies on the following pages evidence this experience:

- NYCHA Sandy Restoration, CM IDIQ Term Contract (2014 – Ongoing)
- GSA Region 2 (NY/NJ), CM IDIQ Term Contract (2009 – 2014, Task Orders Ongoing)
- NYCHA Capital Improvement Program, CM IDIQ Term Contract (2012 – Ongoing)

In addition, ShapiroCM has undertaken comprehensive CM-Agent services on large construction programs and projects with relevance to the DPMC scope, on sites state-wide. These include:

- Independence Harbor, Edgewater, \$14MM Structure and Waterproofing (2006-2008)
- Newark Housing Authority, \$50MM Capital Improvement Program (2007-2011)
- Franklin Township Schools' \$69MM New High School on 100 Acre site (2003-2007)
- Richard Stockton College \$15MM Capital Program (2009-2011 – with PS&S)

ShapiroCM's lead sub-consultant, PS&S, has for over 50 years, been at the forefront of Civil and Environmental Engineering practice in New Jersey. PS&S's substantial experience with site investigations, reports, engineering design, permitting and construction oversight in and around the Meadowlands and other environmentally sensitive regions of the state offers exceedingly strong technical support to ShapiroCM's expertise. PS&S's project case studies on the following pages that evidence this experience include:

- Meadowlands Restoration
- Hudson River Waterfront Development
- Ansonia Levee
- Avon Landfill
- Derby Levee
- BCUA – Various Projects

Case Study: Construction Management Services

2014-2017

Construction Value: \$15MM (to date)

Architect: Various; Contractor: Various

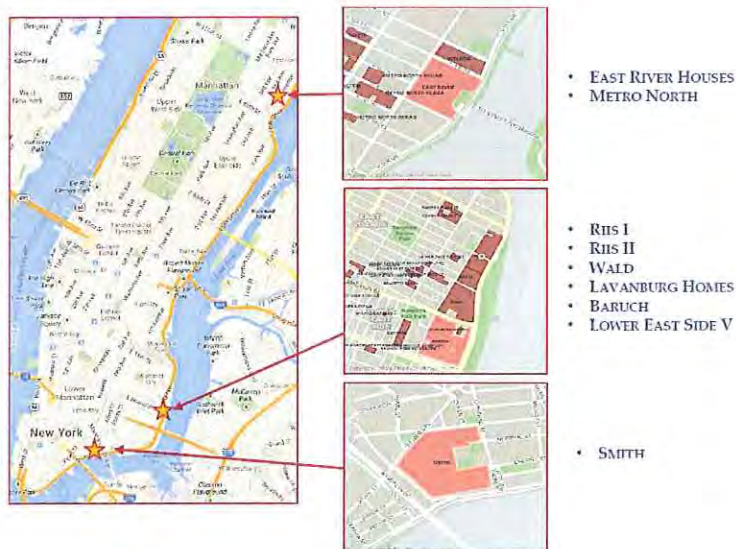
Client: **New York City Housing Authority**

ShapiroCM was competitively selected in January 2014 to enter into a 3 year term contract for Task Order based CM-Agent services to NYCHA, to manage the Hurricane Sandy Restoration program for NYCHA developments, Citywide. Funding for the program originated from federal funds assigned to Sandy relief.

After award of the IDIQ Contract, ShapiroCM subsequently competed for the first of the NYCHA – Sandy Restoration Task Orders – and was selected to manage Various Restoration Projects along the East River in Manhattan.

The scope of construction included Site and Playground Restoration, Utilities Repairs and Installation, and Maintenance of Temporary Heating Systems at eight public housing developments on the East Side of Manhattan. Under a 16-month Task Order, ShapiroCM assisted in the scoping and successful management, to delivery completion, of \$15MM of restoration work.

Various Hurricane Sandy Restoration Projects – Borough of Manhattan



Case Study: Professional Construction Management Services

2009 – 2014 (Contract with Jay Shapiro & Associates, Inc.)

1996 – 2002 (Contract with Heery International, Jay Shapiro, PE, Principal)

Construction Value: Various
(total \$100MM+)

Architect: Various ; Contractors: Various

Client: GSA Region 2, NY / NJ

Contract #: GS02P09DTD0025(N)



\$10MM Security Pavilion, Moynihan Courthouse, NY
2011-2015

In 2009, Jay Shapiro & Associates, Inc. was one of three firms to competitively secure a 5 year term contract, to provide “On-Call” Construction Management services to the Federal Government’s GSA Region 2 (NY & NJ). These services are supported by over 20 years of experience by key members of our firm, working on behalf of the federal government on construction projects, large and small, in the metro New York /New Jersey region. Previously, under a similar “IDIQ” Task Order contract for CM services with GSA, Region 2, during 1996-2002, our CM team provided Design Phase and Construction Phase Management services related to the repair and upgrade of numerous federal facilities in GSA’s Region 2.

Task Order projects have been successfully completed at the Federal complex in lower Manhattan, including: 26 Federal Plaza; 290 Broadway; The Federal Courthouse at 40 Centre St., 201 Varick St. Scopes of work included: Federal Tenant Space Upgrades; Plaza and Structural Repairs; ADA Upgrades; and Electrical Upgrades. In addition to provision of on-site CM staff, the team performed Design Management, including review of submissions by the A/E; preparation of budgets, construction cost estimates and schedules; review of pay requests, and comprehensive on-site contract administration.



\$12MM Energy Upgrade, IRS Service Center, Holtsville, NY
2009 - 2012

Case Study: Construction Management Services

IDIQ I: 2012-2015 and IDIQ III: 2015-2018

Construction Value: \$45MM (to date)

Architect: Various; Contractor: Various

Client: **New York City Housing Authority**

ShapiroCM was competitively selected in late 2012 to enter into a 3 year term contract for Task Order based CM-Agent services to NYCHA, to manage Capital Improvement Projects for NYCHA developments, Citywide. In 2015, under an entirely new RFP competition, ShapiroCM was successful in gaining a renewal on its' 3-year IDIQ CM Term contract.

After award of the 2012 IDIQ Contract, ShapiroCM subsequently competed for several Task Order contracts – and was selected to manage Envelope Restoration (roofs and facades) Projects both in Manhattan (\$32MM at Carver and King Houses developments) and Staten Island (\$12MM at Richmond Terrace and West Brighton developments). ShapiroCM also was selected, in 2015, to assist NYCHA with Emergency CM Services associated with Sidewalk Shed installation, for safety of project locations, at sites in Queens, Bronx and Brooklyn.

Facade Repair



Parapet Repair



Controlled Abatement



New Roof and Railing

Case Study: Owner's Representative / Construction Management Services

2006 – 2008

Infrastructure Upgrades

Construction Value: \$14 Million

Architect: Various

Contractor: Multiple

Client: Independence Harbor



ShapiroCM served as Owner's Representative providing Project- and Construction Management Services for Independence Harbor Condominium Association, Edgewater, NJ. Work consisted of major structural rehabilitation to a quarter – mile long structural deck, new paving, sidewalks and replacement of structural expansion joints and waterproofing upgrades throughout this 14 building, 540 unit upscale residential complex.

The complex is located on a Hudson River pier, 1 mile south of the George Washington Bridge, facing Midtown Manhattan.

Case Study: Program / Construction Management Services

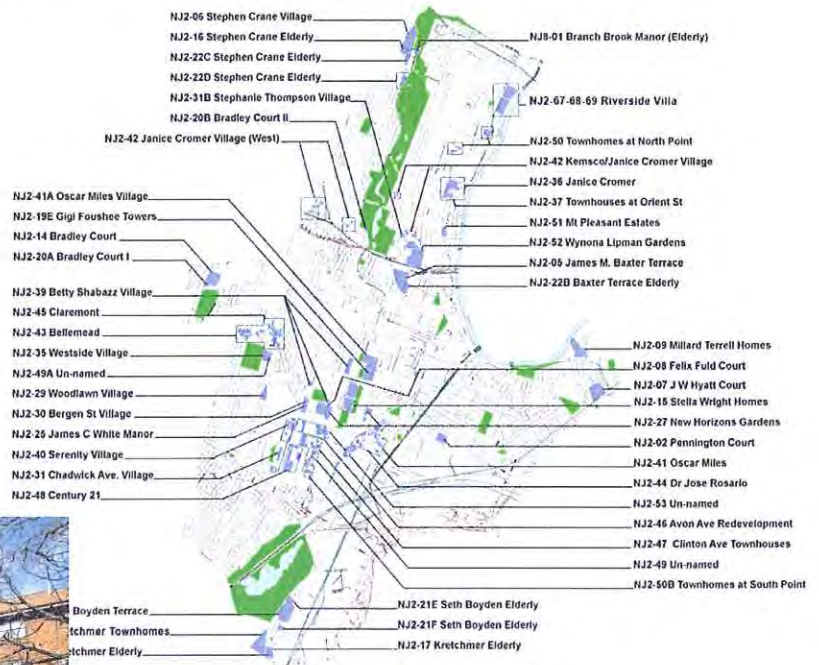
2007 – 2011

Construction Value: \$ 12MM - \$ 15MM per year (\$50MM+ Total)

Architect: Various

Contractor: Various

Client: **Boulevard Group &
Newark Housing Authority**



ShapiroCM provided Program / Construction Management support services for the city-wide Capital Plan of the Newark Housing Authority's Modernization program. This contract was awarded in May 2007 to prime consultant Boulevard Group. For 4-1/2 years through the end of 2011, with full-time professional staff housed in NHA offices, ShapiroCM served as lead sub-consultant to Boulevard for Construction Management Services on the team.

Following definition of work in the 5 year Capital Plan by priority scoping, on behalf of Newark Housing Authority's Modernization & Asset preservation division, the team sequentially awarded and managed A/E design and construction contracts in this plan. Construction scopes included building envelope restoration (roofs, facades, windows), utility and site upgrades, and interiors modernization across public housing developments, citywide.

Case Study: Program Management Support Services

2004 – 2005

Architect: Various

Contractors: Various

Client: NJSCC /Tishman / LiRo



Under a contract to provide professional Program Management services, ShapiroCM, via the Tishman/ LiRo Joint Venture, provided qualified CM professionals to the State of New Jersey Schools Construction Corporation – Division of Design and Construction. Functions included program-wide Design Management and Cost Analysis for the State-wide Schools Development Program.

Tasks completed by ShapiroCM personnel include updating of Design Standards for K-12 School Development, monitoring of A/E Design, and performance of Cost Analysis on construction obligations.

Case Study: Construction Management Services

2009-2011

23,000 SF

Construction Value: \$ 8,800,000

Architect: **PS&S Architecture**

Contractor: Tekton Development

Client: **Richard Stockton State College**



ShapiroCM was selected in December 2008 to enter into a 3-year Term Contract with the Richard Stockton State College of New Jersey to provide a full scope of Design Phase and Construction Phase CM services relating to the delivery of projects in their ongoing Capital Plan.

Through a separate, open and competitive procurement, ShapiroCM was again selected by RSC in October 2009 to serve as CM on the \$9MM “L-Wing” Renovation/Expansion, comprising an interiors upgrade, MEP systems replacement and addition adjacent to the performing arts complex to serve as a new Art museum. ShapiroCM’s services included Design Review and project management services during the preconstruction phase, and full-time on-site project / construction management services during construction.

Richard Stockton State College is known as New Jersey’s “Green” college, with emphasis on sustainability of all of its facilities in design and construction.

Case Study: Construction Management Services

2003 – 2007

340,000 Square Feet (New High School)

Construction Value: \$69,000,000

Architect: Faridy Veisz, Fraytak; Contractors: Multi-prime

Client: Franklin Twp. BOE



ShapiroCM provided Construction Management services for the development and delivery of a new, 2000 student, 340,000SF High School on a 100 Acre site in Franklin Township, Somerset, NJ, as well as 6 Expansion/Renovation projects at other schools in the district.

ShapiroCM's role included the management and coordination of a "multi-prime" contracting structure for the delivery of the High School facility – for school opening in the fall of 2005. Services include all aspects of project and construction management including phasing and staging, cost control, schedule control, quality control, and field oversight on this major project.

The project received recognition by McGraw Hill's NY Construction publication as one of the Metro NY/NJ region's "Top Projects" for 2004-2005.



REBUILD BY DESIGN (NEW MEADOWLANDS)
AUGUST 31, 2015
PS&S PROJECT EXPERIENCE

Education

Energy Utility

Hospitality

Public Sector

Real Estate

Science & Technology

a. Title: **Meadowlands Landfill Remediation and Redevelopment Project**

b. Client agency: **Cherokee Northeast, LLC**



c. Project dates (mm/yr – mm/yr): **February 2001 through May 2008**

d. Project cost: **Approx. \$180,000,000**

e. List of staff involved (consistent with the org chart)

Sanjay Patel
Walter Burke
Brian Kirkpatrick
John Bolan
Francis Wecht
Dieter Tomesko
Marc Dyer
Jon McDermott

f. Description with graphics

Photos attached separately.

The 450-acre Meadowlands Landfill Remediation and Redevelopment Project was comprised of three landfills in the Hackensack Meadowlands District of Bergen County, New Jersey. A private developer and the New Jersey Meadowlands Commission teamed up for the redevelopment of the project site. The proposed beneficial reuse of the site included a 36-hole golf course complex, office space, a hotel/resort complex with a spa and conference center, and over 2,000 residential units. The project was to be constructed under the Brownfields Redevelopment Act. On behalf of the client, PS&S and the client's environmental counsel obtained over 140 regulatory compliance permits, approvals, and certifications from the following agencies.

- Bergen County Soil Conservation District (BCSCD)
- Bergen County Utilities Authority (BCUA)
- Borough of North Arlington
- Borough of Rutherford
- City of Jersey City Water Department
- Jersey City Municipal Utilities Authority (JCMUA)
- Meadowlands Interagency Mitigation Advisory Council (MIMAC)
- New Jersey Meadowlands Commission (NJMC)

67B Mountain Blvd Ext
PO Box 4039
Warren, NJ 07059

t. 732.560.9700

www.psands.com



Place header in this area

- New Jersey Transit
- New Jersey Turnpike Authority (NJTA)
- North Arlington and Lyndhurst Joint Meeting (NALJM)
- Passaic Valley Sewerage Commissioners (PVCS)
- State of New Jersey Department of Environmental Protection (NJDEP)
- United States Army Corps of Engineers (USACE)
- United States Environmental Protection Agency (USEPA)
- United Water of New Jersey
- Township of Lyndhurst
- Williams (Former Transcontinental Gas)

Landfill Closure and Remedial Design: PS&S prepared a remedial design package, consisting of a soil and geosynthetic material landfill cover section as well as a processed dredge material (PDM) low permeable landfill cover section, to address the NJDEP regulations regarding landfill closure, remediation, and post-closure/post-remediation care. This landfill cover section provided a scientifically justifiable, final remediation and closure of the Avon Landfill, the Kingsland Park Sanitary Landfill, and the Lyndhurst and Rutherford Landfills that is protective of human health and safety, as well as the environment. In support of the remedial design package, PS&S conducted a landfill gas survey and a geotechnical and hydrogeologic investigation. In addition, PS&S prepared a wetlands mitigation plan in accordance with NJDEP and USACE wetland criteria. PS&S obtained conceptual and final NJDEP approval of a Remedial Action Workplan/Closure Plan (RAW/CP) and a Major Landfill Disruption approval. The RAW/CP incorporated a brownfield approach to site remediation, such as containment via a landfill cap, groundwater CEA, and deed restrictions.

Regulatory Compliance Permitting: After the wetlands delineation was completed and the remedial design plan was finalized, PS&S met with the NJDEP and the USACE and developed a wetlands mitigation plan. The 3:1 ratio 48 acre Wetlands Mitigation Plan was prepared in accordance with NJDEP, USACE, USFWS, and MIMAC wetland criteria and was approved by the NJDEP and the USACE. Construction of the Wetlands Mitigation Area was completed in 2006 and PS&S assisted the NJMC and the NJDEP in the periodic monitoring and reporting of the Wetlands Mitigation area. Further, PS&S prepared and obtained NJDEP approval of a Multi-Permit that addressed the NJDEP LURP Waterfront Development Permit (WDP), Stream Encroachment Permit (SEP), FHACA, and Coastal Zone Management (CZM) as well as the USACE Section 10 and Section 404 Permits.

Environmental Assessments: PS&S prepared a Level 1 Environmental Assessment (EA) for the construction of the perimeter engineering controls (vertical hydraulic barrier and leachate management system) and a Level 2 EA for the construction of the landfill closure and site remediation activities. The Level 1 and Level 2 EAs were submitted to the NJDEP to support the NJDEP Environmental Infrastructure Trust (EIT) Fund Financing Program.



Ground Improvements: PS&S performed a geotechnical investigation across the former landfill sites and then developed a NJDEP-approved ground improvements program (GIP) for the Site. PS&S also provided construction oversight during the GIP implementation at the Lyndhurst East Landfill, Rutherford North Node, and Rutherford West Landfill. The engineering controls proposed to meet these remedial objectives include: import of subgrade fill materials to improve site grades; construction of final cover systems and associated storm water management controls; installation of a leachate management system; installation of a vertical hydraulic barrier system; and, installation of a passive landfill gas venting system. All of these engineering controls are required to meet the landfill closure permits issued for this project. It has been determined that, based on the existing site conditions, the constructability and sustainability of these engineering controls require the implementation of a ground improvements program (GIP). The main components of the GIP include:

- 1) Dynamic compaction (DC);
- 2) Installation of wick drains;
- 3) Installation of a horizontal drainage blanket in conjunction with lateral drainage trenches;
- 4) Surcharging (i.e., placement and subsequent relocation of fill materials); and,
- 5) Final surcharging implementation for the remaining surcharge east of the relocated Valley Brook Avenue (the proposed "Main Street").

Landfill materials deposited at the Lyndhurst and Rutherford Landfills were placed using an end-dump method that resulted in the potential for substantial voids to exist in the subsurface. In addition, some of the landfill areas have been subjected to landfill fires that have developed into collapse prone locations. DC is proposed in portions of the Lyndhurst and Rutherford landfill areas to compact near-surface materials. The DC program will support the construction of the approved closure designs and enhance their ability to perform satisfactorily and as designed. Additionally, portions of the existing Lyndhurst and Rutherford Landfills have irregular topography with low-lying areas and depressions. These areas allow for ponding and reduce the ability for storm water to effectively sheet flow overland to adjacent water bodies. In order to meet minimum regulatory slope requirements for stormwater management, the approved remedial designs require the addition of a substantial amount of fill to allow for proper drainage from the interior portions of the site. In addition, the minimum cover requirements of the landfill include two feet of processed dredge material with an additional two feet of cover to effectively minimize infiltration into the landfill areas and eliminate direct contact with the underlying landfill areas. The placement of these fills will induce substantial long-term settlements (on the order of six to ten feet) across the landfill that could result in breaches and depressions in the proposed cover system and associated storm water management controls; low points in the proposed leachate management system; and, damage to the proposed passive venting system. As such, the installation of wick drains over portions of the Lyndhurst and Rutherford landfills and import of fill materials to surcharge these areas will provide a significant benefit to the engineering controls.



Air Permitting Regulatory Compliance: PS&S prepared Air Permit Applications for Passive Landfill Gas Vent Systems to obtain NJDEP approval. PS&S performed landfill gas survey and sampling services to obtain information on the landfill gas at the Avon, Lyndhurst, and Rutherford locations to support the design and NJDEP Air Permitting efforts for the planned LFG venting systems. In addition, PS&S commenced the Title V Operating Permit Application process for the LFG systems. PS&S also prepared the design, specifications, and operation and maintenance plans for a passive underslab venting system that was installed as part of an industrial maintenance garage renovation for reuse as an educational and recreational center.

Master Plan, Site Constraints and Value Engineering: PS&S worked closely with the Project Master Plan Architect, Robert A.M. Stern (RAMSA) to develop a site master plan that complied with the regulatory requirements and achieved the redeveloper's goals and objectives of a world class Brownfields redevelopment project. PS&S developed a basis of design and constraints plan that identified the site constraints (e.g., soft, compressible soils, landfill materials, impacted soils and groundwater, 100 year old aqueducts, wetlands, landfill closure and remedial actions that were in progress), engineering alternatives, and regulatory compliance requirements. Further, PS&S worked closely with the NJDEP, NJMC, and project stakeholders (e.g., insurance company and banking syndicate) to develop a project logistics plan that identified key regulatory compliance requirements, major remedial construction milestones, site constraints, and value engineering alternatives.

Wetlands Mitigation: PS&S designed, permitted and provided construction phase services for a 48-acre Wetlands Mitigation Area within the Berry's Creek watershed (downstream of the NJSEA Meadowlands Complex). The Wetlands Mitigation Area was designed to function as intertidal wetlands; where native vegetative species were selected and installed. The Wetland Mitigation Area design and permitting process was performed with regulatory oversight from the NJDEP, USACE, and MIMAC. PS&S worked with the USACE, NJDEP and USFWS regarding potential Berry's Creek cross-contamination of the Wetlands Mitigation Area. At the request of the USACE and USFWS, PS&S performed a surface water quality, sediment quality, benthic invertebrate, and fish study of the Wetlands Mitigation Area and surrounding Berry's Creek area. Within one year of the installation of an Osprey tower, a nesting pair of ospreys was observed in the area.

Project Planning: On behalf of the end use redeveloper's and the NJDEP, PS&S developed a project planning document that presented the landfill closure and site remediation requirements and the integration of the end use development into the site remediation process. PS&S also developed a Project Management Website that managed the remedial design documents, the overall 120 regulatory compliance permits and approvals, the redeveloper agreements, and the Site Master Plan design.

Utility Infrastructure: PS&S prepared and coordinated utility-service letters for the water, fire water, gas, electric, and telecommunication services for the 110-acre mixed use golf course, residential, commercial, and hotel/conference center redevelopment project. In



addition, PS&S prepared construction level designs and the necessary NJDEP and NJMC regulatory compliance submissions for over two miles of on-site utility infrastructure, utility infrastructure over the proposed Berry's Creek Bridge (cast in-place concrete structure), and directional drilling utility infrastructure under Berry's Creek. PS&S also prepared a NJDEP-approved stormwater management system design for the redevelopment blocks and the proposed Rutherford Access Road (approximately 1.5 miles long) that complied with the Stormwater II regulations. PS&S prepared the storage and distribution infrastructure design for the 36-hole golf course irrigation water system.

Leachate Management System (LMS) and Domestic Wastewater System: PS&S prepared the designs and specifications for the perimeter leachate collection systems around the four landfills. PS&S also prepared the designs and specifications for the leachate conveyance system and domestic wastewater conveyance system that interconnected the four landfills with force mains, gravity mains, pump stations, and separate domestic wastewater and leachate metering stations. PS&S obtained NJDEP Treatment Works Approvals (TWA) for each of the four landfill leachate systems plus the Rutherford and Lyndhurst domestic wastewater management systems. Approvals from the Bergen County Utilities Authority (BCUA) and the Passaic Valley Sewerage Commissioners (PVSC) were obtained for the discharge of the leachate (industrial wastes) and the domestic wastewater. In addition, PS&S prepared a Wastewater Management Plan (WMP) Update for the transfer of a part of the BCUA Rutherford sewer service area to PVSC.

Project Impact Assessment (PIA): PS&S prepared and submitted a Project Impact Assessment (PIA) and a Zoning Certificate Application to the New Jersey Meadowlands Commission (NJMC) for the proposed mixed use residential development. The PIA including a noise and air quality impacts analysis for the planned 2,000 plus residential development, two eight-story to 15-story office buildings, an eight-story hotel and 36-holes of golf. The PIA also studied the potential impacts to the regional traffic patterns and the potential environmental impacts, especially the environmental benefits (landfill closure, open space, and wildlife habitat improvements). The PIA studies also included a shadow analysis for the proposed eight-story and 15-story buildings. PS&S also conducted a bird study and coordinated with the USFWS and the NJMC regarding the relocation of two radio transmission tower complexes. The bird study evaluated the radio transmission tower height and the guy wires with respect to bird mortality.

PCB Remediation: To study polychlorinated biphenyls (PCBs) hot spots identified in the initial Remedial Investigation (RI), PS&S development and implemented a supplemental RI to determine the horizontal and vertical extent of the four Lyndhurst Landfill "PCB hot spots". Over 100 direct push probes and environmental quality soil samples were collected in a radial pattern to delineate the extent of the PCB-impacted soils. Reported PCB concentrations exceeded the Toxic Substance Control Act (TSCA) regulatory criteria of 50 milligrams per kilogram (mg/kg). After the supplemental RI was completed, PS&S developed a remedial excavation design for the removal of PCB impacted soils. A PCB Remedial Action Plan (RAP) was submitted to the United States Environmental Protection



Place header in this area

Agency (USEPA) and presented a self-implementing remedial action plan. The remedial design presented a hot spot excavation to a depth of 20 feet below ground surface with off-site disposal at approved and licensed TSCA regulated disposal facilities.

Pest Management: PS&S prepared a Rodent and Vector Control Plan for the management of site vectors prior to clearing and grubbing for the landfill closure and site remediation activities.

Construction Phase Services: PS&S provided construction observation and documentation services during the implementation of a GIP at the Lyndhurst and Rutherford landfills. These construction phase services included contractor submittal review and comment, the observation and documentation of the NJDEP-approved GIP (dynamic compaction, horizontal and vertical wick drains, preload and surcharge fill placement) as well as stability and settlement monitoring services. PS&S prepared NJDEP NJPDES permit applications and obtained NJDEP approvals for the construction phase stormwater management.

Due Diligence: PS&S worked with potential end use developers of the Project Site and their consulting engineers during the due diligence phase and construction phase of the project. The end use developer due diligence phase included extensive project file reviews regarding the environmental conditions as well as geotechnical conditions and constraints at the Project Site.



Place header in this area

- a. Title: **Meadowlands Landfill Remediation Project**
- b. Client agency: **American Home Assurance Company, Inc.**



- c. Project dates (mm/yr – mm/yr): **July 2010 through March 2013**
- d. Project cost: **\$90,000,000**
- e. List of staff involved (consistent with the org chart)

Sanjay Patel
Walter Burke
Mark Lennon
Brian Kirkpatrick
John Bolan
Francis Wecht
Dieter Tomesko
Marc Dyer

- f. Description with graphics
Photos attached separately.

PS&S provided landfill closure design, regulatory compliance and permitting consulting services for the closure and remediation of the Meadowlands Landfill Closure Project (MLCP) located in Bergen County, New Jersey. Specifically, PS&S prepared the 2010 phased landfill closure design package (drawings and specifications) for the closure of the 167-acre Kingsland Park Sanitary Landfill (KPSL). PS&S then prepared the 2011 phased landfill closure and remediation design package (drawings and specifications) for the closure of the 200-acre plus Lyndhurst Landfill and the 25-acre plus Rutherford West Landfill.

Engineering controls proposed to satisfy the State of New Jersey Department of Environmental Protection (NJDEP) landfill closure and remedial objectives included: a. importation of subgrade fill materials to improve site grades; b. construction of final cover systems and associated storm water management controls; c. installation of a leachate management system; d. installation of a vertical hydraulic barrier system; and, e. installation of a passive landfill gas venting system. Construction of these engineering controls was required to comply with the NJDEP Remedial Action Workplan and Closure Plan (RAW/CP), NJDEP Land Use Regulatory Program (LURP) multi-permits, and United States Department of the Army (USACE) permits issued for the Meadowlands



Landfill Redevelopment Project.

PS&S performed a stormwater runoff design evaluation of the existing conditions of the perimeter, toe of slope drainage swale and outfall structures that discharge to the Kingsland Creek (north of KPSL) and the Salt Marsh Creek Preserve (south of KPSL). The existing perimeter swales were analyzed for their capacity to convey stormwater runoff from the KPSL to the existing outfall locations under the current and post-landfill closure conditions. Based upon the analysis and the site observations performed, PS&S determined that several of the existing perimeter drainage swales did not have sufficient capacity to convey the existing storm water runoff from the landfill and all of the perimeter drainage swales were unable to convey the proposed increase in stormwater runoff from the landfill after the closure has been completed.

Following this evaluation, PS&S prepared plans and specifications to improve the existing perimeter drainage swales to manage the proposed final KPSL closure stormwater management system. Segments of the perimeter drainage swales will be expanded and relined with a geomembrane liner.

In accordance with the NJDEP-approved Closure Plan Amendment, PS&S and our subcontracted NJDEP-licensed drillers installed additional Geotechnical Monitoring Instruments at the KPSL. These additional geotechnical monitoring instruments summarized below supplement the existing geotechnical monitoring instruments at the KPSL and will be studied to evaluate the geotechnical site response of the KPSL as the landfill closure activities are performed.

- Seven inclinometers
- Seven vibrating wire piezometer (VWP) clusters
- Four magnetic extensometer clusters

PS&S completed the geotechnical laboratory analyses and studied the geotechnical engineering properties of the KPSL site soils. The geologic profile conditions (i.e., landfill material groundwater level, landfill material thickness, organic thickness, and soft clay thickness) were field verified during the 2010 additional geotechnical monitoring instrument installation program. Results of the 2010 geotechnical engineering laboratory analyses were used as input parameters to confirm the geotechnical stability and settlement model for the KPSL site and revise the final grading schemes,.

In support of the landfill closure and remediation design packages, PS&S prepared, submitted, and expedited the review and issuance of the Soil Erosion and Sediment Control Plan (SESCP) Permits from the Bergen County Soil Conservation District. The SESCO Permits authorized interim site clearing and SESCO maintenance activities as well as the landfill closure and remediation design packages.

PS&S provided 2012 and 2013 construction observation and documentation services



Place header in this area

for the installation of vertical hydraulic barrier (VHB) and leachate management system (LMS) at the Lyndhurst Landfill and the installation of the low permeable cover system at the KPSL, Lyndhurst and Rutherford West landfills. These construction phase services included contractor submittal review and comment, the observation and documentation of the tests required by the NJDEP-approved Construction Quality Control and Quality Assurance (CQC/QA) Plan, and as well as geotechnical stability and settlement monitoring services. Landfill closure and site remediation construction activities commenced in 2010 and are scheduled for completion in 2013.

After the KPSL and Rutherford West landfills were closed and remediated, PS&S prepared and submitted a Professional Engineer Certified "Landfill Closure Construction Completion Report (CCR)" to document the record of construction condition of the two landfills and document compliance with the applicable regulatory compliance decisions.



Ansonia Levee

Flood Control Levee Study

Location

Ansonia, Connecticut

Client

Municipality of Ansonia, CT

Client Type

Public

Size

0.6 miles long

PS&S performed field and laboratory testing study and geotechnical engineering analysis consisting of seepage evaluation for the internal erosion of embankment and foundation material, embankment and foundation stability analysis and settlement analysis for an approximate 0.6 mile long flood control levee along Housatonic and Naugatuck River.

Evaluation was performed in conformance with National Flood Insurance Program (NFIP) requirements of Title 44, Chapter 1, Section 65.10 of Code of Federal Regulations, in order for the levees to be recognized as providing one-percent-annual-chance level of flood protection. In order to achieve this, PS&S performed three test borings, performed aquifer permeability tests and detailed engineering evaluation consisting of deep seated stability and internal seepage analysis. Laboratory program was conducted to confirm design soil parameters.

PS&S analysis concluded that the seepage flow through the levee was not detrimental to the stability of the levee via internal erosion and seepage forces. PS&S also evaluated long term creep related settlement of the levee due to deep seated soft compressible organic soil deposits.





Avon Landfill

Landfill Geosynthetic Cover System Design

Location

Lyndhurst, New Jersey

Client

NJDEP

Client Type

Public



The Avon Landfill Corporation operated the landfill from approximately 1957 to 1980 and filled 103 acres of marshland. Waste originated from municipal, industrial, commercial, and demolition waste sources. Because the facility was not permanently capped after landfilling operations ceased, PS&S prepared a Remedial Action Workplan and Closure Plan (RAW/CP) that was reviewed and approved by the New Jersey Department of Environmental Protection (NJDEP). The RAW/CP included deed notice and groundwater classification exception area (CEA) institutional controls and the following engineering controls:

- Construction of a multi-layered, engineered cap system comprising a sub-surface geocomposite drainage system and a low permeability barrier layer consisting of a 40-mil geomembrane with a permeability of 1×10^{-13} centimeters per second (cm/sec)
- Stormwater Management System
- Construction of a Passive Landfill Gas Venting System
- Implementation of appropriate dust suppression, odor control and air monitoring measures

The multi-layer geosynthetic cover system incorporated a settlement tolerant, 40 mil, polyethylene geomembrane overlain by a double composite drainage medium (geotextile/geonet/geotextile). PS&S conducted a HELP model evaluation of the geosynthetic cover system to evaluate the stormwater run-off and infiltration through the cover system. Side slope sliding stability concerns were safely addressed by using a double textured geomembrane and the double composite drainage medium will intercept and safely convey water that will percolate through the upper vegetated cover and upper barrier soil layers. Stability analysis demonstrated a satisfactory factor of safety with respect to settlement-induced tensile forces; because the geomembrane will be textured, the potential failure plane will be the interface between the upper geotextile component of the geocomposite and the overlying soil. The design of a passive venting system into the final cover system will mitigate the potential for the buildup of landfill gas. Analysis using the Universal Soil Loss Equation (USLE) indicated that calculated erosion losses will be in compliance with the NJDEP criterion

The geosynthetic cover system will reduce the infiltration and percolation of water through the landfill materials and eliminate the potential for contact, inhalation, and ingestion of landfill materials. In addition to the geosynthetic cover system design, PS&S conducted a hydrogeologic study of the Avon Landfill to determine the leachate yield and to support the design and permitting of a perimeter crushed stone and perforated pipe leachate management system (LMS). Visual MODFLOW, a widely used USGS finite-difference modular groundwater flow model was used to simulate the multi-layered, heterogeneous and hydraulically varied subsurface conditions present at the Avon Landfill. The hydrogeologic model provided a technical basis for evaluating the effectiveness of the Avon Landfill LMS.



Bergen County Utilities Authority

Wastewater Services/Various Projects

Location

Little Ferry, New Jersey

Client

Bergen County
Utilities Authority

Client Type

Infrastructure



PS&S served as General Consulting Engineer for the Authority, providing environmental permitting and multi-disciplined design services (civil, structural, mechanical, electrical, process piping, fire protection, architectural, and geotechnical) for numerous BCUA projects.

During that tenure, PS&S developed the Wastewater Management Plan and Sludge Management Plan for the Authority.

Major design projects completed for the Authority included a new 40 dry ton per day Sludge Dewatering Facility, Chemical Stabilization Facility, filtrate holding and receiving facilities. These facilities were constructed as part of the BCUA's long-term sludge management program to chemically stabilize dewatered sludge cake for off-site beneficial use.

PS&S also provided design services for the remediation/upgrade of the 5 MGD Pink Street Pumping Station.

As part of the on-going services provided to BCUA, PS&S assisted with numerous projects including the following:

- Development of Sludge Disposal Contracts
- CSO Closure Study and Remediation Design Work
- Industrial Pretreatment Program Assistance
- Wood-Ridge Interceptor Connection
- Air Permitting Services
- Electrical Distribution System Modification
- Infiltration/Inflow Study
- Centrate Impact Study
- Collection System Evaluation; Rehabilitation Study and Design





Derby Levee

Flood Control Levee Study

Location

Derby, Connecticut

Client

Derby, Connecticut

Client Type

Infrastructure

Size

1.6 miles



PS&S performed field and laboratory testing study and geotechnical engineering analysis consisting of seepage evaluation for the internal erosion of embankment and foundation material, embankment and foundation stability analysis and settlement analysis for about 1.6 mile long flood control levee along Housatonic and Naugatuck River.

Evaluation was performed in conformance with National Flood Insurance Program (NFIP) requirements of Title 44, Chapter 1, Section 65.10 of Code of Federal Regulations, in order for the levees to be recognized as providing one-percent-annual-chance level of flood protection. In order to achieve this, PS&S performed seven test borings, performed aquifer permeability tests and detailed engineering evaluation consisting of deep seated stability and internal seepage analysis. Laboratory program was conducted to confirm design soil parameters.

PS&S analysis concluded that the seepage flow through the levee was not detrimental to the stability of the levee via internal erosion and seepage forces. PS&S also evaluated long term creep related settlement of the levee due to deep seated soft compressible organic soil deposits.





Weehawken, West New
York, Guttenberg and
North Bergen, New Jersey

Infrastructure



2007 Honor Award for
Engineering Excellence –
American Council of Engineering
Companies of NJ (ACEC-NJ)

2008 National Finalist
for Engineering Excellence
American Council of
Engineering Companies (ACEC)

2008 American Society of
Landscape Architects – NJ Chapter
(NJ ASLA) Honor Award –
Site Design Category

PS&S has decades of experience as a participant in the renewal of New Jersey's Hudson River Waterfront. PS&S projects extend along the waterfront from Bayonne to Fort Lee, and include many of the landmark residential, commercial, marina, walkway and park projects that comprise the new Hudson River Gold Coast.

Our services over the years are part of a comprehensive redevelopment plan that has reshaped and revitalized the Hudson River Waterfront.

In the center of this General Land Development and Planning activity is a parcel that extends for 2.4 miles along the Hudson River waterfront. Beginning in 1982, PS&S has provided ongoing engineering, planning and environmental consulting services for the site, resulting in construction of several new communities. The overall parcel consists of separate Brownfield properties, remnant from the era of waterfront commerce along the Hudson. The redevelopment activities continue, creating positive tax ratables for the municipalities of Weehawken, West New York, Guttenberg and North Bergen. In addition to the design of the new communities and structures, PS&S provided infrastructure and community facility designs including sanitary sewage pump stations, relocation of an existing 60-inch combined sewer outfall, new ferry terminal, 300 slip marina, roadways, and stormwater management facilities.

The following neighborhoods/phases are included in the overall project:

PS&S provided civil engineering and environmental permitting services for the 14.6 acre site that includes baseball fields, a football field and track, tennis courts, a multipurpose rink, a pavilion, swimming pool and kayak/boat launch. In addition, a segment of the Hudson River Waterfront Walkway was constructed, providing areas for passive recreation. The project site was contaminated with chromate waste and historic fill. Under a NJDEP approved Remedial Action Workplan, prepared by another firm and engineered by PS&S, areas of chromate waste with hexavalent chromium were capped with a specifically designed impervious chromium cap, which in turn was overlaid by site improvements and/or soil cap. Historic fill was remediated by conventional capping and the establishment of Deed Notices. In landscaped areas, the cap is comprised of a permeable geotextile layer overlain with certified clean soil material suitable to support vegetation.





Hudson River Waterfront Redevelopment

continued



Ferry Terminal Award

*2007 Urban Land Institute (ULI)
Project of the Year Award*

Henley on the Hudson

PS&S provided civil engineering and environmental permitting services for this neighborhood that included a total 159 residential units. The eight residential buildings include a mix of condominium and townhouse living. In addition, a segment of the Hudson River Waterfront Walkway was constructed providing areas for passive recreation. The neighborhood is adjacent to Weehawken Park. Civil engineering services included site plan preparation, utility design, grading and stormwater management design.

Port Imperial Marina

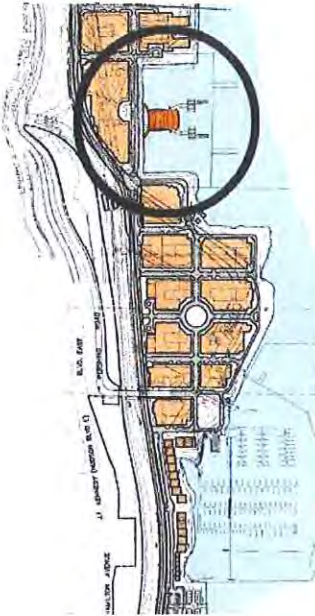
PS&S provided civil engineering and environmental permitting services for the project. PS&S obtained U.S. Army Corps of Engineers and NJDEP Waterfront Development permits and provided oversight for maintenance dredging operations performed to restore navigable depths for continued recreational boating activities at the Marina. PS&S had also obtained authorizations for the original marina that was constructed in 1985 in the location of a former port area subject to the Harbor Drift Cleanup Program. The marina had not been dredged for approximately 20 years and had silted up to the point where the Marina's patrons were forced to use their vessels only during periods of high water. Two hundred thousand cubic yards of dredge materials were removed in 2005. These sediments were used as a remedial cap at the ACOE/EPA managed Historic Area Remediation Site (HARS).

Port Imperial Intermodal Ferry Terminal

PS&S provided civil engineering and environmental permitting services including National Environmental Policy Act (NEPA) environmental assessment and U.S. Army Corps of Engineers permitting for the NJ Transit / NY Waterway Port Imperial Intermodal Ferry Terminal. The proposed 30,000 square foot Ferry Terminal is located on a 10-acre Brownfield site in Weehawken north of Port Imperial South. Soils within the property contain elevated concentrations of contaminants associated with historic fill. A cap on the upland portion of the site was required. As part of the dredging operations is required for the Ferry Terminal, the NJDEP Office of Dredging and Sediment Technology analyzed the sediment and found that removal of sediments would not impact or increase contamination of resources. Therefore, upland disposal of dredge spoils was used to cap existing landfills in the Meadowlands and mitigation for dredging of shallow water habitat was accommodated in Bayonne as part of the development of a Waterfront Park. The Ferry Terminal provides an important intermodal link to the Hudson-Bergen Light Rail System, allowing significant relief capacity to the Trans-Hudson transportation network. The planning of the project included visual impact analysis to ensure that views from the top of the Palisades would not be adversely affected. Civil engineering services included all site plan preparation, utility design, grading and stormwater management design.



Hudson River Waterfront Redevelopment *continued*



Port Imperial (North and South)

PS&S provided master plan civil engineering, landscape architecture, surveying and environmental permitting services for the neighborhood known as Port Imperial North, located in West New York. The site at the base of the Palisades consists of 158 acres, 90 of which are uplands. The mixed-use development consists of approximately 4,000 residential units (townhouses, rental and for-sale apartments) and 100,000 square feet of commercial space. Also included is approximately 5,000 linear feet of Hudson River walkway, with an additional five acres of public parks. Planned community facilities include a police and fire substation and a soccer field.

PS&S also provided master plan civil engineering, landscape architecture and environmental permitting services for the Port Imperial South neighborhood. The site is located in West New York and encompasses approximately 90 upland acres. It is a mix of residential and commercial uses, with approximately 1,700 residential units, a 375 room hotel and 1.3 million square feet of office space on the waterfront. A waterfront walkway that extends along the full length of the project and public parks were also included. The Port Imperial neighborhoods included extensive infrastructure design incorporating three new sanitary pump stations to manage the waste water from the project; the 0.8037 MGD pump station located in Weehawken, a 0.454 MGD pump station and 0.891 MGD pump station located in West New York. As part of the Port Imperial Redevelopment, PS&S was responsible for re-routing an existing 60 inch diameter Combined Sewer Outfall (CSO) that dropped down approximately 160 feet from the top of the Palisades and crossed Port Imperial Boulevard (PIB) before discharging to the Hudson River. The discharge point of the CSO had to be relocated approximately 1,000 feet to the south. As the CSO was owned by the North Hudson Sewerage Authority (NHSA) PS&S worked closely with the authority to provide a design solution that would satisfy them, but at the same time allow the development of the site to continue on schedule. PS&S also coordinated their design to permit the Authority to install the DEP mandated netting chamber following the installation of the new CSO pipe.





Hudson River Waterfront Redevelopment

continued



Jacobs Ferry Award

1999 Gold Award "Best in America – Community of the Year" and "Best Landscape Design in Region" National Associates of Home Builders



Jacobs Ferry / Harbor Place / Bulls Ferry

PS&S provided master plan civil engineering, landscape architecture and environmental permitting services for the Jacobs Ferry and Harbor Place neighborhoods located in West New York, and Bulls Ferry, which is located in Guttenberg. The 16-acre Jacobs Ferry neighborhood is comprised of 315 residential units with two pool and cabana recreation areas and waterfront walkway including two bridges.

PS&S provided multi-disciplined services for this well-received project. Environmental services included the preparation of NJDEP waterfront Development Permit documents. Site/Civil engineering services included design of grading, drainage, utilities, bulkhead/sheet piling edge treatment, site lighting and landscaping. Geotechnical engineering services included development and monitoring of the surcharge/dynamic compaction program for the property, which is situated on 100-year old cribbing, and construction services for observation of earthwork activities. Surveying services included preparation of boundary and topographic survey, preparation of subdivision documents and construction stake-out of the development. Structural engineering services included preparation of construction documents for the waterfront walkway bridges that span two inlet berths and investigations of old piers located along the river at the project site. PS&S participated in the preparation of "The Use of Natural and Synthetic Erosion Control Products in Riverfront Restoration, Hudson River, New Jersey" paper which was presented at the October 2002 ASCE conference.

Hudson Pointe

PS&S provided master plan site/civil engineering, landscape architecture, surveying, structural engineering and environmental permitting services for the approximately 24 acre neighborhood known as Hudson Pointe located in North Bergen which is comprised of 170 upscale residential units. This redevelopment project required significant regulatory agency permits and approvals, including NJDEP Waterfront Development Permit and FEMA Letter of Map Revision (LOMR). The project features a continuous pile-supported waterfront walkway along the water's edge and a one-half acre park. The fact that the project site occupies a peninsula that extends into the tidal Hudson River necessitated careful design solutions in conformance with applicable flood hazard and coastal zone rules. PS&S' knowledge of the rules and site design skills, in association with managed coordination with the NJDEP, resulted in an effective design that met client objectives. In order to address impacts of FEMA's Coastal High Hazard Area (V-Zone) designation on the existing property, PS&S prepared a Wave Height Analysis of the Hudson River along the property utilizing detailed topographic data to prove that the V-zone limits as mapped by FEMA could be modified as part a LOMR application.



Civil / Structural /
Transportation Engineers

Construction
Inspectors/Managers

Bridge Condition
Inspectors

New Jersey
New York
Pennsylvania

www.sjheng.com

Construction Management and Inspection Services, Facilities Improvement Program Maintenance Districts, OPS No. A3559

Various Locations, New Jersey

PROJECT TYPE

Construction Inspection

PROJECT OWNER / CLIENT

New Jersey Turnpike Authority

CONTRACT AMOUNT

\$328,000 fee

START & END DATES

2/2015 – Ongoing

ROLE

Subconsultant to Hill International, Inc.
Construction Management

REFERENCES

PROJECT DESCRIPTION

The Facilities Improvement Program Maintenance Districts on both the New Jersey Turnpike and Garden State Parkway encompasses all construction management services, including scheduling, cost control progress reporting, utility relocations, and ancillary activities and inspection services covering 15 maintenance districts, the Bloomfield NJ State Police Motor vehicle garage, and 2 salt sheds on the Pearl Harbor Memorial Turnpike Extension and Milepost 143.

The \$500M program, which is scheduled for completion in 2018, aims to bring the Authority's facilities into a state of good repair. Several facilities are in need of replacement, repair, or upgrades, with additional review of various modifications and additions made since the opening of the two roadways 60 years ago.

SJH is providing a qualified Construction Inspector and Safety Manager, responsible for the safety audits at the associated maintenance districts. We reviewed Site Safety Plans and corrected the documents as necessary, made random and scheduled site visits, produced a written report with photographic evidence of observed site conditions and any non-compliance issues, and recommended changes if necessary. In addition, we offered site specific trainings at each of the maintenance districts. To date, 8 contractor's plans were reviewed for compliance with the Authority's Health and Safety Plan.



SJH Engineering, P.C.



Preferred Construction
Management

Accuracy you can build on.

Case Study

Project: Sandy Hook Wastewater Treatment Plant Short Term Renovation ~ Design Build
Client & Contact Info: RAAD Construction, LLC ~ Harry Poppe
Address: Gateway National Recreation Area, Sandy Hook, NJ
Date of Service: 2013 to June 2015

Project Description: The Sandy Hook National Recreation Area was severely impacted by Superstorm Sandy on 10/29/12. The storm surge was amplified by a full moon and high tides. The recreation area and its structures and infrastructure was over washed by the storm event. The Waste Water Treatment Plant was flooded with saltwater and became inoperable. This system supports the entire park unit. The project consisted of the design and construction for short-term renovation of the Waste Water Treatment Plant which is expected to remain in place for approximately 2 – 4 years while a permanent solution is developed and constructed. The goal was to provide a semi-automatic WWTP by Memorial Day, 2014 and meet current state waste water management licensing requirements.

PCM, working with long term client, RAAD Construction provided the estimate for the project. After the release of the original solicitation there were many modifications requiring many revisions to the originally prepared estimate. The final estimate of the stated work requirements was \$4M. RAAD Construction was the awarded contractor. Unfortunately, during or following the completion of the design it was determined that the government's original RFP's listing of items needing to be replaced would not support an operable system and the work needed to be redesigned with all the necessary components to make the system functional. Of course this resulted in a delay and the Sandy Hook facility not having operable bathing facilities for the 2014 season and having to make other arrangements.



Our client requested that we assist them with developing a Time Impact Analysis Schedule and a new construction schedule following the revised design component completion. PCM did this, as well as, monthly updates during the construction to assist in getting the project completed once and for all. The project was to completed at the end of July 2015.

TECHNICAL PROPOSAL

3. Project Approach / Management Plan for Potential Projects

i) Addressing a Task Order Requirement

- *Table 3: CM Team Resources by Personnel Category*
- *Graphic 3: CM Organization Task Order Delivery*
- *Graphic 4: CM Key Personnel, by Primary Function/Area*
- *Table 4: Responsibility Matrix, Design Phase*
- *Table 5: Responsibility Matrix, Bid & Award Phase*
- *Table 6: Responsibility Matrix, Construction Phase*

ii) Task Order QA/QC and Issue Resolution

3. Project Approach / Management Plan for Potential Projects

Addressing a Task Order Requirement

With an identified need, a Task Order will be generated by an authorized member of DPMC to the contracted IDIQ CM firms. The Task Order will be received by ShapiroCM's Contract Executive, Jay Shapiro. A proposal will be promptly prepared for DPMC. Should ShapiroCM's proposal prove favorable, and once a scope of services and effort for the Task is agreed upon, the Task Order will be assigned to ShapiroCM's designated Project Manager, who will accept responsibility for delivery of the services.

Table 3 presents the CM team resources by Personnel Category and CM Team member firm, resumes of which Key Personnel staff resources (Level 5 and above) are presented in Section 1 of this submission.

Our team's approach to provide the specific services for a specific Task Order under the various requirements during each phase of the program, is summarized via **Graphic 3** in this section.

Following Graphic 3, **Graphic 4** identifies the ShapiroCM team key members, whose resumes are included in Section 1, classified into their primary area of functional responsibility.

Finally, **Tables 4, 5 and 6** present the anticipated Responsibility, or Participation, of each of our staff resources through the Design (Table 4); Bid and Award (Table 5) and Construction (Table 6) Phases of the program of work.

Beyond the organizational structure of our CM team to provide the services, ShapiroCM's Management Approach for any assignment centers on topics that are integral to our function as Construction Managers:

- a. Project Schedule Control and Ability to Execute on Schedule
- b. Project Cost Estimating and Cost Control
- c. Task Order Quality Assurance, Quality Control and Issue Resolution

Project Schedule Control, Ability to Execute on Schedule, Cost Estimating and Cost Control are discussed in more detail in the following two sections of this proposal.

Quality Assurance/Control – The Project Executive's Responsibility

ShapiroCM's approach is centered on its commitment to employ talented and capable individuals at all levels, afford them the freedom to use their best judgment, provide the resources necessary to support quality, and charge them with the responsibility to achieve

success. While the Project Manager will be singularly responsible for all technical aspects of the Task Order, the Project Executive's quality-related responsibilities will remain:

- Ensuring that a Contract-specific quality assurance approach is developed.
- Ensuring that a Task Order-specific work plan is prepared and followed.
- Conducting Task Order review, monitoring activities, critiques and related interim assurance activities for technical performance and Client Satisfaction.
- Serving as ShapiroCM's representative to officially comply, or certify compliance, with legal, regulatory and professional requirements related to the Task Order.

Issue Resolution

Issue resolution is a core function and responsibility of the Construction Manager, and is a responsibility of all members of the CM team. The function begins at the outset of the Design Phase and does not end until complete sign-off of Construction and all contracts. To mitigate issues before they "rear their head", steps are taken that include such techniques as constructability review. These reviews are performed by project management staff to familiarize the management team with the finite details of the design, and assist in identifying inaccuracies and coordination problems before the documents are issued for bid. This process reduces costs that can arise due to conflicts and lack of coordination in construction.

Another example of Issue Resolution is strong control over change orders. Change orders are a real part of any construction project - the key to a successful project is to keep them at a minimum. This requires a quick and reasonable resolution of cost/schedule issues that can later grow into claims against the Owner. ShapiroCM works to avoid claims by monitoring the work schedule, instilling performance guidelines and expediting information from the appropriate parties to avoid project delays.

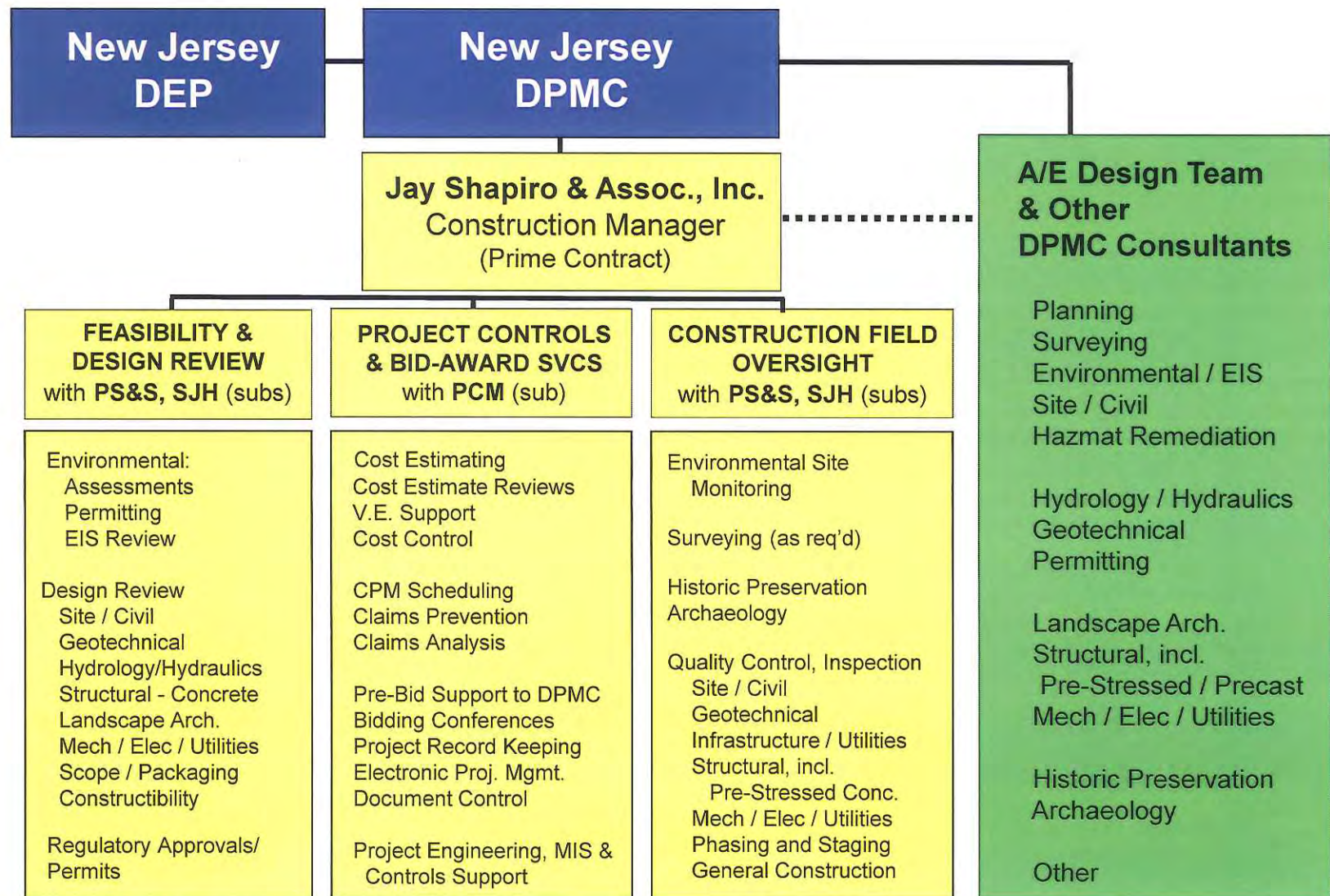
ShapiroCM's Management Approach is supported by the following graphics and charts, on the next pages:

- Table 3: CM Team Resources by Personnel Category
- Graphic 3: CM Organization Task Order Delivery
- Graphic 4: CM Key Personnel, by Primary Function/Area
- Table 4: Responsibility Matrix, Design Phase
- Table 5: Responsibility Matrix, Bid & Award Phase
- Table 6: Responsibility Matrix, Construction Phase

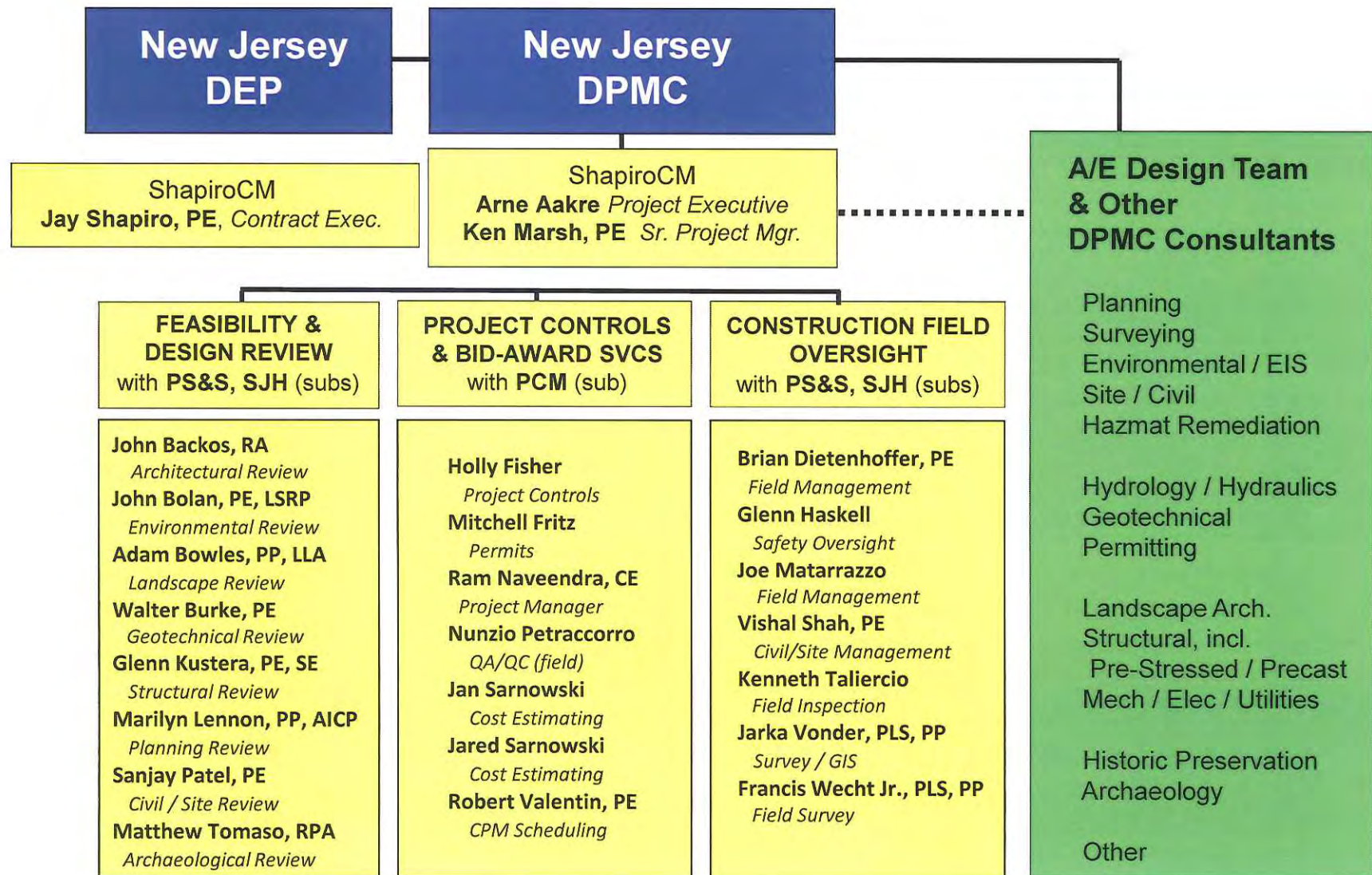
Table 3. CM Team Resources by Personnel Category

NJDPMC, IDIQ Term Contract for Construction Management Services

Discipline/Labor Category	Staff Level	Jay Shapiro & Associates Far Hills, NJ	Paulus Sokolowski & Sartor Warren, NJ	SJH Engineering (MBE) Princeton, NJ	Preferred Construction Management (WBE) Hewitt, NJ
		Prime Consultant	Sub - Consultant	Sub - Consultant	Sub - Consultant
Management / Leadership					
Contract Executive, Firm Principal	7	✓	✓	✓	✓
Project Executive	6	✓			
Senior Project/Construction Manager	6	✓	✓		
Project/Construction Manager	5	✓	✓	✓	
Project Controls Team					
Senior Cost Estimator	5	✓			✓
Senior CPM Scheduler	5	✓			✓
Senior Claims Analyst	5	✓			✓
Value Engineering Specialist	5	✓			✓
Permit Coordinator / Expeditor	5	✓	✓		
Project Controls Manager	5	✓			
QA/QC Manager	5	✓	✓		
Cost Estimator	3	✓	✓		✓
Scheduling Engineer	3	✓			✓
Project Accountant / Auditor	3	✓	✓		
Administrative Assistant	2	✓	✓		
Technical Experts/Specialists					
Senior Civil Engineer	5	✓	✓	✓	
Senior Environmental Engineer	5		✓		
Senior Geotechnical Engineer	5		✓		
Senior Hydrology / Hydraulics Engineer	5		✓		
Senior Structural Engineer	5		✓		
Senior Bridge Engineer	5		✓	✓	
Senior Architect	5	✓	✓		
Senior Landscape Architect	5		✓		
Sr. Historic Architecture / Preservationist	5		✓	✓	
Sr. Archeologist	5		✓		
Sr. Designer	4		✓		✓
Technical Support Staff					
Civil Engineer	3	✓	✓	✓	
Environmental Engineer	3		✓	✓	
Geotechnical Engineer	3		✓		
Hydrology / Hydraulics Engineer	3		✓		
Structural Engineer	3		✓	✓	
Landscape Architect	3		✓	✓	
Architect	3	✓	✓		
GIS Engineer	3		✓		
Designer/Draftsperson	2		✓		
Draftsperson	1		✓	✓	
Field Inspection & Support Services					
Construction Superintendent	6	✓	✓	✓	
Senior Safety/OSHA Inspector	5			✓	
Field Surveyor	3		✓	✓	
Site/Civil Inspector	3	✓	✓	✓	
Geotechnical Inspector	3		✓	✓	
Concrete/Masonry Inspector	3		✓	✓	
Prestressed / Precast Concrete Inspector	3		✓	✓	
General Construction Field Inspector	3	✓	✓	✓	
Architectural Inspector	3	✓	✓	✓	
Site Administrator	2	✓	✓		
Field Clerk / Office Assistant	1	✓	✓		



**Graphic 3. CM Organization for Task Order Delivery
DPMC IDIQ Term CM Contract**



Graphic 4. CM Organization – Key Personnel
DPMC IDIQ Term CM Contract

NJDPMC, IDIQ Term CONTRACT for Construction Management Services

Table 4 Responsibility Matrix

FEASIBILITY AND DESIGN PHASE	7.1	7.2	7.3	7.4	7.5	7.6	7.7	7.8	7.9	7.10
Position	General Reqm'ts	Pre-Design Confn'ce	Design Progress Meetngs	Budget Cost Control	Feasib'l & Design Reviews	Record Keeping	Value Enginr'g	Site Utilizat'n Plan	Contract'r Submt'ls	Permitting
Management / Leadership										
Contract Executive, Firm Principal	✓									
Project Executive	✓	✓		✓						
Senior Project/Construction Manager	✓	✓	✓	✓	✓	✓	✓			✓
Project/Construction Manager		✓	✓	✓	✓	✓	✓	✓	✓	✓
Project Controls Team										
Senior Cost Estimator				✓			✓			
Senior CPM Scheduler			✓	✓						
Senior Claims Analyst				✓						
Value Engineering Specialist							✓			
Permit Coordinator / Expeditor					✓					✓
Project Controls Manager				✓		✓	✓			✓
QA/QC Manager			✓	✓		✓				
Cost Estimator				✓			✓			
Scheduling Engineer				✓		✓				
Project Accountant / Auditor						✓				
Administrative Assistant			✓			✓				
Technical Experts/Specialists										
Senior Civil Engineer			✓		✓			✓	✓	✓
Senior Environmental Engineer			✓		✓			✓	✓	✓
Senior Geotechnical Engineer			✓		✓			✓		✓
Senior Hydrology / Hydraulics Engineer			✓		✓			✓		✓
Senior Structural Engineer			✓		✓				✓	
Senior Bridge Engineer			✓		✓				✓	
Senior Architect			✓		✓				✓	✓
Senior Landscape Architect			✓		✓			✓	✓	
Senior Designer			✓		✓					
Sr. Historic Architecture / Preservationist			✓		✓			✓	✓	✓
Sr. Archeologist			✓		✓			✓	✓	✓
Technical Support Staff										
Civil Engineer			✓		✓					
Environmental Engineer			✓		✓					
Geotechnical Engineer			✓		✓					
Hydrology / Hydraulics Engineer			✓		✓					
Structural Engineer			✓		✓					
Landscape Architect			✓		✓					
Architect			✓		✓					
GIS Engineer			✓		✓					
Designer/Draftsperson			✓		✓					
Draftsperson			✓		✓					
Field Inspection & Support Services										
Construction Superintendent								✓	✓	
Senior Safety/OSHA Inspector								✓	✓	
Field Surveyor								✓	✓	
Site/Civil Inspector						✓		✓	✓	
Geotechnical Inspector						✓		✓	✓	
Concrete/Masonry Inspector						✓		✓	✓	
Prestressed / Precast Concrete Inspector						✓		✓	✓	
General Construction Field Inspector						✓		✓	✓	
Architectural Inspector						✓		✓	✓	
Site Administrator						✓		✓	✓	
Field Clerk / Office Assistant						✓		✓	✓	

NJDPMC, IDIQ Term CONTRACT for Construction Management Services

Table 5 Responsibility Matrix

BID & AWARD PHASE					
	8.1	8.2	8.3	8.4	8.5
	General Requirements	Pre-Bid Conference	Bid Opening	Bidder's Conference	Record Keeping
Position					
Management / Leadership					
Contract Executive, Firm Principal	✓				
Project Executive	✓				
Senior Project/Construction Manager	✓	✓	✓	✓	✓
Project/Construction Manager	✓	✓	✓	✓	✓
Project Controls Team					
Senior Cost Estimator					✓
Senior CPM Scheduler					
Senior Claims Analyst					
Value Engineering Specialist					
Permit Coordinator / Expeditor	✓				
Project Controls Manager	✓		✓		
QA/QC Manager	✓		✓		
Cost Estimator					✓
Scheduling Engineer					✓
Project Accountant / Auditor			✓		✓
Administrative Assistant			✓	✓	✓
Technical Experts/Specialists					
Senior Civil Engineer			As Required		
Senior Environmental Engineer			As Required		
Senior Geotechnical Engineer			As Required		
Senior Hydrology / Hydraulics Engineer			As Required		
Senior Structural Engineer			As Required		
Senior Bridge Engineer			As Required		
Senior Architect			As Required		
Senior Landscape Architect			As Required		
Senior Designer			As Required		
Sr. Historic Architecture / Preservationist			As Required		
Sr. Archeologist			As Required		
Technical Support Staff					
Civil Engineer					
Environmental Engineer					
Geotechnical Engineer					
Hydrology / Hydraulics Engineer					
Structural Engineer					
Landscape Architect					
Architect					
GIS Engineer					
Designer/Draftsperson					
Draftsperson					
Field Inspection & Support Services					
Construction Superintendent					
Senior Safety/OSHA Inspector					
Field Surveyor					
Site/Civil Inspector					
Geotechnical Inspector					
Concrete/Masonry Inspector					
Prestressed / Precast Concrete Inspector					
General Construction Field Inspector					
Architectural Inspector					
Site Administrator					
Field Clerk / Office Assistant					

NJDPMC, IDIQ Term CONTRACT for Construction Management Services

Table 6 Responsibility Matrix

CONSTRUCTION PHASE	9.1	9.2	9.3	9.4	9.5	9.6	9.7	9.8	9.9	9.10	9.11	9.12	9.13	9.14	9.15	9.16
Position	General	Record Keeping	Progress Reporting	Budget Control / Cost Account'g	Scheduling	Submittals	Progress Payments	Health & Safety	Inspection	Testing	Info. Requests	Contract Mods.	Claims Analysis and Mgmt.	Progress Photos	Project Close Out	Occupancy
Management / Leadership																
Contract Executive, Firm Principal	✓															
Project Executive	✓															
Senior Project/Construction Manager	✓	✓	✓	✓	✓		✓				✓	✓	✓		✓	✓
Project/Construction Manager	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Project Controls Team																
Senior Cost Estimator				✓								✓	✓			
Senior CPM Scheduler				✓	✓							✓	✓			
Senior Claims Analyst				✓									✓			
Value Engineering Specialist				✓									✓			
Permit Coordinator / Expeditor					✓	✓								✓	✓	
Project Controls Manager		✓	✓	✓	✓	✓								✓	✓	
QA/QC Manager			✓			✓		✓	✓	✓				✓	✓	
Cost Estimator				✓												
Scheduling Engineer					✓											
Project Accountant / Auditor			✓	✓			✓									
Administrative Assistant		✓	✓	✓		✓	✓							✓		
Technical Experts/Specialists																
Senior Civil Engineer						✓						✓			✓	
Senior Environmental Engineer						✓						✓			✓	
Senior Geotechnical Engineer						✓						✓			✓	
Senior Hydrology / Hydraulics Engineer						✓						✓			✓	
Senior Structural Engineer						✓						✓			✓	
Senior Bridge Engineer						✓						✓			✓	
Senior Architect						✓						✓			✓	
Senior Landscape Architect						✓						✓			✓	
Senior Designer						✓						✓			✓	
Sr. Historic Architecture / Preservationist						✓						✓			✓	
Sr. Archeologist						✓						✓			✓	
Technical Support Staff																
Civil Engineer						✓			✓	✓						
Environmental Engineer						✓			✓	✓						
Geotechnical Engineer						✓			✓	✓						
Hydrology / Hydraulics Engineer						✓			✓	✓						
Structural Engineer						✓			✓	✓						
Landscape Architect						✓			✓	✓						
Architect						✓			✓	✓						
GIS Engineer						✓			✓	✓						
Designer/Draftsperson						✓										
Draftsperson						✓										
Field Inspection & Support Services																
Construction Superintendent		✓						✓	✓	✓				✓	✓	✓
Senior Safety/OSHA Inspector		✓						✓	✓	✓				✓	✓	
Field Surveyor		✓							✓	✓				✓	✓	
Site/Civil Inspector		✓							✓	✓				✓	✓	
Geotechnical Inspector		✓							✓	✓				✓	✓	
Concrete/Masonry Inspector		✓							✓	✓				✓	✓	
Prestressed / Precast Concrete Inspector		✓							✓	✓				✓	✓	
General Construction Field Inspector		✓							✓	✓				✓	✓	
Architectural Inspector		✓							✓	✓				✓	✓	
Site Administrator		✓							✓	✓				✓	✓	✓
Field Clerk / Office Assistant		✓							✓	✓				✓	✓	

TECHNICAL PROPOSAL

4. CPM Scheduling – Experience and Capabilities

- i) Experience
- ii) Capabilities
- iii) Schedule Samples and Reports
 - Actual timeline of Draft and Final Environ. Impact Statements
 - Conceptual Timeline for Design and Const. of a Resort complex
 - 34-Month Const. Schedule for a “Fast-Track” project delivery
 - “Forensic” Timeline Review of a Project – Claim Analysis
 - CPM Schedule Analysis (\$12MM Claim on a \$110MM Project)



CPM Scheduling - Experience and Capabilities

As one of the foundation elements of its business practice, ShapiroCM has strong Experience and Capabilities in project schedule management, including CPM ("Critical Path Method") Scheduling. We are able to apply computer-generated, cost-loaded schedules for all phases of the project, using CPM based packages to keep projects on schedule and manage pay applications. The CPM schedule identifies activities required for the entire project, recognizing those activities that require phased construction and/or early procurement. Proper interface is developed so that design is phased and completed for bid, award and construction, consistent with the project development. Updates are conducted at regular intervals.

While our primary CPM application tool is Primavera, we are also adept at other software applications, such as MS Project. It is our normal procedure to require contractors to provide their own schedules. However, in the preparation of bid documents, we recommend the inclusion of a provisional time-phased milestone schedule demonstrating a logical sequencing of the work. ShapiroCM's scheduling capabilities and services include:

- Master Schedule Development
- List of Critical Dates
- Design Schedule Monitoring
- Preliminary Network Development
- Construction Schedule Creation
- Schedule of Values
- Monthly Schedule Updates
- Recovery Schedule Creation
- Schedule Revisions
- Project Status Reports
- Move-In Coordination
- Occupancy Plan/Schedule

ShapiroCM considers schedule adherence to be central to its own function as Construction Manager. For each and every project taken on, ShapiroCM works with the client to understand inviolable schedule requirements, and plans the project delivery accordingly. For instance, in taking on the CM role on behalf of Franklin Township Board of Education, an absolute requirement to deliver a brand-new, \$59MM, 340,000SF High School, to accept students at school opening, September 2005, was mandated. ShapiroCM, as CM overseeing 6 primary separate prime contracts, steered the delivery over a 22 month construction schedule – including preparing and executing recovery plans when the schedule slipped at interim milestones – to the required opening date for 2,000 students. This is but one example of our team's ability to accomplish projects within established schedules.

For the DPMC IDIQ proposal and contract, ShapiroCM has supplemented its own resources with those of sub-consultant Preferred Construction Management ("PCM"), which offers the State of New Jersey DEP additional depth of scheduling resource. In addition to its Cost Estimating area of primary specialization, PCM also offers CPM Scheduling and Claims Analysis. The combined resource of ShapiroCM, with PCM, brings unusual, locally based scheduling strength to the contract.



Samples of ShapiroCM schedules and reports, provided on the following pages include:

- a) An actual timeline for preparation of Draft and Final Environmental Impact Statements
- b) A Conceptual Timeline for Design and Construction of a \$450MM Resort complex
- c) A 34-Month Construction Schedule for a "Fast-Track" project delivery
- d) A "forensic" Timeline Review of a Project – in preparation for a Claim Analysis
- e) A CPM Schedule Analysis associated with a \$12MM Claim on a \$110MM Project

Jay Shapiro & Associates, Inc.

21-Nov-12

NEVELE RESORT by Claremont Partners

DGEIS & FGEIS TIMELINE

ITEM	ACTIVITY	Target / End Date	2012					2013											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1	Conceptual Plan for Redevelopment																		
3	Confirmation as Lead Agency - WT	24-Sep-12																	
4	Request to Prepare DGEIS	24-Sep-12																	
5	Submit Draft DGEIS Scope to WT	4-Oct-12																	
6	Public Draft Scoping Mtg. on DGEIS	18-Oct-12																	
7	Adopts Final Draft & Direct to Start Prep Final DGEIS - WT	15-Nov-12																	
8	Submit Final DGEIS to WT for Review	3-Jan-13																	
9	Acceptance of Final DGEIS	21-Feb-13																	
10	Public Hearing on DGEIS & PRRD - WT	14-Mar-13																	
11	Receive Public Comments on DGEIS & PRRD	28-Mar-13																	
12	Submit FGEIS to WT	22-Apr-13																	
13	Acceptance of FGEIS - WT	16-May-13																	
14	Issue SEQRA Finding Statement - WT	6-Jun-13																	
15	Adopts PRRD - WT	6-Jun-13																	
16	Submit CDP/Site plan/EAF for Ph 1 Construction to WT	14-Jun-13																	
17	Adopts SEQRA & Refers CDP & application to others -WT	2-Jul-13																	
18	Public Hearing on CDP & Ph. 1 construction	1-Aug-13																	
19	Completes CDP & Ph 1 Review & Approval- WT	5-Sep-13																	
20	Referendum, NY - State Gambling	5-Nov-13																	

SAMPLE

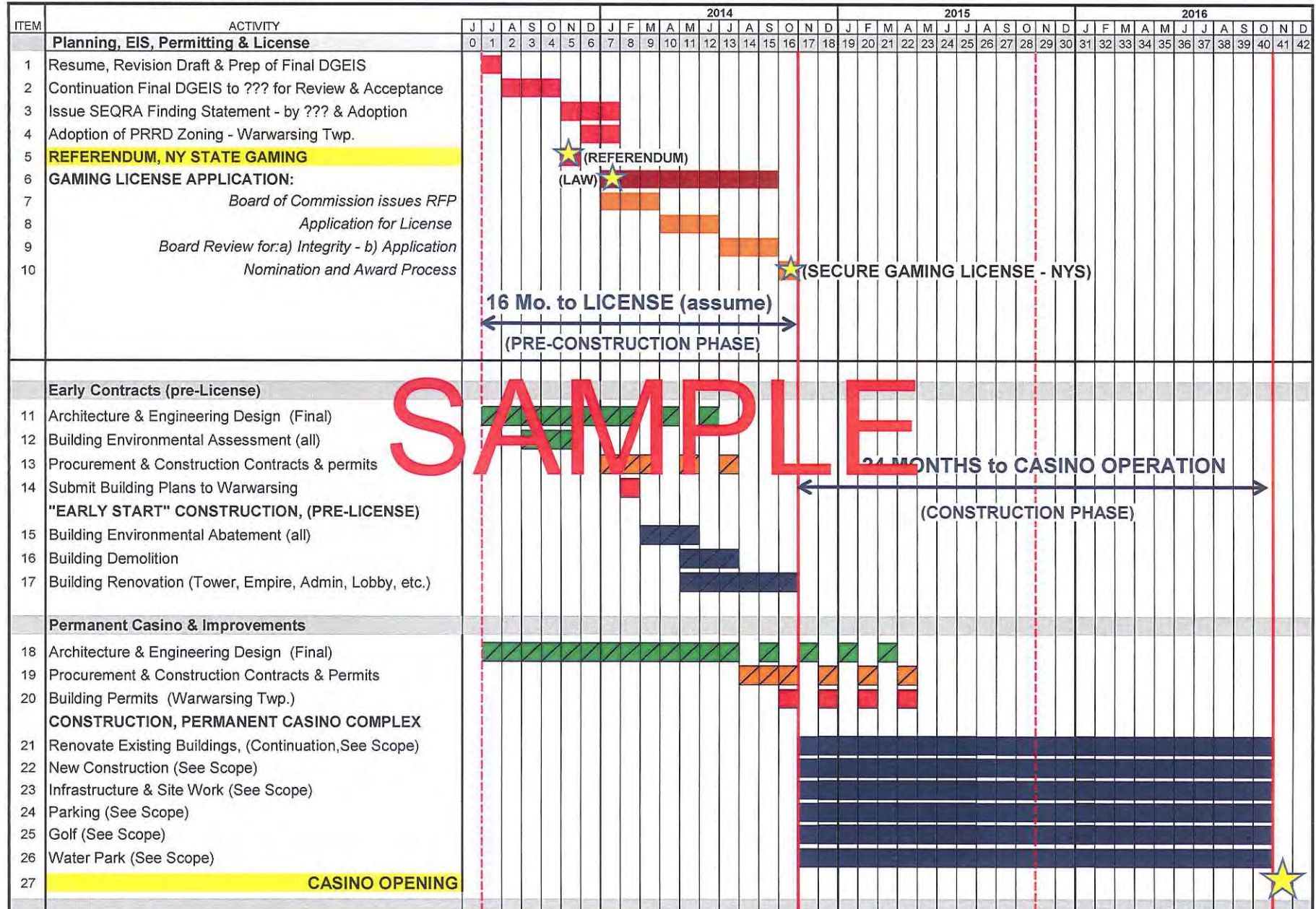
NY STATE LEGISLATION, GAMBLING

PRRD - Planned Recreation Resort Development
 SEQRA - State Environmental Quality Review Act
 DGEIS - Draft Generic Environmental Impact Statement
 EAF - Environmental Assessment Form

NEVELE CASINO RESORT

DRAFT, for DISCUSSION

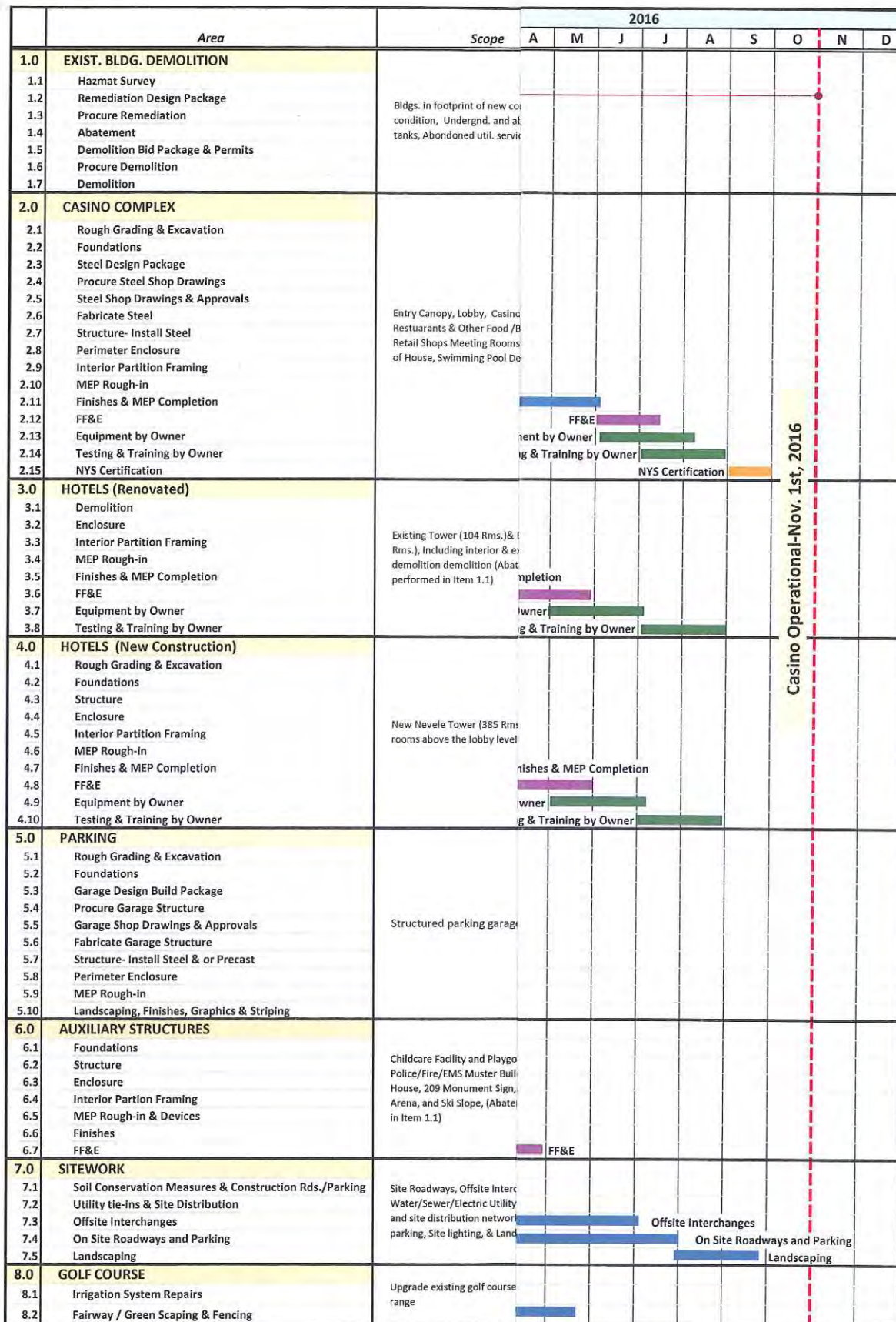
Conceptual Timeline - ALL PHASES



NEVELE RESORT, CASINO & SPA
Ellenville, NY

SCHEDULE (With Critical Early Design)

3/8/2014

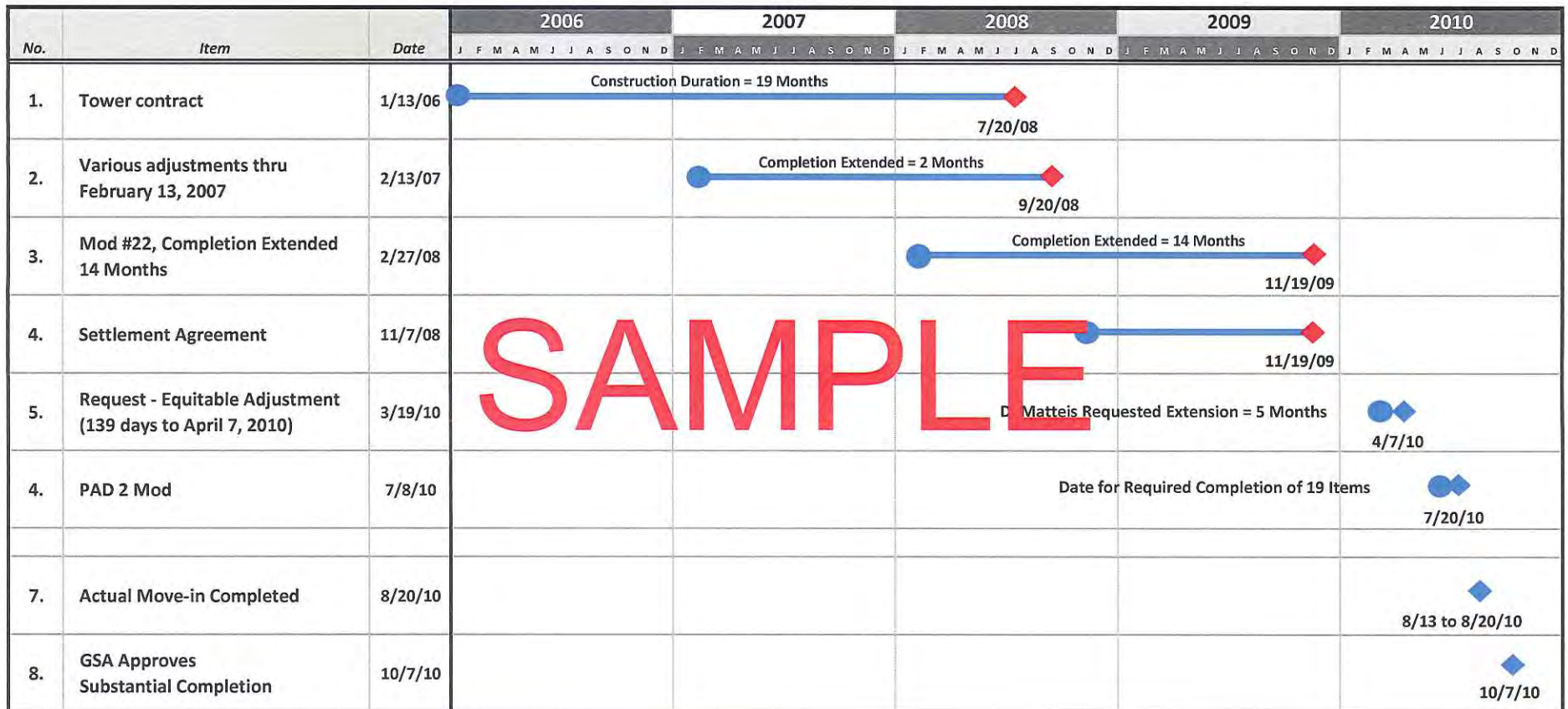


US Mission to the United Nations

Overview of Construction Timeline Adjustments

Jay Shapiro & Associates, Inc.

November 18, 2010

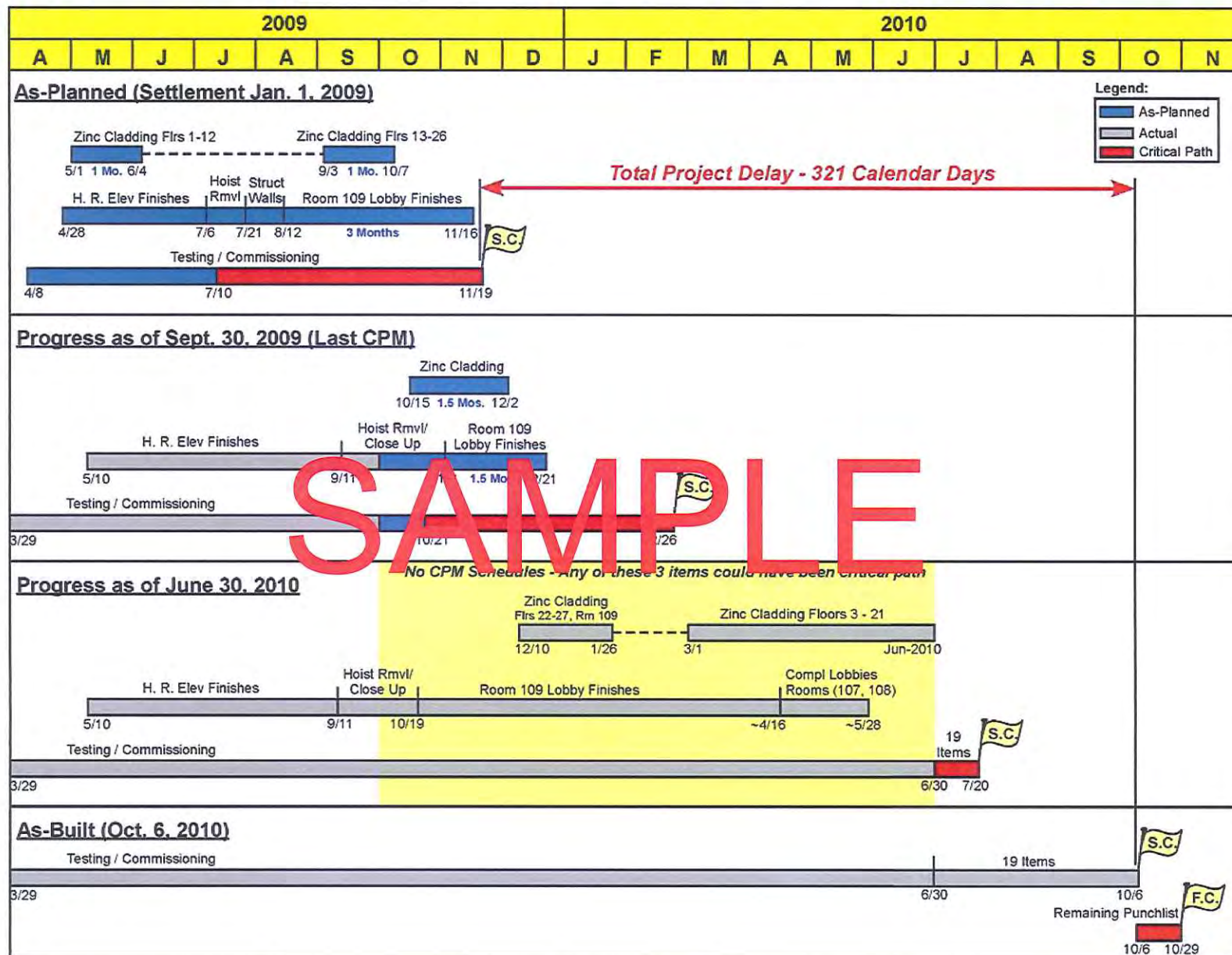


LEGEND

Activity Date	●
Contract Substantial Completion Dates	◆
Other Completion Dates	◆

NOTES

1. Durations above are approximated in months



TECHNICAL PROPOSAL

5. Cost Estimating / Budget Control – Experience and Capabilities

- i) Experience
- ii) Capabilities
- iii) Cost Estimates and Cost Reports – Samples
 - Generic Systems Cost Model/Summary, Sample (1p)
 - Budget Summary, Hard and Soft Cost (4p)
 - Proposed 34-month Spend Plan, Phase 1 of Resort Complex (1p)
 - Actual Cover Sheet of Monthly Cost report near conclusion (1p)



Cost Estimating and Control - Experience and Capabilities

Cost control, regardless of the phase of the project, requires an intimate working knowledge of the Owner's financial, quality and schedule goals for the project, combined with an understanding of the design intent and the anticipated conditions the contractor may be working under. ShapiroCM offers a very specific approach to monitor a project's budget and to control costs. These services include development of a detailed Project Budget at the outset of the engagement. Once approved, this budget becomes the baseline "cost model" for future estimates and expenditures, as well as evaluation of alternative project scenarios.

We believe that the most beneficial and productive time to control the costs of any project is during the design phase. Typical design phase cost control includes a series of phase estimates of the design's progress submissions. Estimates are prepared at the conceptual design, schematic design, design development, and 90% construction documents phase to track the development of the design against the Owner-approved budget.

Construction phase cost control starts with proper coordination of the contractors, the ability to anticipate unfavorable conditions and develop solutions before these issues result in excessive additional costs. Another cost control technique is the proper review and processing of contractor payments. We recommend tying contractor payment to schedule performance by cost-loading schedules. This system helps prevent overpayment and disputes over the percentage of work completed. This system also aids in cash flow forecasting and in the resolution of disputes over delays.

With dedicated Cost Accounting resources, ShapiroCM will provide: Comprehensive monthly Cost Reports, tracking current pay obligations against original approved budget; Independent estimates for Change Orders; Projections to complete – with placeholders for pending items until each item is approved, rejected or resolved; Detailed Cost Updates and Reports through construction completion and close out.

For the DPMC IDIQ proposal and contract, ShapiroCM has supplemented its own resources with those of sub-consultant Preferred Construction Management ("PCM"), which offers the State of New Jersey DEP additional depth of Cost Estimating resource on the ShapiroCM team. PCM provides Construction Cost Estimating, Value Engineering/Cost Analysis, Claims Analysis, CPM Scheduling and Construction Management Services to Owners, Architects, Municipal, State and Government Entities, Contractors and large Construction Management firms with a concentration in the eastern seaboard region. PCM offers services at project design phases (inclusive of Feasibility Studies), project bidding and during construction.

The samples presented on the following pages offer actual, representative Cost Models, Estimates and Summary Cost Reports for a variety of ShapiroCM projects over the past 10 years.



Samples of ShapiroCM Cost Models, Estimates and Cost Accounting Reports, presented on the following pages include:

1. Generic Systems Cost Model/Summary, \$19MM Commercial Building, Sample (1p)
2. Budget Summary, Hard and Soft Cost, Proposed \$425MM Resort Complex (4p)
3. Proposed 34-month Spend Plan, Phase 1 of Resort Complex (1p)
4. Actual Cover Sheet of Monthly Cost report near conclusion of \$65MM High School (1p)

PROJECT: COST MODEL PROJECT
COMMERCIAL BUILDING, CENTRAL NJ

PROJECT NO:
BID PACK: GENERAL
DATE: Oct. 2015
PHASE: COST MODEL
REVISION:

COMPONENT ESTIMATE SUMMARY

95,000 S.F. AIA AREA

KEY	DESCRIPTION	COST MODEL	PER S.F.	\$ %
A	GENERAL CONDITIONS	1,300,000	13.68	6.5%
B	BUILDING FOOTINGS & SLABS	400,000	4.21	2.0%
C	STRUCTURAL SYSTEMS	1,800,000	18.95	9.1%
D	ROOFING	400,000	4.21	2.0%
E	EXTERIOR WALLS	1,000,000	10.53	5.0%
F	EXTERIOR DOORS & OPENINGS	300,000	3.16	1.5%
G	INTERIOR DOORS & OPENINGS	320,000	3.37	1.6%
H	INTERIOR PARTITIONS	1,100,000	11.58	5.5%
I	WALL FINISHES	250,000	2.63	1.3%
J	FLOOR AND BASE FINISHES	425,000	4.47	2.1%
K	CEILINGS AND SOFFITS	350,000	3.68	1.8%
L	INTERIOR STAIRS & RAILS	75,000	0.79	0.4%
M	ACCESSORIES & SPECIALTIES	350,000	3.68	1.8%
N	FIXED EQUIPMENT	400,000	4.21	2.0%
O	CASEWORK AND MILL WORK	700,000	7.37	3.5%
P	LOOSE EQUIPMENT/FURNISHINGS	400,000	4.21	2.0%
Q	MECHANICAL CONVEYANCES	175,000	1.84	0.9%
R	WATER SUPPLY & TREATMENT	40,000	0.42	0.2%
S	WASTE WATER DISPOSAL	20,000	0.21	0.1%
T	PLUMBING	750,000	7.89	3.8%
U	FIRE PROTECTION	110,000	1.16	0.6%
V	H.V.A.C. SYSTEMS	3,000,000	31.58	15.1%
W	ELECTRICAL SYSTEMS	1,600,000	16.84	8.0%
X	LIGHTING	450,000	4.74	2.3%
Y	SPECIAL SYST./COMMUNICATIONS	400,000	4.21	2.0%
Z	SITE DEVELOPMENT	1,800,000	18.95	9.1%
AA	SITE UTILITIES	120,000	1.26	0.6%
SUB-TOTAL		18,035,000	189.84	
5%	DESIGN CONTINGENCY	901,750	9.49	
5%	CONSTRUCTION CONTINGENCY	946,838	9.97	
CONSTRUCTION COST		\$19,883,588	\$209.30	

NOTES: This presentation is for demonstration purposes only. It is not intended to reflect an actual design program. Not included are soft costs such as Legal, A/E or CM Fees, Insurance, Permits, Financing or Land Costs. Soft Costs and Land Costs typically represent 25% - 30% of total project cost.

NEVELE CASINO RESORT

BUDGET ESTIMATE
HARD AND SOFT COST SUMMARY

<i>Major Scope Categories</i>	<i>Stage 1</i>	<i>Stage 2</i>	<i>Stage 3</i>	<i>Total Buildout</i>
I. Demolition	\$ 2,662,400	\$ -	\$ -	\$ 2,662,400
II. Renovation	\$ 34,567,600	\$ -	\$ 4,230,000	\$ 38,797,600
III. New Construction	\$ 138,297,000	\$ 42,813,500	\$ -	\$ 181,110,500
IV. Infrastructure / Sitework	\$ 15,400,000	\$ 950,000	\$ -	\$ 16,350,000
V. Parking	\$ 32,877,000	\$ -	\$ -	\$ 32,877,000
VI. Golf	\$ 3,630,000	\$ -	\$ -	\$ 3,630,000
VII. Water Park	\$ -	\$ -	\$ 30,000,000	\$ 30,000,000
Subtotal Construction Trade Costs	\$ 227,434,000	\$ 43,763,500	\$ 34,230,000	\$ 305,427,500
VIII. FF & E	\$ 17,161,500	\$ 4,000,000	\$ 50,000	\$ 17,108,700
Subtotal Construction Trade Costs + FF&E	\$ 244,595,500	\$ 47,763,500	\$ 34,280,000	\$ 322,536,200
Construction Manager (Including Gen. Cond., Permits, Insurances, & Fee @12%)	\$ 28,847,424	\$ 5,743,320	\$ 4,113,600	\$ 38,704,344
Subtotal Hard Construction	\$ 269,242,624	\$ 53,604,320	\$ 38,393,600	\$ 361,240,544
Soft Costs				
Design Contingency @ 5%	\$ 13,462,131	\$ 2,680,216	\$ 1,919,680	\$ 18,062,027
Subtotal	\$ 282,704,755	\$ 56,284,536	\$ 40,313,280	\$ 379,302,571
Const. Contingency	\$ 15,548,762	\$ 3,095,649	\$ 2,217,230	\$ 19,154,969
Subtotal	\$ 298,253,517	\$ 59,380,185	\$ 42,530,510	\$ 398,457,541
AE Fees (@ 7.5% of Building & FF&E)	\$ 16,602,390	\$ 3,518,325	\$ -	\$ 20,441,715
Civil Engineering Fees	\$ 3,000,000	\$ -	\$ -	\$ 3,000,000
Owner Rep. Services @ 0.75%	\$ 2,236,901	\$ 445,351	\$ 318,979	\$ 2,988,432
TOTAL	\$ 320,092,808	\$ 63,343,862	\$ 42,849,489	\$ 424,887,687

NEVELE CASINO RESORT

BUDGET ESTIMATE
PERMANENT CASINO COMPLEX

Scope	PERMANENT CASINO COMPLEX Trade Construction Scope	Area	Unit	Unit Cost	Trade Cost Stage 1	Trade Cost Stage 2	Trade Cost Stage 3
I. DEMOLITION	1.1.0 Demolish Existing Buildings:						
	1.1.1 Hazmat Assessment & Abatement	Allow	LS		\$ 500,000		
	1.1.2 Buildings #1 Thru 19 on Demo Plan of 8/7/12	167,300	SF	\$8.00	\$ 1,338,400		
	1.1.3 Vacationeer	16,600	SF	\$8.00	\$ 132,800		
	1.1.4 Golden Gate	86,400	SF	\$8.00	\$ 691,200		
	Subtotal Phase 1				\$ 2,662,400		
II. RENOVATION	2.2.0 Renovate Existing Buildings:						
	2.2.1 Hazmat Abatement	183,400	SF	\$1.50	\$ 275,100		
	2.2.2 Tower (102 Rms. Incl. 2 Suites, 43,000 SF) & New Tower Façade	102 21,500	RM SF	\$60,000 \$75	\$ 6,120,000 \$ 1,612,500		
	Fitness Center (10,000 SF)	10,000	SF	\$85.00	\$ 850,000		
	2.2.3 Empire (84 Rms., 79200 SF) & New Empire Façade	84 39,600	RM SF	\$60,000 \$75.00	\$ 5,040,000 \$ 2,970,000		
	Coffee Shop/Buffer in 1st mezz.	8,000	SF	\$300.00	\$ 2,400,000		
	2.2.4 Main Lobby, Front Desk, & Admin Building	26,400	SF	\$250.00	\$ 6,600,000		
	2.2.5 Night Club / Theatre	34,800	SF	\$250.00	\$ 8,700,000		
	Subtotal Phase 1				\$ 34,567,600		
	2.2.6 Ice Skating Arena	38,300	SF	\$100.00			\$ 3,830,000
	Ski Tow		LS	\$200,000			\$ 200,000
	2.2.7 Equestrian Facility			\$200,000			\$ 200,000
	Subtotal Phase 2						\$ 4,230,000
III. NEW CONSTRUCTION Stage 1	2.3.0 Construct New Buildings:						
	2.3.1 Casino Complex & Restaurants - Shell Only	250,000	SF	\$170.00	\$ 43,750,000		
	2.3.2 Basement Level Back of House - Shell Only	104,500	SF	\$125.00	\$ 13,062,500		
	2.3.3 Spa (2 Levels) - Shell Only	28,500	SF	\$200.00	\$ 5,700,000		
	2.3.4 Casino & Restaurants - Day 1 Fit-out @100%						
	2.3.5 Casino Fitout:	195,000	SF	\$175.00	\$ 34,125,000		
	2.3.6 Casino Buffet Restaurant (1)	7,885	SF	\$300.00	\$ 2,365,500		
	2.3.7 Buffet Restaurant Kitchen (1)	4,560	SF	\$325.00	\$ 1,482,000		
	2.3.8 Casino Back of House	104,500	SF	\$75.00	\$ 7,837,500		
	2.3.9 Casino Bars	5,700	SF	\$600.00	\$ 3,420,000		
	2.3.10 Casino Deli	1,900	SF	\$300.00	\$ 570,000		
	2.3.11 Front of House (Lobby & Bathrooms)	57,000	SF	\$175.00	\$ 9,975,000		
	2.3.12 Unfinished Interiors (White Box)	10,200	SF	\$20.00	\$ 204,000		
	2.3.13 Phase 1 - FF&E:						
	2.3.14 Slots - 3,750 x 100% = 3,750 (Leased)	3,750	Ea.				
	2.3.15 Tables - 100% x 150 = 150	150	Ea.				
	2.3.16 Other Main Level	57,000	SF				
	2.3.17 Restaurants	16,500	SF				
	2.3.18 Back of House	104,500	SF				
	2.3.19 New Hotel "A" (114 Rms. Including 22 Suites)	51,300	SF	\$235.00	\$ 12,055,500		
	2.3.20 Porte Cochere	18,000	SF	\$150.00	\$ 2,700,000		
	2.3.21 New Central HVAC Plant (By 3rd Party Contract)	20,000	SF	\$0.00	\$ -		
	2.3.22 Squash Courts Adjacent to Tower Hotel	5,000	LS	\$210.00	\$1,050,000.00		
	Subtotal Phase 1				\$ 138,297,000		

VIII. FF&E		
Unit	Unit cost	Cost
\$ -		\$ -
\$ -		\$ -
Rooms	\$12,500	\$ 1,305,000
SF	\$12.00	\$ 120,000
Rooms	\$12,500	\$ 1,335,000
SF	\$10.00	\$ 200,000
SF	\$8.00	\$ 211,200
SF	\$15.00	\$ 522,000
\$ -		\$ 3,628,200
LS	\$30,000	\$30,000
LS	\$20,000	\$20,000
\$ -		\$ 50,000
Slots	Leased	\$ -
Tables	\$25,000	\$ 3,750,000
SF	\$20.00	\$ 1,140,000
SF	\$30.00	\$ 495,000
SF	\$20.00	\$ 2,090,000
Rooms	\$15,500	\$ 1,767,000
SF	\$2.00	\$ 36,000
LS	\$15,000	\$15,000
LS	\$15,000	\$15,000
\$ -		\$ 9,308,000

Scope	PERMANENT CASINO COMPLEX Trade Construction Scope	Area	Unit	Unit Cost	Trade Cost Stage 1	Trade Cost Stage 2	Trade Cost Stage 3	VIII. FF&E		
								Unit	Unit Cost	Trade Cost
III. NEW CONSTRUCTION Stage 2 & 3	2.3.22 Casino - Phase 2 Fit-out 2nd Restaurant	7,700	SF	\$300.00	\$ -	\$2,310,000	\$ -			
	2.3.22 Casino - Phase 2 Fit-out 2nd Restaurant Kitchen	2,500	SF	\$325.00	\$ -	\$812,500	\$ -			
	2.3.23 Multi-Purpose Event Center / Concert Hall	97,500	SF	\$0.00	\$ -	\$ -	\$ -	SF	\$0.00	\$ -
	2.3.24 Hotel Complex "B" (114 Rms. Incl. 22 Suites)	51,300	SF	\$235.00	\$ -	\$12,055,500	\$ -	Rooms	\$15,500	\$ 1,767,000
	2.3.25 Hotel Complex "C" (86 Rms. Incl. 40 Suites)	51,300	SF	\$235.00	\$ -	\$12,055,500	\$ -	Rooms	\$15,500	\$ 1,333,000
	2.3.26 Spa & Cafe - Fit-out	28,500	SF	\$280.00	\$ -	\$7,980,000	\$ -	SF	\$25.00	\$ 712,500
	2.3.27 Golf Clubhouse w/ Restaurant/Patio/Gazebo/Shop	19,000	SF	\$400.00	\$ -	\$7,600,000	\$ -	SF	\$15.00	\$ 285,000
	2.3.29 Ice Arena Food Court, Bar, & Locker Room	14,000	SF	\$0.00	\$ -	\$ -	\$ -	SF	\$0.00	\$ -
	Subtotal Phase 2				\$ -	\$42,813,500	\$ -	\$ -		\$ 4,097,500
V. INFRASTRUCTURE & SITE WORK	2.4.0 Roads, Infrastructure & Site Work:									
	2.4.1 Rough Grading		LS		\$ 2,000,000					
	2.4.2 Site Utility Distribution		LS		\$ 4,000,000					
	2.4.3 Storm Water Drainage		LS		\$ 2,000,000					
	2.4.4 Interchange at Rt. 209 (Incl. Possible Extension)		LS		\$ 2,500,000					
	2.4.5 Widening of Arrowhead Road		LS		\$ 1,000,000					
	2.4.7 Interior Circulation - Roadways		LS		\$ 2,000,000					
	2.4.8 Secondary / Emergency Road Access		LS		\$ 1,000,000					
	2.4.9 Entry Sign		LS		\$ 100,000					
	2.4.10 General Landscaping		LS		\$ 250,000					
	2.4.11 Waterway & Dam Restoration		LS		\$ 500,000					
	Subtotal Phase 1				\$ 15,400,000			\$ -		\$ -
	2.4.12 New Tennis Courts		LS			\$ 350,000				
	2.4.13 Equestrian & Hiking Trails		LS			\$ 500,000				
	2.4.14 Rail Trail Restoration		LS			\$ 100,000				
	Subtotal Phase 2					\$ 950,000		\$ -		\$ -

NEVELE CASINO RESORT

BUDGET ESTIMATE
PERMANENT CASINO COMPLEX

Scope	PERMANENT CASINO COMPLEX Trade Construction Scope	Area	Unit	Unit Cost	Trade Cost Stage 1	Trade Cost Stage 2	Trade Cost Stage 3
V. PARKING	2.5.0 Parking Structure:						
	2.5.1 Garage - 2,000 Cars & 30 Buses (efficiency of 350 SF/car)	2,000	CARS	\$16,000	\$ 32,000,000		
		30	BUS	\$6,000	\$ 180,000		
	Parking (At Grade):						
	2.5.2 Employees - 150 Cars	150	CARS	\$1,500	\$ 225,000		
	2.5.3 Porte Cochere & Misc. - 48 Cars	48	CARS	\$1,500	\$ 72,000		
	2.5.4 Golf Parking- 200 Cars	200	CARS	\$1,500	\$ 300,000		
	2.5.5 On Grade Parking For: Loading Dock		LS		\$ 100,000		
	Subtotal Phase 1				\$ 32,877,000	\$ -	
VI. GOLF	2.6.0 Golf Course Improvements:						
	2.6.1 Temp. Refurbish		LS		\$ 3,630,000		
	Subtotal Phase 1				\$ 3,630,000	\$ -	
VII. WATER PARK	2.7.1 Water Park		LS				\$ 30,000,000

VIII. FF&E		
Unit	Unit Cost	Trade Cost
LS	\$20,000	\$20,000
LS	\$5,000	\$5,000
		\$ -
		\$ -
		\$ -
		\$ 25,000
LS	\$0	\$0

SAMPLE

	STAGE 1- PERMANENT CASINO COMPLEX	\$ 227,434,000	
	STAGE 2 ADDITIONAL HOTELS & AMENITIES		\$43,763,500
	STAGE 3 AMENITIES		\$ 34,230,000
	TOTAL STAGES 1 ,2, & 3 TRADE CONSTRUCTION COST		\$305,427,500

	FF&E Phase 1	\$ 12,961,200
	FF&E Phase 2	\$ 4,097,500
	FF&E Phase 3	\$ 50,000
	TOTAL FF&E	\$ 17,108,700

	Area	Budget		2014												2015												2016												Cumulative Spend TOTAL
				M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D			
			spend to date															24 Month Project Delivery																						
1	Demolition Hazmat Abatement	\$2,020,600 \$500,000	0.00 0.00						0.5 0.2	0.5 0.1	0.5	0.5	0.02	6E-04																										
2	Casino Building Core & Shell Fitout Pool / Cabana Area (add Golf Shop/Bar on lower level)	\$56,665,000 \$46,433,330 \$1,000,000 \$1,000,000	0.00 0.00 0.00 0.00						0.05	0.1	0.1	0.25	0.5	0.75	1.0	1.25	2.0	2.5	3.0 0.5	3.5 1.0	4.0 1.5	4.0 2.0	4.0 2.5	4.0 3.0	4.0 3.5	4.0 4.0	4.0 4.0	4.0 4.0	3.5 4.0	3.0 4.0	3.0 3.5	0.1 3.0	0.07 2.5	2.0	1.43					
3	Hotels (incl. Fitout)	\$76,006,000	0.00											0.5	0.75	1.0	2.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	4.0	3.0	0.76								
4	Parking Garage (1500 structured + 500 at grade)	\$22,922,778	0.00					0.1	0.1	0.2	0.3	0.5	0.5	1.0	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.22															
5	Mechanical Infrastructure	\$6,363,600	0.00												0.2	0.3	0.4	0.5	0.6	0.7	0.8	0.7	0.6	0.5	0.4	0.3	0.2	0.164												
6	Electrical Infrastructure	\$9,601,000	0.00												0.2	0.3	0.4	0.5	0.6	0.7	0.8	0.9	0.9	0.9	0.9	0.8	0.7	0.5	0.4	0.101										
7	Site Work	\$11,447,400	0.00								0.1	0.1	0.2	0.3	0.4	0.5	0.5	0.75	0.75	0.75	0.75	0.75	0.75	0.5	0.5	0.50	0.50	0.50	0.50	0.50	0.40	0.40	0.30	0.25						
8	Off Site Work	\$5,000,000	0.00																	0.2	0.3	0.4	0.5	0.5	0.5	0.30	0.20	0.30	0.40	0.40	0.40	0.40	0.20							
9	Auxiliary Structures	\$3,864,300	0.00														0.2	0.3	0.4	0.5	0.5	0.5	0.5	0.4	0.3	0.1	0.08	0.05	0.034											
10	Golf Course Restoration	\$3,630,000	0.00														0.3	0.3	0.3	0.3	0.4	0.4	0.4	0.4					0.4	0.3	0.13									
11	Construction Manager	\$29,462,900	0.02	0.01	0.03	0.05	0.05	0.1	0.1	0.1	0.2	0.5	0.5	0.5	0.8	0.9	1	1.1	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.1	1.00			
12	Owner Testing & Inspections	\$1,250,000	0.00																			0.1	0.1	0.1	0.05	0.05	0.05	0.05	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.05				
13	Building Permits	\$750,000	0.00						0.01	0.01	0.02	0.05	0.1	0.1	0.1	0.1	0.05	0.05	0.05	0.05	0.05	0.01																		
14	Design Contingency	\$11,910,200	0.00									1.0	1.0	1.0	1.0	1.0	1.0	0.9	0.8	0.7	0.6	0.5	0.4	0.3	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.11	0	0	0	0				
15	Construction Contingency	\$7,503,400	0.00									0.31	0.32	0.31	0.32	0.31	0.32	0.31	0.32	0.31	0.32	0.31	0.32	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0	0			
16	A-E Fees	\$16,170,500	0.61	0.1	0.15	0.2	0.25	0.3	0.35	0.4	0.5	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.6	0.5	0.5	0.5	0.5	0.5	0.4	0.35	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.31				
17	Civil Engineering	\$3,000,000	0.47	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.2	0.2	0.2	0.2	0.2	0.2	0.1	0.05	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.02	0.02	0.02						
18	Owner Representative	\$2,168,100	0.23	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.03	0.34	0.05	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.05	0.06	0.05	0.06	0.05	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.05	0.04			
19	Other Technical Consultants	Incl. Above																																						
20	Furniture Fixtures & Equipment	\$18,093,977	0.0																			0.1	0.1	0.1	0.1	0.2	0.3	0.5	1	2	2.4	2.7	2.7	2.3	2	1.59				
	TOTAL*	\$336,763,085	1.33	0.23	0.30	0.37	0.42	0.82	1.43	1.53	1.95	4.50	4.24	5.67	6.78	8.67	11.08	14.07	16.36	17.75	18.91	19.45	19.86	19.79	18.77	17.94	17.63	17.61	17.93	18.00	16.13	11.90	8.72	6.64	5.53	3.09	1.35	\$336,763,085		

*Note: TOTAL based on:
Tishman Budget of 02-25-2014
Parking Garage Option for Added Deck
Golf Club/Bar Allowance (line 2, above)

\$328,513,085
\$7,250,000
\$1,000,000
<u>\$336,763,085</u>

ALL \$ ENTRIES ABOVE, IN "SPEND TO DATE" and "PER MONTH" COLUMNS, ARE IN MILLIONS: [x 1,000,000]

3/31/2008

New High School, Franklin Township
MONTHLY BUDGET UPDATE
 (Less Acceleration)

Period Ending:

March 2008

Description	BUDGETED		COMMITTED				VARIANCE
	A		B	C	C / B	E	A - E
	FTBOE (9/4/03)	Contractor	Base Contract	Approved Change Orders (Less Schedule Related)	Change Orders as a % of Contract	Total	A - E
Construction Costs							
General Construction & Site Work		Epic	\$ 32,084,000.00	\$ 1,620,947.50	4.81%	\$ 33,704,947.50	
Structural Steel and Iron		Grossi	\$ 4,065,000.00	\$ (1,097.25)	-0.03%	\$ 4,063,902.75	
Heating & Ventilation		M&R	\$ 6,392,000.00	\$ 218,811.00	3.31%	\$ 6,610,811.00	
Plumbing & Drainage		Royal	\$ 3,356,739.88	\$ 30,175.26	0.89%	\$ 3,386,915.14	
Electrical		Tore	\$ 4,684,800.00	\$ 492,217.49	9.51%	\$ 5,177,017.49	
Misc.							
Sub Total	\$ 51,864,000.00		\$ 50,625,000.00	\$ 2,361,054.00	4.46%	\$ 52,943,593.88	\$ (1,077,693.88)
Technology Costs							
Telephone/Data Wiring/ Racks		R	\$ 58,000.00	\$ 74,143.00	12.11%	\$ 612,143.00	
Security Systems		MD Bus.	\$ 526,708.00	\$ (25,555.07)	0.00%	\$ 501,202.03	
AV Systems		Video Corp.	\$ 1,149,641.00	\$ 10,398.00	0.90%	\$ 1,160,039.00	
Telephone Equipment		Nextiraone	\$ 214,995.58	\$ 9,571.71	0.00%	\$ 224,567.29	
Network Equipment		Transnet	\$ 376,906.67	\$ -	0.00%	\$ 376,906.67	
Technology Sub Total	\$ 3,050,000.00		\$ 2,806,301.25	\$ 68,556.74	2.44%	\$ 2,874,857.99	\$ 175,142.01
Construction Sub Total	\$ 54,915,900.00		\$ 53,388,841.13	\$ 2,429,610.74	4.55%	\$ 55,818,451.87	\$ (902,551.87)
Contingency @ 5.0 %	\$ -					\$ -	\$ -
Subtotal Construction	\$ 54,915,900.00		\$ 53,388,841.13	\$ 2,429,610.74	4.55%	\$ 55,818,451.87	\$ (902,551.87)
Furniture & Equipment	\$ 950,544.58	School Special.	\$ 1,328,820.13	\$ (10,629.62)		\$ 1,318,190.51	\$ (367,645.93)
	\$ -	Various	\$ 87,889.96	\$ -		\$ 87,889.96	\$ (87,889.96)
Sub Total	\$ 55,866,444.58		\$ 54,805,551.22	\$ 2,418,981.12	4.33%	\$ 57,224,532.34	\$ (1,358,087.76)
Soft Costs							
Architectural and MEP Engineer Fees	\$ 965,698.43	FVF	\$ 3,338,841.02	\$ -		\$ 3,338,841.02	\$ (2,373,142.59)
Legal and Bonding Cost	\$ 189,239.57		\$ 182,181.60	\$ -		\$ 182,181.60	\$ 7,057.97
Cost of Site	\$ 3,998,617.42		\$ 4,221,811.13	\$ -		\$ 4,221,811.13	\$ (223,193.71)
Subtotal Soft Costs	\$ 5,153,555.42		\$ 7,742,833.75	\$ -	0.00%	\$ 7,742,833.75	\$ (2,589,278.33)
Subtotal	\$ 61,020,000.00		\$ 62,548,384.97	\$ 2,418,981.12		\$ 64,967,366.09	\$ (3,947,366.09)
Capital Reserve Transfer	\$ 3,170,065.00		\$ -	\$ -		\$ -	\$ 3,170,065.00
Total Budgeted	\$ 64,190,065.00		\$ 62,548,384.97	\$ 2,418,981.12	3.77%	\$ 64,967,366.09	\$ (777,301.09)

Supp. Gen..Conditions Transfer	\$ 1,800,000.00		\$ -	\$ -		\$ -	\$ 1,800,000.00
Supplemental Funding	\$ 388,000.00		\$ -	\$ -		\$ -	\$ 388,000.00
Page 1 of 1							
TOTAL, Incl. Supp. G.C. Transfer	\$ 66,378,065.00					\$ 64,967,366.09	\$ 1,410,698.91

PRICE PROPOSAL

Price/Cost Proposal – Completed Forms

- i) Base Period: Jan 2016 – Dec 2017
- ii) Option Year 1: Jan 2018 – Dec 2018
- iii) Option Year 2: Jan 2019 – Dec 2019
- iv) Option Year 3: Jan 2020 – Dec 2020
- v) Option Year 4: Jan 2021 – Dec 2021

CMF 003 TERM CONTRACT RATE SCHEDULE
BASE PERIOD (EST. 1/1/16 - 12/31/17)

NAME OF FIRM: Jay Shapiro & Associates, Inc.

INSTRUCTIONS

Give an hourly rate (\$ per hour; no cents please) below for all Personnel for each of the years listed. Please refer to the RFP for a description of each of the personnel types. Your proposal may be considered unresponsive if you leave blanks. Provided and hourly rate for ALL Personnel Levels even though you may not at the present time have staff for some of these levels.

PERSONNEL TYPE	ESTIMATED MAN Hrs.	CMF Proposed Hourly Rate	Evaluated Price
LEVEL 7	1250	\$210	\$262,500
LEVEL 6	2500	\$170	\$425,000
LEVEL 5	2000	\$150	\$300,000
LEVEL 4	1750	\$125	\$218,750
LEVEL 3	2400	\$104	\$249,600
LEVEL 2	1500	\$78	\$117,000
LEVEL 1	1000	\$55	\$55,000
TOTAL EVALUATED PRICE			\$1,627,850

RETURN THIS COMPLETED DOCUMENT TO DPMC
(PAGE 2 OF 9)

CMF 003 TERM CONTRACT RATE SCHEDULE
BASE PERIOD (EST. 1/1/18 - 12/31/18)

NAME OF FIRM: Jay Shapiro & Associates, Inc.

INSTRUCTIONS

Give an hourly rate (\$ per hour; no cents please) below for all Personnel for each of the years listed. Please refer to the RFP for a description of each of the personnel types. Your proposal may be considered unresponsive if you leave blanks. Provided and hourly rate for ALL Personnel Levels even though you may not at the present time have staff for some of these levels.

PERSONNEL TYPE	ESTIMATED MAN Hrs.	CMF Proposed Hourly Rate	Evaluated Price
LEVEL 7	1250	\$216	\$270,000
LEVEL 6	2500	\$175	\$437,500
LEVEL 5	2000	\$154	\$308,000
LEVEL 4	1750	\$128	\$224,000
LEVEL 3	2400	\$107	\$256,800
LEVEL 2	1500	\$80	\$120,000
LEVEL 1	1000	\$56	\$56,000
TOTAL EVALUATED PRICE			\$1,672,300

RETURN THIS COMPLETED DOCUMENT TO DPMC
(PAGE 3 OF 9)

CMF 003 TERM CONTRACT RATE SCHEDULE
BASE PERIOD (EST. 1/1/19 - 12/31/19)

NAME OF FIRM: Jay Shapiro & Associates, Inc.

INSTRUCTIONS

Give an hourly rate (\$ per hour; no cents please) below for all Personnel for each of the years listed. Please refer to the RFP for a description of each of the personnel types. Your proposal may be considered unresponsive if you leave blanks. Provided and hourly rate for ALL Personnel Levels even though you may not at the present time have staff for some of these levels.

PERSONNEL TYPE	ESTIMATED MAN Hrs.	CMF Proposed Hourly Rate	Evaluated Price
LEVEL 7	1250	\$222	\$277,500
LEVEL 6	2500	\$180	\$450,000
LEVEL 5	2000	\$158	\$316,000
LEVEL 4	1750	\$131	\$229,250
LEVEL 3	2400	\$110	\$264,000
LEVEL 2	1500	\$82	\$123,000
LEVEL 1	1000	\$57	\$57,000
TOTAL EVALUATED PRICE			\$1,716,750

RETURN THIS COMPLETED DOCUMENT TO DPMC
(PAGE 4 OF 9)

CMF 003 TERM CONTRACT RATE SCHEDULE
BASE PERIOD (EST. 1/1/20 - 12/31/20)

NAME OF FIRM: Jay Shapiro & Associates, Inc.

INSTRUCTIONS

Give an hourly rate (\$ per hour; no cents please) below for all Personnel for each of the years listed. Please refer to the RFP for a description of each of the personnel types. Your proposal may be considered unresponsive if you leave blanks. Provided and hourly rate for ALL Personnel Levels even though you may not at the present time have staff for some of these levels.

PERSONNEL TYPE	ESTIMATED MAN Hrs.	CMF Proposed Hourly Rate	Evaluated Price
LEVEL 7	1250	\$228	\$285,000
LEVEL 6	2500	\$185	\$462,500
LEVEL 5	2000	\$162	\$324,000
LEVEL 4	1750	\$134	\$234,500
LEVEL 3	2400	\$113	\$271,200
LEVEL 2	1500	\$84	\$126,000
LEVEL 1	1000	\$58	\$58,000
TOTAL EVALUATED PRICE			\$1,761,200

RETURN THIS COMPLETED DOCUMENT TO DPMC
(PAGE 5 OF 9)

CMF 003 TERM CONTRACT RATE SCHEDULE
BASE PERIOD (EST. 1/1/21 - 12/31/21)

NAME OF FIRM: Jay Shapiro & Associates, Inc.

INSTRUCTIONS

Give an hourly rate (\$ per hour; no cents please) below for all Personnel for each of the years listed. Please refer to the RFP for a description of each of the personnel types. Your proposal may be considered unresponsive if you leave blanks. Provided and hourly rate for ALL Personnel Levels even though you may not at the present time have staff for some of these levels.

PERSONNEL TYPE	ESTIMATED MAN Hrs.	CMF Proposed Hourly Rate	Evaluated Price
LEVEL 7	1250	\$234	\$292,500
LEVEL 6	2500	\$190	\$475,000
LEVEL 5	2000	\$166	\$332,000
LEVEL 4	1750	\$138	\$241,500
LEVEL 3	2400	\$116	\$278,400
LEVEL 2	1500	\$86	\$129,000
LEVEL 1	1000	\$59	\$59,000
TOTAL EVALUATED PRICE			\$1,807,400

RETURN THIS COMPLETED DOCUMENT TO DPMC
(PAGE 6 OF 9)

APPENDIX

1. Other RFP Forms Completed:

- i) CMF 003 Term Contract Consultant Affidavit
- ii) Macbride Principles Compliance
- iii) Disclosure of Investment Activities in Iran
- iv) Source Disclosure Certificate Form

2. Firm Profiles & DPMC Consultant Prequalification Certificates

- i) Jay Shapiro & Associates, Inc.
- ii) Paulus, Sokolowski & Sartor
- iii) SJH Engineering
- iv) Preferred Construction Management

CMF 003 TERM CONTRACT

CONSULTANT AFFIDAVIT

IMPORTANT - PLEASE READ, SIGN AND PROVIDE INFORMATION REQUESTED BELOW

Affidavit: I, being duly sworn upon my oath, hereby represent and state the foregoing information contained in the Term contract Proposal and any attachments thereto the best of my knowledge are true and complete. I acknowledge that the State of New Jersey (Owner) is relying on the information contained herein and thereby acknowledge that I am under a continuing obligation from the date of this certification through the completion of any contracts with the Owner, or its contractors, to notify the Owner in writing of any changes to the answers or information contained herein. I acknowledge 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 recognize that I am subject to criminal prosecution under the law and that it will also constitute a material breach of my agreements(s) with the Owner and that the Owner, at its option, may declare any contract(s) or sub-contract(s) resulting from this certification void and unenforceable.

Signature of the consultant below attests that the Consultant has read, understands and agrees to all terms, conditions and specifications set forth in the CMF 003 Term Contract Request for Proposal (RFP). Signature of the Consultant signifies that a contract is established immediately upon notice of award by the State of New Jersey for any or all of the items and the length of time indicated in the proposal. Failure to accept a contract award, to hold prices or to meet any other terms or conditions as defined in the request for proposal and agreement, and subsequently the Notice of Award, during the term of the contract, shall constitute a breach of contract and may result in suspension or debarment from further contractual agreements with the Owner.

Signature and Title of Principle or Individual of the firm authorized to sign contractual documents:

Firm Name:

Signature: _____

Print Name: Jay Shapiro

Title: President

Date: December 3, 2015

ATTESTED: Sworn and subscribed to before me on the 3rd day of December, 2015

Signature: _____

(Notary Public-Not an Officer of the Firm)

CASSIE FINLEY
NOTARY PUBLIC OF NEW JERSEY
ID # 2394941
My Commission Expires 4/9/2020

RETURN THIS COMPLETED DOCUMENT TO DPMC
(PAGE 1 OF 9)

MAC BRIDE PRINCIPLES COMPLIANCE CERTIFICATION

Pursuant to Public Law 1995, c.134, a responsible consultant selected, after public bidding, by the Director of the Division of Property Management and Construction, pursuant to N.J.S.A. 52:32-2, must complete the certification below by checking one of the two representations listed and signing where indicated. If a consultant who would otherwise be awarded a contract or agreement does not complete the certification, then the Director may determine, in accordance with applicable law and rules, that it is in the best interest of the State to award the contract or agreement to another consultant who has completed the certification and has submitted a fee proposal within five (5) percent of the most advantageous fee proposal. If the Director finds the consultant to be in violation of the principles which are the subject of this law, he shall take such action as may be appropriate and provided for by law, rule or contract, including, but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the consultant in default and seeking debarment or suspension of the consultant.

I certify, pursuant to N.J.S.A. 52:34-12.2, that the entity for which I am authorized to bid:

X _____ has no ongoing business activities in Northern Ireland and does not maintain a physical presence therein through the operation of offices, plants, factories, or similar facilities, either directly or indirectly, through intermediaries, subsidiaries or affiliated companies over which it maintains effective control; or

_____ will take lawful steps in good faith to conduct any business operations it has in Northern Ireland in accordance with the MacBride principles of nondiscrimination in employment as set forth in N.J.S.A. 52:18A-89.8 and in conformance with the United Kingdom's Fair Employment (Northern Ireland) Act of 1989, and permit independent monitoring of their compliance with those principles.

I certify that the foregoing statements made by me are true. I am aware that if any of the foregoing statements made by me are willfully false, I am subject to punishment.



Signature of Consultant

Dated:

RETURN THIS COMPLETED DOCUMENT TO DPMC
(PAGE 7 OF 9)

STATE OF NEW JERSEY
DIVISION OF PROPERTY MANAGEMENT AND CONSTRUCTION
DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN

PROJECT NUMBER JO334-00

BIDDER Jay Shapiro & Associates Inc.

Pursuant to Public Law 2012, c. 25, any person or entity that submits a bid or proposal or otherwise proposes to enter into or renew a contract must complete the certification below to attest, under penalty of perjury, that neither the person or entity, nor any of its parents, subsidiaries, or affiliates, is identified on the Department of Treasury's Chapter 25 list as a person or entity engaging in investment activities in Iran. The Chapter 25 list is found on the Division of Purchase and Property's website at <http://www.state.nj.us/treasury/purchase/pdf/Chapter25List.pdf>. Bidders **must** review this list prior to completing the below certification. **Failure to complete the certification may render a bidder's proposal non-responsive.** If the Director finds a person or entity to be in violation of 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.

PLEASE CHECK THE APPROPRIATE BOX:

☒ I certify, pursuant to Public Law 2012, c. 25, that neither the bidder listed above nor any of the bidder's parents, subsidiaries, or affiliates is listed on the N.J. Department of the Treasury's list of entities determined to be engaged in prohibited activities in Iran pursuant to P.L. 2012, C. 25 ("Chapter 25 List"). I further certify that I am the person listed above, or I am an officer or representative of the entity listed above and am authorized to make this certification on its behalf. I will skip Part 2 and sign and complete the Certification below.

OR

☐ I am unable to certify as above because the bidder and/or one or more of its parents, subsidiaries, or affiliates is listed on the Department's Chapter 25 list. I will provide a detailed, accurate and precise description of the activities in Part 2 below and sign and complete the Certification below. Failure to provide such will result in the proposal being rendered as non-responsive and appropriate penalties, fines and/or sanctions will be assessed as provided by law.

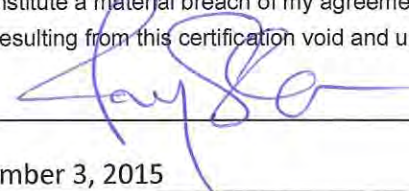
Part 2: PLEASE PROVIDE FURTHER INFORMATION RELATED TO INVESTMENT ACTIVITIES IN IRAN

You must provide a detailed, accurate and precise description of the activities of the bidding person/entity, or one of its parents, subsidiaries or affiliates, engaging in the investment activities in Iran outlined above by completing the box(es) below.

Name _____ Relationship to Bidder/Offeror _____
Description of Activities _____
Duration of Engagement _____ Anticipated Cessation Date _____
Bidder/Offeror Contract Name _____ Contact Phone Number _____

List Additional Activities on Separate Sheet

CERTIFICATION: I, being duly sworn upon my oath, hereby represent and state that the foregoing information and any attachments thereto to the best of my knowledge are true and complete. I attest that I am authorized to execute this certification on behalf of the above-referenced person or entity. I acknowledge that the State of New Jersey is relying on the information contained herein and thereby acknowledge that I am under a continuing obligation from the date of this certification through the completion of any contracts with the State to notify the State in writing of any changes to the answers of information contained herein. I acknowledge 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 recognize that I am subject to criminal prosecution under the law and that it will also constitute a material breach of my agreement(s) with the State of New Jersey and that the State at its option may declare any contract(s) resulting from this certification void and unenforceable.

Full Name (Print): Jay Shapiro Signature: 

Title: President Date: December 3, 2015

RETURN THIS COMPLETED DOCUMENT TO DPMC
(PAGE 8 OF 9)

Public Law 2005, Chapter 92
Formerly: Executive Order 129

SOURCE DISCLOSURE CERTIFICATION FORM

Bidder: Jay Shapiro & Associates Inc.

I hereby certify and say:

I have personal knowledge of the facts set forth herein and am authorized to make this Certification on behalf of the Bidder.

The Bidder submits this Certification as part of a bid proposal in response to the referenced solicitation issued by the State of New Jersey, Department of Treasury, Division of Property Management and Construction (DPMC), in accordance with the requirements of Public Law 2005, Chapter 92, (N.J.S.A. 52:34-13.2 et seq., superseding Executive Order 129 (2004)).

The following is a list of every location where services will be performed by the bidder and all subcontractors.

<u>Bidder or Subcontractor</u>	<u>Description of Services</u>	<u>Performance Location(s) by Country</u>
Jay Shapiro & Associates Inc.	CM Services	United States

Any changes to the information set forth in this Certification during the term of any contract awarded under the referenced Project Number will be immediately reported by the Bidder to the Contract Compliance Unit in the DPMC, Department of Treasury, State of New Jersey, PO Box 034, Trenton, NJ 08625.

I understand that, after award of a contract to the Bidder, it is determined that the Bidder has shifted services declared above to be provided within the United States to sources outside the United States, prior to a written determination by the Director, Division of Property Management and Construction, that extraordinary circumstances require the shift of services or that the failure to shift the services would result in economic hardship to the State of New Jersey, the Bidder shall be deemed in breach of contract, which contract will be subject to termination for cause under its contract with DPMC.

I further understand that this Certification is submitted on behalf of the Bidder in order to induce DPMC to accept a bid proposal, with knowledge that the State of New Jersey and DPMC are relying upon the truth of the statements contained herein.

I certify that, to the best of my knowledge and belief, the foregoing statements by me are true. I am aware that if any of the statements are willfully false, I am subject to punishment.

Bidder: Jay Shapiro & Associates Inc.

[Name of Organization or Entity]

By: 

Title: President

Print Name: Jay Shapiro

Date: December 3, 2015

RETURN THIS COMPLETED DOCUMENT TO DPMC
(PAGE 9 OF 9)



Company Profile

INTRODUCTION

Jay Shapiro & Associates, Inc. (JS&A) is a professional service Program-, Project- and Construction Management firm. Headquartered in Far Hills, NJ with offices in New York City and active nationally, the privately held company was launched in 2002. The firm's mission is to bring together experienced, technologically proficient talent in building design and construction, to deliver projects effectively and efficiently.

Since its formation, JS&A has been active with a variety of Project - and Construction Management, Owner Representative and Advisory assignments across the country. This work represents construction value managed in excess of \$300,000,000, comprising both private and public sector building development. Project types include institutional and commercial projects, interiors fit-ups, system upgrades, schools, multi-family residential buildings, and facilities for trade education.

REGISTRATIONS & PRE-QUALIFICATIONS

Jay Shapiro & Associates, Inc. is pre-qualified at the highest level as a professional Construction Management firm [including Cost Estimating, CPM Scheduling, Value Engineering and Construction Field Inspection] by the State of New Jersey, and maintains a Certificate of Authorization to provide professional engineering services by the state Board of Professional Engineers.

At the federal level, JS&A is under contract as a professional Construction Management firm by the Federal Supply Service (FSS) on a 5-year, GSA Schedule term contract, to provide CM services globally. Via this contract, services can follow a negotiated "Task-Order" approach, with minimal procurement effort or lag.

JS&A is a member of the Construction Management Association of America (CMAA), the NY Building Congress, the NJ Business and Industry Association and the NJ Alliance for Action.

CAPABILITIES AND SERVICES

JS&A's staffing incorporates all of the professional disciplines required to perform a comprehensive scope of Program and Construction Management services, from design inception through close-out.

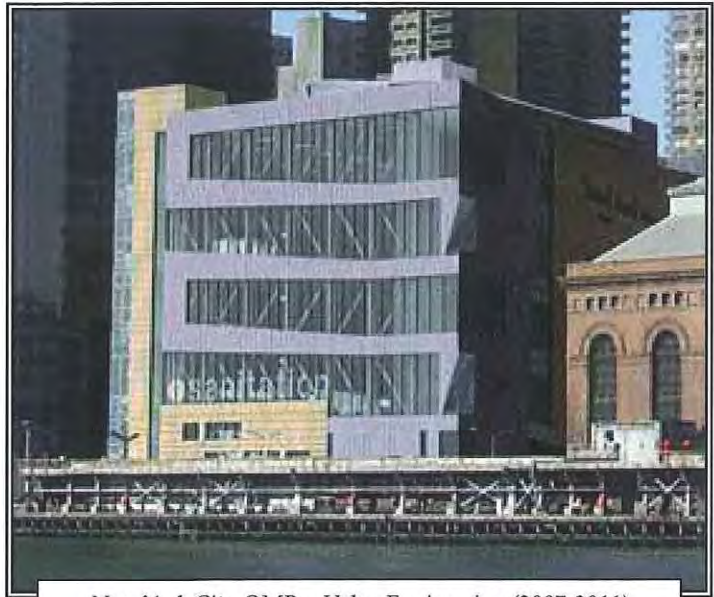


*\$39MM John W. Peck Federal Office Building
CM for Major Modernization, Cincinnati, OH.
[GSA Great Lakes region, 2006 - 2014]*



Specific capabilities and services include:

- A/E Design Review and Management
- Conceptual Cost Modeling
- Quantity-based Cost Estimating
- Scheduling
- Constructability Analysis
- Value Engineering
- Contract Purchasing
- Construction Administration
- Claims Advisory Services



New York City OMB – Value Engineering (2007-2011)

FINANCIALS, INSURANCE AND OTHER

JS&A. has no long term indebtedness, and is current on all financial obligations. JS&A carries corporate insurance policies as follows:

- General Liability - \$2MM per occurrence
- Automobile Liability - \$1MM Combined Single Limit
- Worker's Compensation - Statutory Limits
- Excess/Umbrella - \$4MM Each Occurrence and Aggregate, above the CGL
- Professional Liability, Errors and Omissions insurance coverage - \$2MM

With full AutoCAD capability, general engineering and planning services can also be performed within the firm. Specialty support and technical services are sourced – for each situation - from and amongst the most qualified specialists in the industry.



*\$69MM, 340,000sf New Franklin High School, Franklin, NJ
CM for Franklin Township Board of Education (2003-08)*



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

NOTICE OF CONSULTANT PREQUALIFICATION

FIRM: JAY SHAPIRO & ASSOCIATES, INC.
ADDRESS: 44-A PEAPACK ROAD
FAR HILLS, NJ 07931

☐ INITIAL ☐ REVISED ☒ RENEWAL

DATE OF ISSUE: APRIL 20, 2015
EXPIRATION DATE: APRIL 15, 2017
FEDERAL ID NUMBER: [REDACTED]

☐ 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.

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

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.



Why PS&S?

... a company overview



PAULUS, SOKOLOWSKI and SARTOR (PS&S) provides total Engineering, Architectural* / Interiors, and Environmental Compliance services to Corporate, Institutional, Public, Real Estate Developers, Pharmaceutical, Utility, and Industrial clients in the United States and overseas. The firm was established in 1962, is headquartered in Warren, New Jersey, and has regional locations in Cherry Hill, Newark, Wall, and Atlantic City, New Jersey; Garden City and Yonkers, New York; Hartford, Connecticut; Boston, Massachusetts; and Puerto Rico. PS&S is ranked among the Top National Design Firms by *Engineering News Record*. Representative projects range from small renovations, additions, studies, and permits to large construction projects.

The PS&S staff of 250 consists of degreed professionals, environmental scientists, and a full complement of technical, administrative, and field support staff. Our firm is supported by state-of-the-art computer systems, the latest design and drafting software, and an up-to-date technical library.

The broad range of technical expertise within PS&S allows us to draw upon individual architectural, engineering, and environmental specialties to address a wide variety of issues. The full range of services offered by PS&S provides our clients with a single source for their design and permitting needs for any type of building project. Our ability to provide quality services that are innovative, yet economical, is the guiding philosophy that keeps PS&S at the forefront of the industry.

What, specifically, do we bring to the table for our clients?

First of all, experience. PS&S has extensive experience with the total design and permitting of all types of building projects. We have worked on hundreds of projects including Pharmaceutical, Corporate, Utility, Institutional, Hospitality, and Industrial, as well as associated environmental and site engineering.

Beyond the firm's experience, we offer clients the experience of our staff. PS&S comes to the table with an understanding of its clients' needs and the parameters that define success for their projects. The quality of our people is our greatest asset.

Then there is the strength that our organization brings to our clients' projects – we truly are an integrated design service. With all of these disciplines in-house, we can advance projects quickly, and we can identify design and cost issues early in the process to avoid wheel spinning and lost time. We have one CADD system, one filing system, one phone number and the client is provided with one project manager.

In terms of scope, we can and do provide everything from facility and site assessments to complete designs, from piles to furniture and fixtures.

PS&S is unique – we are a broadly based firm with true expertise, united in our desire to provide innovative design solutions and to serve our clients well.

* Architectural services are provided by Paulus, Sokolowski and Sartor Engineering, P.C., Paulus, Sokolowski and Sartor Architecture, P.C., or Paulus, Sokolowski & Sartor Architecture and Engineering Connecticut, P.C.



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

NOTICE OF CONSULTANT PREQUALIFICATION

FIRM: PAULUS, SOKOLOWSKI & SARTOR, LLC
ADDRESS: 67B MOUNTAIN BOULEVARD EXTENSION
WARREN, NJ 07059

☐ INITIAL ☐ REVISED ☒ RENEWAL

DATE OF ISSUE: JULY 20, 2015

EXPIRATION DATE: JULY 15, 2017

FEDERAL ID NUMBER: [REDACTED]

☐ 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.

<input type="checkbox"/> ARCHITECTURE		<input type="checkbox"/> ROOFING CONSULTANT	
<input checked="" type="checkbox"/> ELECTRICAL ENGINEERING	UNLIMITED	<input type="checkbox"/> ACOUSTICS	
<input checked="" type="checkbox"/> HVAC ENGINEERING	UNLIMITED	<input type="checkbox"/> ASBESTOS DESIGN	
<input checked="" type="checkbox"/> PLUMBING ENGINEERING	15 MILLION	<input type="checkbox"/> ASBESTOS SAFETY MONITORING	
<input checked="" type="checkbox"/> CIVIL ENGINEERING	UNLIMITED	<input type="checkbox"/> CLAIMS ANALYSIS	
<input checked="" type="checkbox"/> SANITARY ENGINEERING	UNLIMITED	<input type="checkbox"/> TELECOMMUNICATIONS	
<input checked="" type="checkbox"/> STRUCTURAL ENGINEERING	UNLIMITED	<input type="checkbox"/> EXHIBIT/INTERPRETATIVE DESIGN	
<input type="checkbox"/> MECH. ENG. (ELEV., CONVEYORS, ETC.)		<input checked="" type="checkbox"/> FEASIBILITY PLANNING	UNLIMITED
<input checked="" type="checkbox"/> SOILS ENGINEERING	UNLIMITED	<input checked="" type="checkbox"/> FIRE DETECTION SYSTEMS	15 MILLION
<input checked="" type="checkbox"/> FIRE PROTECTION ENGINEERING	15 MILLION	<input checked="" type="checkbox"/> FIRE PROTECTION SYSTEMS	15 MILLION
<input checked="" type="checkbox"/> ENVIRONMENTAL ENGINEERING	UNLIMITED	<input type="checkbox"/> FOOD SERVICE	
<input type="checkbox"/> MARINE ENGINEERING		<input checked="" type="checkbox"/> HYDRAULICS/PNEUMATICS	20 MILLION
<input checked="" type="checkbox"/> LANDSCAPE DESIGN	UNLIMITED	<input checked="" type="checkbox"/> HYDROLOGY	NA
<input checked="" type="checkbox"/> PLANNING	UNLIMITED	<input type="checkbox"/> SECURITY SYSTEMS	
<input checked="" type="checkbox"/> LAND SURVEYING	NA	<input checked="" type="checkbox"/> SITE PLANNING	UNLIMITED
<input type="checkbox"/> AERIAL SURVEYING		<input checked="" type="checkbox"/> HISTORIC PRESERVATION CONSULTANT	NA
<input type="checkbox"/> HYDROGRAPHIC SURVEYING		<input checked="" type="checkbox"/> ENERGY AUDITING	NA
<input checked="" type="checkbox"/> FIRE & LIFE SAFETY RENOVATIONS	3 MILLION	<input type="checkbox"/> TRAFFIC	
<input checked="" type="checkbox"/> BUILDING COMMISSIONING	25 MILLION	<input type="checkbox"/> TRANSPORTATION	
<input checked="" type="checkbox"/> BOILER/STEAM LINES/HIGH PRESSURE SYS.	UNLIMITED	<input checked="" type="checkbox"/> WASTE/WATER TREATMENT	UNLIMITED
<input type="checkbox"/> DAM/LEEVE DESIGN		<input checked="" type="checkbox"/> ENERGY MANAGEMENT CONTROL SYSTEM	15 MILLION
<input checked="" type="checkbox"/> BARRIER FREE/ADA DESIGN	UNLIMITED	<input type="checkbox"/> RENEWABLE ENERGY CONSULTANT	
<input checked="" type="checkbox"/> ESTIMATING/COST ANALYSIS		<input checked="" type="checkbox"/> CONSTRUCTION FIELD INSPECTION	UNLIMITED
<input type="checkbox"/> INTERIOR DESIGN/SPACE PLANNING		<input checked="" type="checkbox"/> PROJECT MANAGEMENT	UNLIMITED
<input type="checkbox"/> ROOFING INSPECTION		<input checked="" type="checkbox"/> ENVIRONMENTAL CONSULTANT	NA
<input type="checkbox"/> CONSTRUCTION MANAGEMENT		<input type="checkbox"/> STORAGE TANK REMOVAL	
<input type="checkbox"/> CPM		<input type="checkbox"/> STORAGE TANK INSTALLATION	
<input checked="" type="checkbox"/> ARCHAEOLOGY	NA	<input type="checkbox"/> PERIMETER SECURITY FENCING	
<input checked="" type="checkbox"/> GEOLOGY	NA	<input type="checkbox"/> INDOOR AIR QUALITY TESTING	
<input checked="" type="checkbox"/> VALUE ENGINEERING	NA	<input checked="" type="checkbox"/> LANDFILL CLOSURE	NA
<input type="checkbox"/> HISTORIC PRESERVATION/RESTORATION		<input type="checkbox"/> LEAD PAINT EVALUATION	

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.



FIRM PROFILE

SJH Engineering, P.C. (SJH) offers a comprehensive array of consulting engineering, design, inspection and construction management services. Since starting full operations in 2006, we have experienced steady growth, which is a testament to the range of high quality services that we provide. We can supplement any team with our specialized experience, and offer the added benefit of supporting subcontracting goals, as we are a **certified MBE / DBE / SBE / 8(a) firm** in NY, NJ, PA, MD, DC and FL.

OFFICE LOCATIONS

Our headquarters is based in Princeton, NJ with a branch office in New York, NY. The strategic positioning of our base of operations helps our team to effectively coordinate with government and private agencies throughout the Northeast.

LEADERSHIP

Principal S. Jayakumar, Ph.D, P.E., is a multitasking engineer, responsible for leading SJH's involvement in design and inspection projects with construction values over \$1.3 billion. During his 30-year engineering career, Dr. Jayakumar has functioned in the capacity of project manager, quality control engineer, project engineer, and senior analyst. His hands-on principal involvement with every SJH pursuit results in successful design, supervision, and management of award-winning work. With a Ph.D. in Civil/ Structural Engineering, Dr. Jayakumar is a member of the the Society of American Military Engineers, the American Society of Civil Engineers, a published author, and presenter.

EMPLOYEES

As a growing firm, SJH currently employs over forty employees, many of which are registered professionals in their respective disciplines. Our team consists of structural, highway, and transportation engineers, architectural, bridge condition and construction inspectors, resident engineers, CADD specialists, and support personnel. They have published technical papers and are well aware of the current trends in technology. Our team consistently uses innovative techniques, ideas, and materials in the course of their work. They are competent, hardworking and results oriented individuals, with experience ranging from inspection, analysis and design to the construction management of structures including buildings, railroad facilities, bridges, viaducts, tunnels, streets, roads, and highways.

RELEVANT EXPERIENCE

Public Housing

Having worked in the various states in the northeast, we are familiar with all the applicable federal, state and local codes. At the federal level, we are familiar with codes such as the ADA and OSHA requirements. We are familiar with HUD regulations governing the Public Housing Capital Fund Program, Modernization Standards, General Construction Contracts for Public Housing and Indian Housing, and procurement and contracting procedures required of federal grantees.

We provide **Preconstruction (or Design) Phase** services including A/E Plan Review, A/E Design Quality Assurance, Permitting (with NYCHA's A/E), and Front End Contract Doc. Compilation (with NYCHA's A/E). In the **Construction Phase** of any project, we can provide project management and inspection support and services.

SJH's **public housing experience** encompasses work with several **Housing Authorities**, including the **New York City Housing Authority (NYCHA)** and the Housing Authority of the City of Elizabeth, NJ.

NYCHA

Construction Management as Agent Services

Various Hurricane Sandy Restoration Projects as a subconsultant to JS&A

Design Support for the General Contractor, Roof Replacement at Unity Plaza Housing Development, Brooklyn, NY, Completed: 2011

Housing Authority of the City of Elizabeth

Miscellaneous Engineering Services Term Contract Elizabeth, NJ

Contact: Sal Pichirallo (908) 965-2400 Ext. 131

- **Inspection and Preparation of Design Documents for the Interior Renovation for Family and Children Training Center, Completed: 2008**
- **Technical Report for Floor Evaluation at Ford Leonard Tower, Completed: 2005**
- **Technical Report for Exhaust System of Existing Generator at O'Donnell Dempsey Towers, Completed: 2005**
- **Design of New Parking Lot at Community Center, Completed: 2004**

All tasks were completed on time and within budget.



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

FIRM: SJH ENGINEERING, PC
ADDRESS: 3700 ROUTE 27, SUITE 201
PRINCETON, NJ 08540

☐ INITIAL ☐ REVISED ☒ RENEWAL

DATE OF ISSUE: DECEMBER 11, 2014
EXPIRATION DATE: NOVEMBER 30, 2016
FEDERAL ID NUMBER: [REDACTED]

☒ 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.

<input checked="" type="checkbox"/> ARCHITECTURE	5 MILLION	<input type="checkbox"/> ROOFING CONSULTANT	
<input checked="" type="checkbox"/> ELECTRICAL ENGINEERING	5 MILLION	<input type="checkbox"/> ACOUSTICS	
<input checked="" type="checkbox"/> HVAC ENGINEERING	5 MILLION	<input type="checkbox"/> ASBESTOS DESIGN	
<input checked="" type="checkbox"/> PLUMBING ENGINEERING	5 MILLION	<input type="checkbox"/> ASBESTOS SAFETY MONITORING	
<input checked="" type="checkbox"/> CIVIL ENGINEERING	5 MILLION	<input type="checkbox"/> CLAIMS ANALYSIS	
<input type="checkbox"/> SANITARY ENGINEERING		<input type="checkbox"/> TELECOMMUNICATIONS	
<input checked="" type="checkbox"/> STRUCTURAL ENGINEERING	10 MILLION	<input type="checkbox"/> EXHIBIT/INTERPRETATIVE DESIGN	
<input type="checkbox"/> MECH. ENG. (ELEV., CONVEYORS, ETC.)		<input type="checkbox"/> FEASIBILITY PLANNING	
<input checked="" type="checkbox"/> SOILS ENGINEERING	3 MILLION	<input type="checkbox"/> FIRE DETECTION SYSTEMS	
<input type="checkbox"/> FIRE PROTECTION ENGINEERING		<input type="checkbox"/> FIRE PROTECTION SYSTEMS	
<input type="checkbox"/> ENVIRONMENTAL ENGINEERING		<input type="checkbox"/> FOOD SERVICE	
<input type="checkbox"/> MARINE ENGINEERING		<input type="checkbox"/> HYDRAULICS/PNEUMATICS	
<input type="checkbox"/> LANDSCAPE DESIGN		<input type="checkbox"/> HYDROLOGY	
<input type="checkbox"/> PLANNING		<input type="checkbox"/> SECURITY SYSTEMS	
<input type="checkbox"/> LAND SURVEYING		<input type="checkbox"/> SITE PLANNING	
<input type="checkbox"/> AERIAL SURVEYING		<input type="checkbox"/> HISTORIC PRESERVATION CONSULTANT	
<input type="checkbox"/> HYDROGRAPHIC SURVEYING		<input type="checkbox"/> ENERGY AUDITING	
<input type="checkbox"/> FIRE & LIFE SAFETY RENOVATIONS		<input type="checkbox"/> TRAFFIC	
<input type="checkbox"/> BUILDING COMMISSIONING		<input checked="" type="checkbox"/> TRANSPORTATION	1 MILLION
<input type="checkbox"/> BOILER/STEAM LINES/HIGH PRESSURE SYS.		<input type="checkbox"/> WASTE/WATER TREATMENT	
<input type="checkbox"/> DAM/LEVEE DESIGN		<input type="checkbox"/> ENERGY MANAGEMENT CONTROL SYSTEM	
<input type="checkbox"/> BARRIER FREE/ADA DESIGN		<input type="checkbox"/> RENEWABLE ENERGY CONSULTANT	
<input checked="" type="checkbox"/> ESTIMATING/COST ANALYSIS	NA	<input checked="" type="checkbox"/> CONSTRUCTION FIELD INSPECTION	5 MILLION
<input type="checkbox"/> INTERIOR DESIGN/SPACE PLANNING		<input checked="" type="checkbox"/> PROJECT MANAGEMENT	5 MILLION
<input type="checkbox"/> ROOFING INSPECTION		<input type="checkbox"/> ENVIRONMENTAL CONSULTANT	
<input type="checkbox"/> CONSTRUCTION MANAGEMENT		<input type="checkbox"/> STORAGE TANK REMOVAL	
<input checked="" type="checkbox"/> CPM	1 MILLION	<input type="checkbox"/> STORAGE TANK INSTALLATION	
<input type="checkbox"/> ARCHAEOLOGY		<input type="checkbox"/> PERIMETER SECURITY FENCING	
<input type="checkbox"/> GEOLOGY		<input type="checkbox"/> INDOOR AIR QUALITY TESTING	
<input type="checkbox"/> VALUE ENGINEERING		<input type="checkbox"/> LANDFILL CLOSURE	
<input type="checkbox"/> HISTORIC PRESERVATION/RESTORATION		<input type="checkbox"/> LEAD PAINT EVALUATION	

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.



Accuracy you can build on.

PCM is a Woman-Owned Small Business, certified by the State of NJ, as well as other states and has been an active business entity since 1995.

PCM provides Construction Cost Estimating, Value Engineering/Cost Analysis, Claims Analysis, Plan, Specification & Building Feasibility Reviews, CPM Scheduling and Construction Management Services to Owners, Architects, Municipal, State and Government Entities, Contractors and large Construction Management firms across the USA, with a concentration in the eastern seaboard region. PCM has many clients that have utilized our estimating skills for well over ten years which we believe is a true sign of the professionalism and accuracy that we bring to every project. Working with contractors on bidding projects keeps our staff continually aware of the current costs of work and market trends.

During design projects PCM provides the designing team with accurate costs as well as suggestions of alternate measures to reduce costs to the owner while still achieving a quality product. PCM's role during the design process is to guide the design team to maintain the owner's budget without compromising the integrity or vision of the project.

PCM offers services at project design phases (inclusive of Feasibility Studies), project bidding and during construction. We are pre-qualified for our services by a number of different certifying agencies such as NJSDA, NJDPMC and the Philadelphia School District.

PCM is in its twentieth year of business and has a broad range of experience in many different sectors including: Educational(all levels of), Medical, Municipal, Military & Government, Retail, Restaurants, Hospitality and Entertainment, Residential, High Density Residential and Mixed-use/Residential, Transportation & Site, Office spaces & Data Centers, Houses of Worship, Industrial & Utility and Correctional Facilities. A listing of sector specific type projects can be provided upon request. Experience includes both at design and at bid for Architects and General Contractors and work was for both new and renovation type projects.

In the last year, PCM expanded its presence in the New England area opening an office in the Portland, ME area and increased its employee base in the New Jersey office.



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

NOTICE OF CONSULTANT PREQUALIFICATION

FIRM: **PREFERRED CONSTRUCTION
MANAGEMENT CO., INC.**
ADDRESS: **44 POINT BREEZE DRIVE
HEWITT, NJ 07421**

☐ INITIAL ☐ REVISED ☒ RENEWAL

DATE OF ISSUE: **JANUARY 2, 2014**
EXPIRATION DATE: **DECEMBER 31, 2015**
FEDERAL ID NUMBER: XXXXXXXXXX

☐ 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.

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

PREPARED BY:

Bobbie Schott
BOBBIE SCHOTT
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.