

## REQUEST FOR PROPOSALS

# INDEFINITE DELIVERY INDEFINITE QUANTITY (IDIQ) MULTIPLE AWARD TERM CONTRACT (CMF 004) FOR CONSTRUCTION MANAGEMENT SERVICES ON VARIOUS STATE AGENCY PROJECTS



PROJECT NO. #J0405-00

NOVEMBER 28, 2023

SUBMITTED TO  
STATE OF NEW JERSEY DIVISION OF PROPERTY  
MANAGEMENT AND CONSTRUCTION



**Michael Baker**  
INTERNATIONAL

# IDIQ FOR CMF 004

## MULTIPLE AWARD TERM CONTRACT (CMF 004) FOR CONSTRUCTION MANAGEMENT SERVICES ON VARIOUS STATE AGENCY PROJECTS

Jennifer Roeckel, Contract Procurement Unit

NOVEMBER 28, 2023

State of New Jersey  
Department of the Treasury  
Division of Property Management & Construction  
33 West State Street, 9th Floor, Plan Room  
P.O. Box 039  
Trenton, New Jersey 08625-0039

### RE: INDEFINITE DELIVERY INDEFINITE QUANTITY (IDIQ) MULTIPLE AWARD TERM CONTRACT (CMF 004) FOR CONSTRUCTION MANAGEMENT SERVICES ON VARIOUS STATE AGENCY PROJECTS DPMC PROJECT #J0405-00

Dear Selection Committee:

Michael Baker International, Inc. (Michael Baker) is pleased to submit our proposal for project management and or construction management of various State agency projects that may include engagements involving the planning, design and construction of buildings/structures, building improvements/renovations, and flood mitigation/resiliency projects as designated by the Division of Property Management and Construction (DPMC), as stated within the RFP documents.

### MICHAEL BAKER AND OUR TEAM OFFER NJDPMC THE FOLLOWING:

#### A WINNING TEAM FOR DPMC



*Our group of carefully selected subconsultants will complement the technical experts that Michael Baker has in house to provide the highest level of project satisfaction that DPMC has come to expect.*

#### UNDERSTANDING CLIENTS NEEDS BEFORE CHALLENGES ARISE



*Because the Michael Baker team has worked hand in hand with DPMC on many prior contracts, our team is ready and able, cutting down lead item times based on our knowledge of your systems.*

#### STAFF READY TO MOBILIZE AT A MOMENT'S NOTICE



*Between Michael Baker's in house experts and our strategically chosen group of subconsultants, we cover the entire state of New Jersey are ready to spring into action whenever needed.*

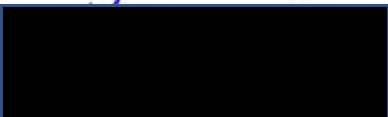
During Michael Baker's more than 80 years of providing professional services, our approach to multi-tasked, multi-discipline assignments has proven to be highly successful. More specifically, Michael Baker brings forward over 35 years of working in New Jersey on some of the most important infrastructure projects in the State. This experience will directly benefit the State of New Jersey on this contract. The Michael Baker Team will be capably managed by Peter J. Senus, PMP as Senior Project Manager. He has a staff of over 140 multi-disciplinary professionals in New Jersey and over 6,000 Michael Baker staff nationwide at his disposal to service this contract. He has proven success coordinating with federal agencies by serving as Program Manager on multiple past DPMC work order assignments throughout the region.

To complement our strengths, Michael Baker has teamed with many of our long standing partners: Clarke Caton Hintz; Richard Grubb Associates; M&E Engineers, BEM Systems, Churchill Consulting Engineers, Miller Remick, and Colliers. These firms have multi-disciplinary capabilities and DPMC experience, which allows Michael Baker to fully utilize their talents toward delivering a consistent, on-time, budget-conscious, quality project. The Michael Baker Team is thoroughly familiar with assisting DPMC in administering federally-funded programs. Over the past eight years, Michael Baker has been serving as the construction management firm for CMF 003 IDIQ work orders. The unique partnering of these firms with local expertise led by Michael Baker out of our Hamilton, NJ operation will provide the DPMC with the leadership that they will need to effectively complete this program.

### WE ARE READY AND AVAILABLE TO SERVE YOU

Sincerely,

MICHAEL BAKER INTERNATIONAL, INC.

  
Gilbert R. Bosque, P.E.  
Vice President / Contract Executive  
609-807-9532

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# **SECTION 1: FIRM/TEAM ORGANIZATION – OVERALL CAPABILITY AND KEY PERSONNEL**

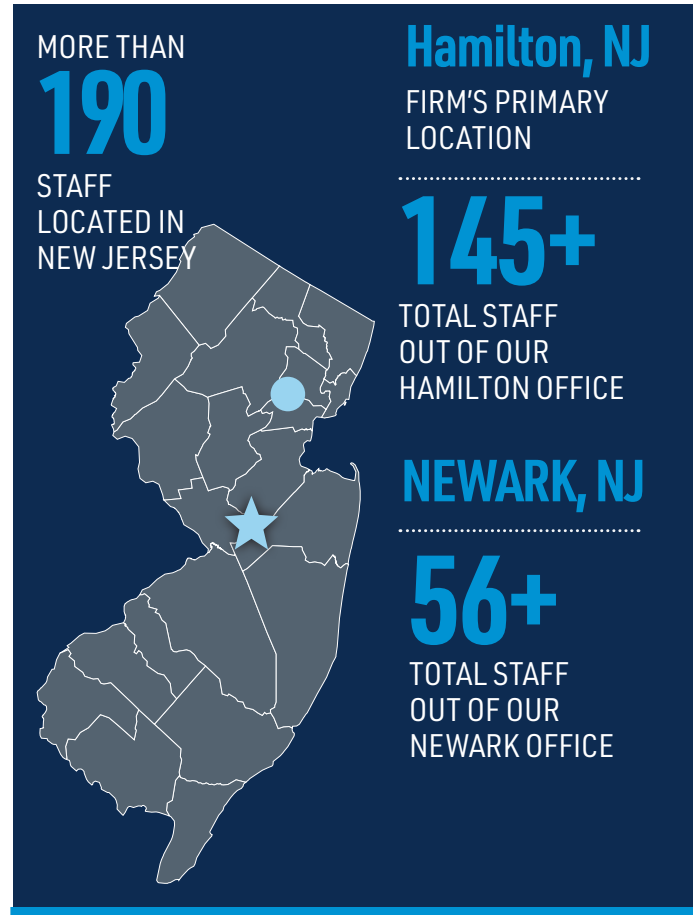


# FIRM/TEAM ORGANIZATION – OVERALL CAPABILITY AND KEY PERSONNEL

Michael Baker International, Inc. (Michael Baker) is a full-service construction management, planning, engineering, architecture, and information technology company that has been working in New Jersey with the local municipalities to become more resilient as a result of past, present, and future natural disasters and health pandemics. Most recently, we all experienced the devastating 2021 Hurricane Ida flooding that affected 12 New Jersey counties and was coupled with the ever growing health and financial impacts of the COVID-19 pandemic. New Jersey has been given many federal grants to help deal with the damaging lingering effects of these events as well as planning to the future to deal with new disasters and pandemics. Michael Baker is familiar with the HUD CDBG-DR funded Hurricane Ida Action Plan and associated upcoming programs such as "Resilient Communities" and other programs through the American Rescue Plan such as the "Boardwalk Preservation Fund" to name a few. We are prepared **RIGHT NOW** to assist the New Jersey Division Department of Property Management and Construction (DPMC) manage those funds and associated projects. With offices in Hamilton and Newark, New Jersey, Michael Baker has close to 150 planners, architects, engineers, and construction management/inspection professionals with experience in the State of New Jersey. Michael Baker's local offices are supported by more than 6,000 employees in the U.S. and abroad, including nationally and internationally recognized subject matter experts. With that said, Michael Baker is currently completing similar work orders **under the CMF 003 IDIQ. Since 2016, Michael Baker developed the "Key" standard operating procedure manuals and checklists for many of the activities identified in this Scope of Work such as bidding and procurement for both professional services and contractors, invoicing reviews, independent cost estimating, statement of assurances compliance and project Close-Out.** These manuals were developed for the current program directors (PD) under the previous CMF 003 IDIQ to make running these similar programs uniform and "by the book."

Our approach to building a team for this important assignment was focused on several key elements. These elements are summarized below and will be elaborated throughout this section:

- Provide a **dedicated New Jersey based team** that can quickly assign local expert staff for each assignment;
- Provide **recognized experts across the range of disciplines** required from Feasibility/NEPA through Construction Management;



## BRINGING TOGETHER DECADES OF EXPERIENCE FOR DPMC TO UTILIZE

The Michael Baker Team has all of the required experience and can successfully navigate DPMC through the post-IDA resiliency projects, COVID-19 pandemic related projects and any other infrastructure related program projects throughout New Jersey.

- Provide **experienced leadership** skilled at Program Management and knowledgeable in the entire project life cycle;
- Provide a team that has **worked together successfully**;
- Provide a team that **knows DPMC and assigned Project**

## KEY TEAM HIGHLIGHTS



**30+**

YEARS WORKING WITH  
NEW JERSEY CLIENTS



**7**

COMMITTED SPECIALTY  
SUBCONSULTANTS



**3,500+**

TOTAL FIRM  
PERSONNEL



**110+**

SPECIALISTS AVAILABLE  
TO SUPPORT



**80+**

TOTAL RELEVANT  
PROJECTS WITHIN  
NEW JERSEY

**Directors (i.e NJ DCA ect.)** & is located in **close proximity to Trenton;**

- Provide a team with **HUD CDBG-DR and FEMA experience;** and
- Provide a team with the **depth and breadth of resources** to keep the scope, schedule, budget, and quality of the Program on track.

## DEDICATED NEW JERSEY BASED TEAM

The Michael Baker Team Members have deep roots in New Jersey, Major offices in New Jersey, and have been servicing New Jersey clients for over 30 years. Michael Baker has constructed a team comprised of specialty subconsultants that allows us to address all aspects of the Program.

MICHAEL BAKER TEAM ROLES & RESPONSIBILITIES			
Firm	New Jersey Office	Leading Scope Items	
Michael Baker International, Inc.	Hamilton, NJ Newark, NJ	Program Management Project Management QA/QC Feasibility/NEPA Final Design Grant Management Constructibility Review Value Engineering	<b>Construction Management</b> Project Controls <b>Estimating/Cost Analysis</b> <b>CPM Scheduling</b> Claims Analysis Risk Management Planning Field Inspection
BEM Systems Inc.(SBE)	Madison, NJ	Environmental Site Investigation & Remediation Permitting	
Clarke Caton Hintz (SBE)	Trenton, NJ	Architecture & Landscape Architecture Value Engineering	
Churchill Consulting Engineers (SBE)	Berlin, NJ	Survey Field Inspection Stormwater Management	
Colliers Engineering/Testing	Mays Landing, NJ	Materials Testing	
M&E Engineering Inc. (SBE)	Somerville, NJ	Building Commissioning MEP Engineering	
Miller Remick, LLC	Cherry Hill, NJ	MEP Engineering Value Engineering	Submittal Review Constructibility Review
Richard Grubb & Associates, Inc (SBE)	Cranbury, NJ	Cultural Resources	

### COVERING NEW JERSEY WITH OUR TEAM AND MULTI-DISCIPLINE EXPERTISE

NJDPMC can trust the Michael Baker team to be ready to mobilize at a moments notice. Our technical experts have decades of experience in providing similar services as requested in the RFP. We are ready to take on any project challenges that may arise, and will provide NJDPMC the client satisfaction they have come to expect from this team.



**Michael Baker**  
INTERNATIONAL



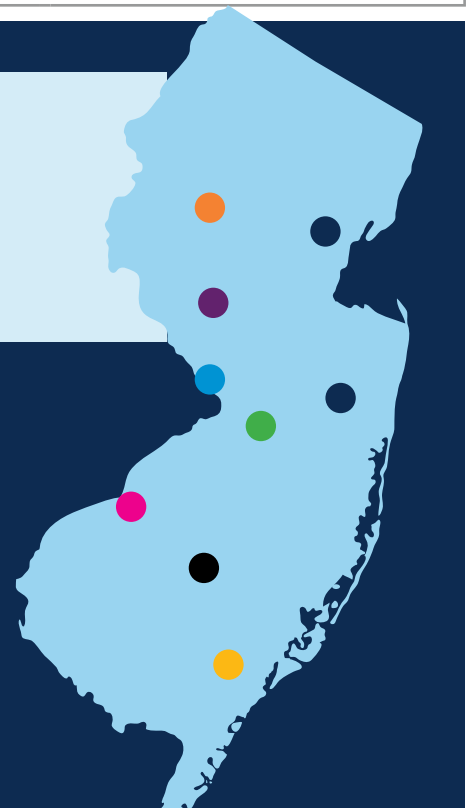
BALANCED ENVIRONMENTAL MANAGEMENT  
**BEM SYSTEMS**



**CHURCHILL**



Clarke Caton Hintz



# RECOGNIZED EXPERTS ACROSS THE RANGE OF DISCIPLINES

## FEASIBILITY/NEPA

Michael Baker's strengths begin with planning and concept development services aimed specifically at rebuilding communities with the resiliency to better withstand future events. Michael Baker understands that in the densely populated shores of New Jersey, urban planning practices must be married with coastal engineering fundamentals to make the communities safer while maintaining their thriving economies.



In New Jersey, Michael Baker has already completed a number of planning studies and initiatives that are leading towards stronger infrastructure development. Most recently, Michael Baker performed related work orders under DPMC's CMF 003 IDIQ for Construction Management Services on Rebuild By Design and other NJDEP Flood Mitigation and Environmental infrastructure. Work orders from this IDIQ included the **Resilient New Jersey Program** and the **New Jersey Climate Change Resiliency Strategy & Coastal Resilience Plan**. Michael Baker has also completed a study for the Port Authority of New York and New Jersey (PANYNJ) to assess the vulnerability of their airports from coastal storms, sea level rise, and hydrological changes. Jersey City also enlisted the services of Michael Baker when they received a grant from Together North Jersey to develop storm surge protection solutions for the City. Michael Baker's coastal experts were asked to work with professors at Stevens Institute of Technology to develop visualizations for the flood control engineered concepts. The City relied on Michael Baker to develop context sensitive solutions and to prepare a white paper for next steps. In the white paper, Michael Baker emphasized the need for a benefit-cost analysis, data collection, increased coordination, and available funding sources.

Nationally, Michael Baker has worked with the United States Army Corps of Engineers (USACE) and the Federal Emergency Management Agency (FEMA) for decades. Michael Baker has also supported planning efforts along the Delaware River with the Philadelphia District performing enhanced statistical economic modeling for developing benefits of various flood control structures. Following the devastation left by Hurricane Katrina, Michael Baker supported the New Orleans District with feasibility analysis of pump station upgrades and levee improvements.

Michael Baker has been a FEMA contractor for decades and has been a trusted technical expert and Program Manager for the agency for equally as long. FEMA entrusted Michael Baker's sea level rise and climatology experts to develop the National Climate Change Assessment. This assessment studied sea level rise and coastal changes, and hydrological cycle changes and riverine flow increases. Michael Baker is currently employing this expertise in the development of new coastal modeling along the hurricane threatened shorelines of the southeast United States.

As plans are developed and projects enter the design phase, the Michael Baker Team has extensive capabilities and experience to navigate a project through the complex Local, State, and Federal environmental review and approval processes. The Michael Baker Team has tremendous experience with National Environmental Policy Act (NEPA) documentation and permitting including the ability to complete the many technical studies that are involved in a comprehensive environmental review process as well as the experience and capability to manage and oversee the administration of the NEPA documentation and environmental permit approval processes. Michael Baker understands that the environmental process is an iterative process that begins early in project scoping and continues through design and construction. Early identification of environmental resources, applicable regulations, and key stakeholders is a critical component of the process. Identifying project issues early allows adequate time to develop a plan and coordinate with the stakeholders to develop solutions that avoid, minimize or mitigate adverse impacts while still satisfying the project purpose and need. This approach reliably helps avoid schedule delays and increased project costs caused by unanticipated project effects.

## FINAL DESIGN

For over 30 years Michael Baker has been providing final design engineering services in New Jersey. Michael Baker provides full service capability with engineering expertise that is both locally respected and nationally recognized. We optimize our construction management project experience during the design phases of projects through performance of constructability reviews; construction phasing/sequencing; construction bid document reviews to eliminate error/omissions and discrepancies, and construction schedule and cost estimate reviews to ensure that all factors (permit acquisition, long-lead procurements, regulatory review cycles, etc.) are included in the logic-based CPM schedules.

Michael Baker's geotechnical team can assist with necessary investigations on-site to confirm that the walls and hardening of the State's infrastructure can be done and will not fail under the stresses of the next hurricane. Michael Baker's structural team is a leader in innovative structural design with the least impact to the community



and cost. Michael Baker's transportation, stormwater, and utility engineers will confirm that designs maintain the community's operations by addressing, most importantly, stormwater related impacts and future resiliency of existing infrastructure.

Michael Baker recently completed the design and construction support of the iconic Scudder Falls Bridge that many of us use daily coming in and out of the Trenton area. This project involved replacement of the existing four-lane bridge with twin structure carrying six lanes of through traffic (three in each direction), two auxiliary northbound lanes for entry/exit travel, and one auxiliary southbound lane for entry/exit travel over the Delaware River. The project also included complete reconstruction of the deficient Route 29 interchange on the New Jersey side and reconfiguration of the Taylorsville Road interchange in

assure each client of a successful delivery. With experience in managing throughout the life cycle of the project, and through our implementation of Lessons Learned, industry-Best Practices and CMMA-based CM Procedures, and Quality and Risk management processes, Michael Baker understands the importance of all aspects involved to successfully complete and deliver safely on time, on budget, and with the quality you demand.

Michael Baker's experienced construction inspection staff provides confirmation that the contractor is performing in accordance with the contract documents as well as confirming the contractor's progress. Michael Baker inspectors verify specified materials are incorporated into the project; provide required testing; assure proper documentation, including tracking of submittals and correspondence; review contractor progress



Lower Makefield, Pennsylvania, to improve the safety and efficiency of the interchanges. Michael Baker's design also included a new all electronic tolling (AET) collection system in the southbound direction, consisting of high-speed E-ZPass tag readers and video cameras to identify license plates for purposes of collecting tolls by mail from motorists that did not process an E-ZPass transponder. A four-story support building was constructed to house the AET and ITS equipment as well as the DRJTBC's bridge monitoring staff.

At the World Trade Center in New York, Michael Baker developed a structural retro-fit for the existing bollards to allow for a flood protection system to be added to that existing framework. Structural engineering innovation worked with the existing environment to create a resilient solution that fits within the facility's existing framework. In Ocean City, NJ a failing drainage network was analyzed and upgraded by Michael Baker with pump stations to improve flood recovery time. Michael Baker is experienced in finding the right-sized solution to reliably address the problem.

## CONSTRUCTION MANAGEMENT/ INSPECTION

Michael Baker provides construction management services for all the markets we serve. Our clients include federal, state, and local government agencies, as well as private sector clients. Our projects range in size and complexity, and include new or rehabilitation construction, traditional design-bid-build and design-build project deliveries. Most recently, Michael Baker has been DPMC's Construction Management Firm (CMF) **for the CMF 003 IDIQ for Construction Management Services on Rebuild By Design and other NJDEP Flood Mitigation and Environmental infrastructure.** Specific work orders that provided construction management oversight included WO 03 the Flood Hazard Reduction and Resiliency (FHRR) program and WO 15 the Atlantic City Resiliency Program (ACRP). Michael Baker's construction experience includes facilities, highways, bridges, infrastructure rehabilitation, freight and passenger railroads, transit facilities, airports and utilities, just to name a few. Michael Baker's professionals have the training, certifications, and support to manage the full spectrum of construction services to

payments and change orders; coordinate with the client and other local agencies; integrate and coordinate on-site personnel, vendors, and subcontractors; coordinate material delivery to jobsites; manage movement of construction equipment around sites to provide a smooth flow throughout the schedule; review and analyze construction schedules; and perform final inspection and project close-out tasks.

Michael Baker produces detailed independent cost estimates for every change order and overall construction cost budget management, always maintaining focus on the client's priorities: time, budget, safety, and quality. Baker's comprehensive life-cycle approach utilizes a standard process to develop estimates, tracking trends and historical indexes, analyzing bids, and assessing the risks and probability of high-impact events and their influence on cost. Through a proactive cost engineering approach, this knowledge is used to identify and predict costs throughout the project. By managing and monitoring project costs from day one, we allow you to better plan, program, acquire, and manage your budget, while adding real value to your project. Michael Baker's breadth of resources, including affiliations with vendors and contractor associations, helps us to better provide estimating services at any stage of the design and construction process, utilizing proven, documented, unit price databases, both internal and published. Escalation is managed through the use of multiple historical indices, monitoring current material and labor trends, and tracking industry market indicators. We also bring these resources to related services such as life cycle costing, value engineering, schedule recovery planning, and analysis of changes and claims.

While the CMF is tasked with many responsibilities that include managing cost and schedule for these projects during the design and construction phases, projects **also need a CMF who can assist the Subrecipients (i.e. municipalities) navigate the individual grant requirements such as proper consultant/contractor procurements and related grant reimbursements. One thing we learned in the previous CMF 003 IDIQ, is that it is not only important to oversee the design consultants and contractors, the subrecipients also need the proper attention**



and oversight. Audits can occur on these programs from the federal funding sources such as HUD during the lifetime of the program. Michael Baker knows what it takes to make these programs "Audit Proof" and to assist DPMC in meeting all the requirements of these grants...right down to ensuring all the certified payrolls and fringe backup are collected for each employee to ensure prevailing wage and associated Davis-Bacon rules are being met as an example.

Combined with our specialty subconsultants, the Michael Baker Team has a very deep bench of construction and design professionals available to service this agreement.

## EXPERIENCED PROGRAM MANAGEMENT LEADERSHIP

Michael Baker understands the need for a single vision when coordinating large scale infrastructure design services. As the CMF under the previous CMF 003 IDIQ, Michael Baker understands the challenges of multi-disciplined projects and the need for oversight.

Our **Senior Project Manager, Peter J. Senus PMP**, has served as the Sr. Program Manager and assisted on several large and similar assignments recently:

- **Program Manager** - NJDPMC/NJDEP CMF 03 WO 03 FHRRR Program
- **Program Manager** - NJDPMC/DCA CMF 03 WO 15 Atlantic City Resiliency Program
- **Program Manager (Construction Phase Manager)** - SJTA Atlantic City Expressway Widening Program

Pete is only as good as his supporting team. **Sean Kahn, P.E.**, will resume his role as **Project Manager** and the day to day operation overseer. Pete and Sean have worked closely for years under the CMF 003 IDIQ and have developed a reputation as the "Go-To Team" for many assignments. Together, they fine-tuned procedures for running many successful work orders and can carry this over seamlessly to the CMF 004 IDIQ.

In addition, our proposed Contract Executive, Gilberto Bosque, P.E., has been servicing the design/construction industry for decades overseeing major infrastructure reconstruction in New Jersey and will bring this experience to bear on this assignment. The task in front of New Jersey now is complex and extremely challenging. Michael Baker is not only qualified to deliver solutions but is also qualified to coordinate this effort for the communities and the State as their Program Manager and

Construction Manager. Michael Baker appreciates the size and complexity of the scope of these projects and fully understands that they will require attentive coordination between the State, local government entities, design stakeholders, and federal stakeholders.

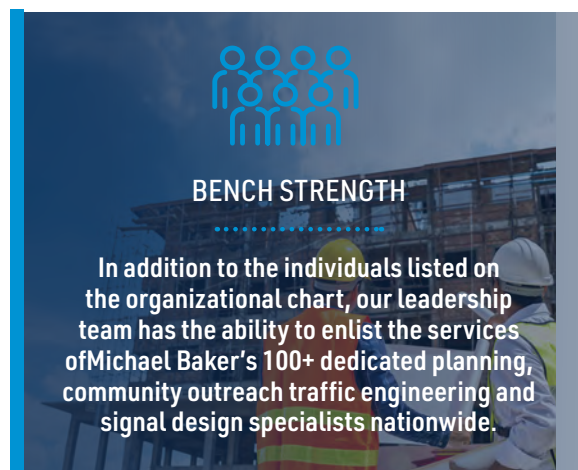
## A TEAM THAT HAS WORKED TOGETHER SUCCESSFULLY OUR SUBCONSULTANTS

The Team that Michael Baker has assembled includes many firms with whom we have worked closely in the past. This facilitates teamwork, streamlines communication, and helps keep the projects on schedule, on budget, minimizes scope creep, and provides the highest quality.

Michael Baker has an exceptional record of working together as a pro-active team to support the New Jersey, New York, and other Tri-State area clients. Together we had success rehabilitating and upgrading a wide range of critical infrastructure, building resiliency, water/wastewater systems, transportation assets (roads, bridges, rail yards, etc.), and municipal facilities. Michael Baker shares a mutual company commitment with our subconsultants selected for operational excellence and a demonstrated ability to jointly deliver safe projects on-time, with high quality, and within budget.

**Michael Baker chose Miller-Remick** to assist with potential projects involving buildings and renovations. Founded in 1982, Miller-Remick provides a comprehensive array of services to Clients including detailed engineering, design and construction management. Miller-Remick is a Service Disabled Veteran Owned Small Business with a staff of engineering and design professionals covering all major disciplines including Electrical, Mechanical, HVAC, Plumbing, Fire Protection, Structural, Process and Controls. Miller-Remick has supported significant public sector clients such as the Department of Veterans Affairs, United States Coast Guard, General Services Administration, United States Army Corp of Engineers, New Jersey Building Authority, New Jersey Schools Development Authority, New Jersey Department of Property Management and Construction, New Jersey National Guard, and various State Agencies including Transportation, Justice, Corrections, Human Services, and Treasury. In addition, Miller-Remick has also provided services to major gas, electric and water utilities, and clients in the power, food processing, manufacturing, material handling, hazardous waste, pharmaceutical, chemical, and petrochemical industries. Specialized Services include:

- Electrical Engineering
- HVAC Engineering
- Mechanical Engineering
- Controls Engineering
- Civil Engineering
- Structural Engineering
- Life Safety Engineering
- Fire Suppression Engineering
- Process Engineering
- Plumbing Engineering
- Capital Program Management
- Comprehensive Energy Studies
- Utility Master Planning







- Detailed Facility Assessments
- Building Information Modeling

Miller-Remick understands the needs to ensure our customers the right experienced personnel, wholly accountable and focused on customer and mission success. Miller-Remick has specific and relevant experience with large-scale government institutional projects, and an understanding of Federal design standards and operational procedures.

**Michael Baker chose Clarke Caton Hintz** to assist with potential projects involving landscape and building architecture. Clarke Caton Hintz (SBE) is an award-winning architectural, planning, and landscape architecture firm with 45 years of experience providing clients with a broad multi-disciplinary approach keyed to solving today's complex planning and design problems. They approach planning and design as a professional collaboration and believe that architecture, planning, landscape architecture, historic preservation and interior design are fundamentally interdependent. Their multi-disciplinary approach distinguishes them from the more traditional architecture and planning firms in New Jersey and was vital in being named "Architecture Firm of the Year" by the New Jersey Chapter of the American Institute of Architects. Their work is devoted to the pursuit of responsible and sensitive design. They aim to remember rather than reinvent, to emphasize the essential over the superficial, and to produce work that is timeless rather than merely fashionable. Landscape architectural services provided by Clarke Caton Hintz encompass a broad range of disciplines dealing with the design of land. Included in their expertise is environmental analysis such as wetlands delineation, vegetation inventories, viewsheds, and soils. Their experience in the design of open spaces for parks and recreational use ranges from school playgrounds to campus open spaces, from major athletic facilities to regional preserves. The discipline includes the design of community parks, athletic fields, recreation areas, golf courses, waterfront parks, bikeways and campus plazas. We also believe in emphasizing the importance of

public streets, pedestrian paths and civic spaces. Every building profoundly impacts the surrounding spaces and buildings. Their designs emphasize public space, giving it more character and sometimes creating an entirely new public environment where none had existed before. Clarke Caton Hintz is committed to the principles of energy efficiency and sustainable design. Their work encompasses a variety of sustainable initiatives, including LEED certified facilities, Smart Growth, Green Homes, Green Globes and project-specific sustainability goals. Their commitment to sustainability underlies each of their primary disciplines: architecture, landscape architecture, historic preservation, planning and interior design. They believe the key to a successful project is the integration of sustainable principles early on, as touchstones for decision making throughout a project and to ensure that those objectives are met.

**Michael Baker chose Churchill Consulting Engineers** to assist with projects that might include survey, stormwater designs and construction inspection. Michael Baker and Churchill Consulting Engineers (SBE) routinely collaborate on design and construction management projects throughout New Jersey. Churchill has built an outstanding reputation as a firm that provides exceptional services for its clients in the planning, design, surveying, permitting and construction management on a broad range of civil and environmental projects. The firm was founded more than 45 years ago, and since its inception has been committed to not merely meeting its client's needs, but exceeding them with both innovative and cost-effective solutions. A consulting engineering firm is built on the education, capabilities, experience and integrity of its professional staff. For more than four decades, Churchill has maintained a commitment to providing its clients with the highest possible level of staff qualifications. Moreover, Churchill is equally committed to consistently utilizing the best available technologies for all of its work, so that its clients can share in the benefits of technological advances in productivity and precision. Churchill's survey experience includes 40 years of design and construction survey and base mapping for roadway

improvements; replacement of long and short span bridges, bridge decks, and sign structures; and improvements to interchanges, ramps, service areas, maintenance districts, and toll plazas. With two (2) professional land surveyors, three (3) survey crews, and state of the art equipment Churchill can adequately address any staffing requirement necessary. They offer extensive capabilities and experience in the following types of surveying projects: Boundary Surveys, Roadway/Topographic Surveys, Utility Surveys, Hydrographic Surveys, Tidal/Tideland Surveys, Construction Layout, Construction Verification Surveys, As-Built Surveys, Tower Surveys (Twist/Plumb), Wetlands Surveys, GPS/GIS/Digital Scanning, Aerial Photogrammetric Control, and ALTA Surveys. Likewise, Churchill also provides construction inspection services with NICET level certified superintendents and inspectors. Their staff have all the applicable NICET, ACI – CCTC, ACI, NJSAT, TCP, and OSHA required certifications.

**Michael Baker chose BEM Systems** to assist with potential projects requiring environmental remediation/permitting support. BEM (SBE) is a consulting and information management firm providing comprehensive environmental services to federal, state and local transportation agencies in the New York/New Jersey region. For over 30 years, BEM has successfully managed and executed more than 50 environmental services task order contracts involving multiple and concurrent task orders. This experience has allowed them to develop tools and methods to manage these contracts effectively and maintain working relationships with transportation agencies in various capacities. As a multi-disciplinary environmental services firm, BEM provides comprehensive services in site investigation and remediation, environmental and historic documentation, planning, permitting, environmental compliance, energy and sustainability, and data management and GIS solutions. The BEM Team has extensive experience conducting site investigation and remediation projects within New Jersey. Their team of qualified remediation professional, led by their LSRPs, ensure compliance with all relevant federal, local, and state regulatory requirements, supported by their long-standing relationship with licensed drillers, certified laboratories, surveyors, and accredited remedial service contractors to implement NJ Turnpike remediation projects effectively and safely. Their team brings a wealth of NJDEP Site Remediation Program project experience from preliminary assessments and site investigation, remedial investigation, remediation design specifications and plans, implementation and construction oversight, closure documentation, and operation and maintenance of remediation systems. Where appropriate, they have conducted ecological and human health risk assessments, vapor intrusion investigations and mitigation and asbestos, leaded paint and mold assessment and remediation. BEM has provided construction management support for various transportation and infrastructure projects, with services including construction environmental oversight and compliance monitoring.

**Michael Baker chose M&E Engineers Inc.** to assist with potential projects that require building commissioning and MEP engineering services. M&E Engineers, Inc. (M&E) (SBE) is a mechanical and electrical consulting engineering firm, providing full-service engineering design and many related services for HVAC, Electrical, Plumbing, and Fire Protection Systems. They make buildings safer, healthier, more reliable and more efficient. Most of their work is for repeat clients, which include major corporations, state and

local government agencies, and universities. These projects mostly consist of infrastructure upgrades and office retrofits.

M&E specializes in technically challenging engineering projects, including industrial and manufacturing facilities, data centers and other mission critical facilities. Their due diligence, early-stage planning and quality assurance process provides superior engineering solutions. Since its inception, a core company focus for M&E has been energy conservation and efficiency, including system commissioning, energy audits and energy modeling. M&E is recognized in the industry as a leader in sustainability, with numerous LEED certified projects. M&E helps clients reduce their energy and operating expenses by eliminating energy waste in the building design, in the mechanical and electrical systems, and in the operation and maintenance of their facilities. M&E has performed Commissioning services for a number of state agencies, including NJ Turnpike Authority (NJTA), NJ Schools Development Authority (NJ-SDA), NJ Department of Transportation (NJ-DOT) and NJ Division of Property Management & Construction (NJ-DPMC). Most notably, M&E provided engineering and commissioning services for a \$500M Facilities Improvement Program for the NJ Turnpike Authority, which includes 19 mixed-use facilities along the Turnpike and Parkway. M&E has also provided Commissioning services for seven (7) design-build projects for the NJ Schools Development Authority over the past 10 years.

**Michael Baker has an extensive working history with Richard Grubb & Associates, Inc. (RGA) (SBE)** and has chosen them to support the Team with potential projects that might require archaeological, historical and architectural tasks. Most recently, our firms are working together on the Oceanic Bridge Replacement over the Navesink River in Monmouth County. RGA was established in 1988 as a full-service cultural resource management firm and has since grown to become one of the largest, independent archaeological and historic preservation consulting companies in the Eastern United States. RGA's goal is to assist public and private clients through the process of complying with federal, state, county, and municipal cultural resource and historic preservation regulations. RGA has a multi-disciplinary staff of cultural resource professionals that meet or exceed the Secretary of Interior's Qualifications Standards (36CFR61) for archaeology, architectural history, and history. The Principal Investigators for archaeology have performed or supervised site assessments and screenings, Phase IA, Phase I and Phase II archaeological surveys, and Phase III data recovery investigations of prehistoric and historic sites. The Principal Investigators for architectural history and history have performed or supervised reconnaissance and intensive-level architectural surveys and have successfully completed cultural resource mitigation, including Historic American Buildings Survey (HABS)/Historic American Engineering Record (HAER) documentation, interpretive displays, educational brochures, preservation plans, and bridge preservation covenants. All Principal Investigators routinely undertake assessments of National Register eligibility and effects, assess projects for adherence to the Secretary of the Interior's Standards for the Treatment of Historic Properties, and consult and coordinate with the various State Historic Preservation Offices for the preparation and completion of Memorandum of Agreement stipulations and other mitigation measures. RGA also has a full-scale archaeological laboratory and qualified staff to ensure compliance with 36CFR79, Curation of





Federally-Owned and Administered Archaeological Collections.

**Michael Baker has enjoyed an extensive working relationship with Colliers Engineering & Design Material Testing group,** having employed their services on numerous infrastructure development projects in New Jersey. Michael Baker has chosen Colliers because we have confidence in their capabilities and know that they reliably provide quality services across their full range of geotechnical, engineering, and independent 3rd party construction inspection and material testing. Colliers will be performing concrete, rebar, pavement, subgrade, and other materials as needed in support of and future work orders.

## A TEAM THAT KNOWS DPMC AND ASSOCIATED PROJECT DIRECTOR PARTNERS

The Michael Baker Team understands and currently implements the most recent procedures of the DPMC and their assigned Project Directors (PD) that include the Department of Community Affairs (DCA) and Department of Environmental Protection (NJDEP) to name a few. Michael Baker has gotten to know DCA and their organizational leaders that includes Mr. Viavattine and Ms. Diehl in particular through the CMF 003 W015 Atlantic City Resilience Program (ACRP). Our partnership on this particular program thrives on our weekly progress meetings with them and their staff that has been ongoing since 2020. These meetings have proven to be essential to the tremendous success we are having under this program. This current CMF 004 IDIQ is constructed similarly to the format of the previous CMF 003 IDIQ with established rates and task order agreements. Michael Baker has had no issue with billings, schedule, adding subconsultants, and executing modifications within this contract. This unique experience sets the Michael Baker Team apart and allows for prompt initiation of CMF activities. Our Team knows that the DPMC is a branch of NJ Treasury with vast experience maintaining, updating, and constructing a portion of the state owned infrastructure. The DPMC's unique relationship with the DCA, for example, allows the two agencies to work closely together with a consultant. With the experience mentioned above, Michael Baker will bring to the team the knowledge of what each agency requires of its consultants. This includes timely progress reports, invoices, status meetings, and regular conference calls to keep the entire team updated on the project status. The team understands the time sensitive nature of the project and will use this experience to quickly write task orders, within the confines of the term contract conditions, and progress the project. Equally as important as the administrative requirements for working with DPMC are the relationships that exist and the trust that DCA or other PDs has when using consultants that have real life experience working with them. The Michael Baker Team has this experience.

## GRANT FUNDING SOURCE EXPERIENCE

The Michael Baker Team has extensive experience working with HUD and their Community Development Block Grant-Disaster Recovery (CDBG-DR) program and has a successful record of helping communities across the region to bolster recovery efforts and long-term resilience. Our team members have applied our expertise in the CDBG-DR program to help

numerous municipalities navigate complex program requirements including the development of Action Plans, Consolidated Plans, grant management, application procedures, procurements, and compliance review. Our team offers the DPMC the advantage of a full-service, integrated team with both the technical expertise and staff capacity to provide expert guidance to municipalities in navigating all facets of any federal program and its requirements.



## KEY PERSONNEL & DISCIPLINES

The Michael Baker Team Organization Chart, which identifies staff roles and reporting relationships, is provided at the end of this section, followed by detailed resumes and Key Team Member Experience Data Sheets. The Organizational Chart includes ALL disciplines that could be encountered on project, as outlined in this scope of work. We understand however that not all work orders/assignments will require every discipline noted.

In Section 5.3 of the RFP, the DPMC noted the required disciplines and required minimum experience for each. The following list addresses these specific disciplines only; however, Michael Baker has many more disciplines and expertise, as shown in our Organizational Chart, to address the needs of any size/scope of project. All identified disciplines resumes are provided in addition to the ones noted specifically below.

### PRINCIPAL IN CHARGE, GILBERTO R. BOSQUE, P.E. (MICHAEL BAKER)

Gil Bosque brings over 20 years of experience in the infrastructure industry including all aspects of project management and quality assurance and quality control compliance. He is experienced in developing complete contract documents for multi-disciplined transportation projects directly for various NJ clients. As a project manager, Gil had successfully delivered numerous projects through construction by applying Michael Baker's company-wide Quality Management System. As the current Principal in Charge, Gil oversees the NJ operations and supports the team in delivering quality products and services to our valued clients.

### SENIOR PROJECT MANAGER, PETER J. SENUS PMP (MICHAEL BAKER)

Peter Senus is a Project Management Professional (PMP) and has over 33 years of experience in program and project management that includes construction management, federal grant management (HUD CDBG-DR), heavy highway transportation design, NEPA EIS and associated permitting and site development. He has extensive experience with: FAA (Atlantic City Airport/SJTA) construction projects, grant program management with NJ DCA/NJDEP for construction projects, heavy highway construction management for the South Jersey Transportation Authority and New Jersey Turnpike Authority, and design engineering for the New Jersey Department of Transportation, the Corps of Engineers and Federal Aviation Authority (FAA). His project/construction management and inspection experience includes a wide variety of roadway, airfield, major outfall structures, pump stations and vertical construction projects. His

infrastructure and transportation engineering experience includes preliminary and final design contract document preparation for a large variety of site and roadway projects including: plans and specification preparation, right-of-way engineering, utility infrastructure coordination, public outreach, permitting, cost estimation, project scheduling, sub consultant management and budget analysis.

### **PROJECT MANAGER, SEAN KAHN, P.E. (MICHAEL BAKER)**

Sean Kahn, P.E. has over 11 years of experience in program and project management that includes construction management, federal grant management (HUD CDBG-DR), heavy highway transportation design, NEPA documentation and associated permitting. He has extensive experience with: FAA (Atlantic City Airport/SJTA) design projects, construction oversight and grant program management with NJ DCA/NJDEP for a wide variety of resiliency infrastructure construction projects, heavy highway design management for the New Jersey Department of Transportation and New Jersey Turnpike Authority. His infrastructure engineering experience includes preliminary and final design contract document preparation for a large variety of site, facility and roadway projects including: plans and specification preparation, right-of-way engineering, utility infrastructure coordination, permitting, public outreach, cost estimation, project scheduling, sub consultant management and budget analysis.

### **SUPERINTENDENT/CONSTRUCTION MANAGEMENT, WILLIAM SNOOK, P.E. (MICHAEL BAKER)**

Mr. Snook has over 21 years in construction supervision, construction management, and design of highway and site development projects. His experience in several areas of the construction industry has allowed him to gain comprehensive knowledge of management and design and to provide an excellent final product to any client. He has recently completed projects with the PATCO Station Enhancement project and the Sharon Hill Flood Mitigation project.

### **ARCHITECT: DAVID TUDYRN AIA, R.A., LEED GREEN (MICHAEL BAKER)**

Mr. Tudryn has over 36 years experience and has overseen both small and large transit design teams that involve highly technical projects with extensive agency coordination and public involvement. His notable roles include Project Manager for Connecticut DOT's Eleven Hartford Line Rail Stations; Architect-of-Record for WMATA's Bladensburg Design-Build BEB-ready bus facility that will accommodate a fleet of 300 transit vehicles; Project Manager for CTDOT's New Haven's 300,000-square-foot Bus Facility; and Project Manager for the Jacksonville Transportation Authority's Transit Center which was a Construction Manager-at Risk (CMR), a \$64-million combined mass transit hub.

### **GEORGE HIBBS AIA (CLARKE CATON HINTZ)**

Mr. Hibbs has over 30 years of extensive experience in design and construction of a wide variety of project types, including: sports facilities, parking structures, education, housing, urban design and historic preservation. As a member of Clarke Caton Hintz since 1991, Mr. Hibbs has come to specialize in the design of education and athletic facilities. These projects have ranged from primary and secondary schools to university buildings and minor league athletic facilities.

### **ENGINEER (DESIGN), JOSEPH DANYO, P.E., PMP (MICHAEL BAKER)**

Mr. Danyo is an Assistant Vice President and the Director of Engineering for Michael Baker's New Jersey offices. He brings over 40 years of experience to his role as Lead Design Manager. In this role, he is responsible for the coordination all design disciplines for the many facility and transportation projects lead by Michael Baker. Mr. Danyo provided; design and construction oversight for the South Jersey Transportation Authority's On-Call General Engineering and Construction Management/Inspection Services for the Atlantic City International Airport, Construction Management and Construction Inspection of three State Police Stations on the NJ Turnpike, the NJ Turnpike Toll Plaza Building Improvements, the NJ Turnpike Authority's Secaucus Maintenance Facility, and miscellaneous repairs to the NJ Turnpike Toll Plaza Buildings, Plazas and Tunnels. In addition to the knowledge Mr. Danyo has acquired on the job, he has also received formal training in Project Management, Quality Management, Context Sensitive Solutions, and Value Engineering. Mr. Danyo has taken numerous projects from concept to ribbon cutting including successfully completing NEPA documentation and approvals (e.g. - Preliminary Design & Permit Preparation for the Replacement of GSP Structure Nos. 28.0S & 28.5S over Great Egg Harbor Bay), and with his extensive experience in construction, understands the overall construction approach. This experience provides him the ability to help address issues early on so they do not become field issues or claims in the field.

### **SCHEDULER, JUAN URIBE (MICHAEL BAKER)**

Mr. Uribe is an experienced Construction Scheduler with over 31 years and has strong skills in organizing, operating, and executing schedules for large scale projects using project management methodologies, project management tools and data bases required for scheduling and planning. He has experience in Baseline and his work includes updating schedules, work break down structures, cost analyses, claim mitigation, and claim analysis for different projects including, railroads, rail stations, airports, highways, bridges, oil and gas pipelines, production facilities, pump stations, production plants and environmental projects. Mr. Uribe also has extensive experience using Primavera planning and scheduling software.

### **CONSTRUCTION INSPECTOR, JON CONTE, CMIT (MICHAEL BAKER)**

Mr. Conte has over 11 years of progressive Project Management, Field Inspection, and Construction Scheduling experience for various public agency clients in the New Jersey and New York Metro Area. Specific project experience includes construction of parks (Northwest Resiliency Park, Hoboken, New Jersey), storm sewers, storm water collection systems manholes, catch basins, water mains, hydrants, curbs, sidewalks, pedestrian ramps, and curb to curb roadway restoration. Trained in the principles of construction management, Mr. Conte brings a unique perspective to project administration and inspection. He holds all the require construction inspection certifications that include NICET Level III, ACI Concrete Field Testing Technician - Grade 1, ICC Structural Masonry Special Inspector, OSHA 30 and Construction Management Association of America, CMIT.

## **ESTIMATOR, JEFFREY WEISS (MICHAEL BAKER)**

Mr. Weiss has 19 years of experience as our leading senior cost estimator and hold certificates as a Certified Cost Technician (CCT) and Construction Quality Management (CQM-C). Mr. Weiss is a construction specialist within the Construction Services Department of Michael Baker. He is actively involved in preparing cost estimates, construction schedules, and providing construction management services for various clients while utilizing the latest software and industry technologies. Mr. Weiss entered the construction industry as a surveyor. He then progressed to a project engineer and superintendent, where he gained valuable knowledge as to how construction projects are phased, priced, scheduled, constructed, and managed. This experience enabled him to successfully prepare cost estimates for numerous projects that have included commercial, religious, industrial, military installations, hospitals, medical institutions, educational, and correctional facilities. Having managed projects for both general contractors and construction managers, while working with both union and open shop contractors, Mr. Weiss possesses the unique ability to relate to and work with a client from concept through design and construction to commissioning.

## **PERMIT COORDINATOR / EXPEDITOR, EBONY WASHINGTON (MICHAEL BAKER)**

Ms. Washington has 16 years of experience as an environmental permitting specialist and has served as the environmental lead for numerous bridge and highway projects in New Jersey. Ms. Washington has practical experience and training in the implementation of the National Environmental Policy Act of 1969 (NEPA), Executive Order 215, ecological assessments, wetland delineations, environmental studies, socioeconomic and environmental justice analyses, and environmental permitting for public-sector projects, including the preparation of applications, plans, and reports supporting local, state, and federal permits. Ms. Washington has prepared numerous state (New Jersey and Pennsylvania) and federal permit applications, including New Jersey Department of Environmental Protection (NJDEP) freshwater wetlands; CAFRA; waterfront development; coastal wetlands; Delaware and Raritan Canal Commission; Green Acres; New Jersey Pinelands; U.S. Coast Guard Bridge; U.S. Army Corps of Engineers Section 404/10; and PADEP chapter 105 permits. Through the environmental permitting process, Ms. Washington has developed relationships with reviewers at the regulatory agencies and has worked with these agencies to identify issues and develop agreeable resolutions efficiently. Additionally, collaborating with the engineers and planners, Ms. Washington has been heavily involved in evaluating proposed alternatives in regard to regulated resources. Her involvement is essential in developing a permissible solution that minimizes environmental impacts while meeting the project's purpose and need.

## **QA/QC MANAGER, REBECCA F. LYNE, P.W.S., C.E. (MICHAEL BAKER)**

Ms. Lyne serves currently as the Director of Quality Management for the Michael Baker New Jersey Operations. Becky has a solid technical foundation and her experience on major highway/roadway/facility projects has equipped her with a detailed knowledge of State, County, and Local stakeholders' project delivery processes, including efficiently navigating through the utility agreement process, and ROW/

jurisdiction process. Becky has served as Quality Manager on a variety of projects including final design of small and large-scale projects, roadway and roadside design, ITS design, lighting design, facility/architecture design including site/civil, drainage and stormwater management, environmental permitting, and survey and ROW. As a Project Manager, Becky has successfully delivered numerous projects through construction by applying Michael Baker's company-wide Quality Management System.

## **ACCOUNTANT / AUDITOR, MEGHAN MCPHEE (MICHAEL BAKER)**

Meghan McPhee is the Director of Project Accounting at Michael Baker International. Ms. McPhee is an experienced senior manager serving a variety of public and private clients including a global energy manufacturing corporation with €85 billion in revenue and a global aerospace and defense company with \$66 billion in revenue. She has experience executing financial statements in accordance with U.S. GAAP, IFRS, government auditing standards, and not-for-profit standards. Meghan was responsible for reviewing contracts with revenue recognition arrangements to ensure accordance with ASC 606 and related US GAAP pronouncements and company policy. She has experience performing audits analyzing a significant number of large contracts including contracts over \$100M. She reviewed significant changes in accounting estimates as well as the lack therefore with management and operations to determine if the costs to complete were appropriate. During her time at Michael Baker, Ms. McPhee oversees project accounting organization, including driving implementation of strategic initiatives and adoption of consistent best practices across regional project accounting organizations.

## **SECRETARY/ADMINISTRATIVE ASSISTANT, ARLENE SENUS (MICHAEL BAKER)**

Ms. Senus has over 40 years of experience in the A/E/C industry. She provides full service secretarial and administrative support services for construction management teams and Resident Engineers. Her responsibilities have included daily administrative duties, ensuring that office operations run smoothly, administrative support to the construction management team, compiling submissions to the contractor, logging all incoming/outgoing documents and scanning into an Electronic Database Management System (EDMS) with distribution to the client and contractor, and maintaining project files. Ms. Senus has excellent computer skills, including a proficiency in Microsoft Office. She is resourceful, has exceptional organizational skills, and has the ability to handle multiple, simultaneous tasks.

## **ORGANIZATION CHART & KEY TEAM MEMBER RESUMES**

Resumes of key personnel are provided highlighting directly similar projects that will benefit this assignment. It is also important to note that the attached organization chart demonstrates the breadth and depth of resources of the Michael Baker Team. While the organization chart only shows the lead for each discipline, the total number of professionals available to support DPMC on this assignment is massive. Each discipline has a full service team behind them. Only a snapshot of resources and the task lead are provided for brevity.

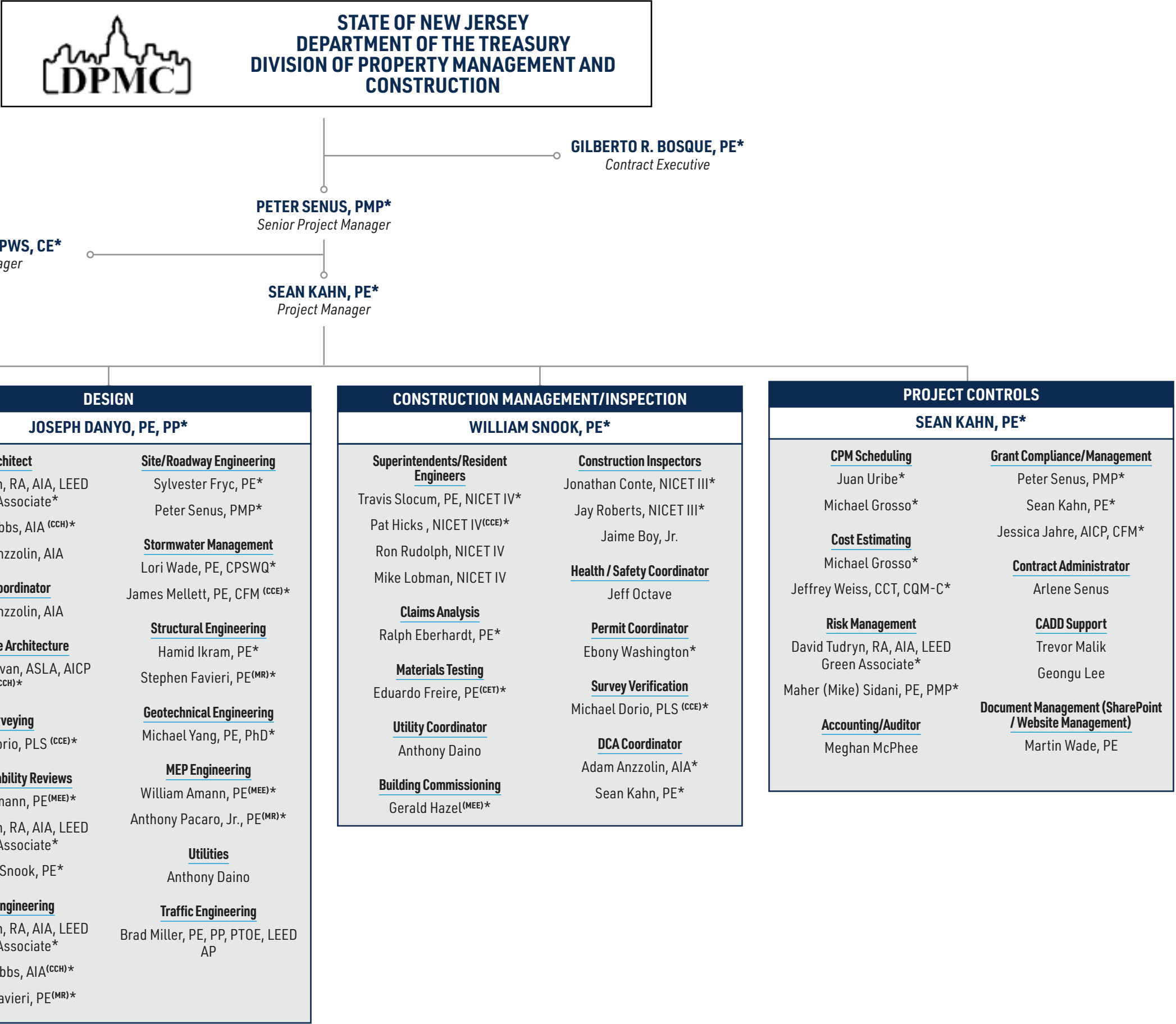


PROJECT TEAM

Michael Baker International (MBI)  
M & E Engineers (MEE) – SBE  
Clarke Caton Hintz (CCH) – SBE  
BEM Systems (BS) – SBE  
Churchill Consulting Engineers (CCE) – SBE  
Miller Remick (MR)  
Richard Grubb & Associates (RGA) – SBE

VENDOR:  
Colliers Engineering/Testing (CET)

\* Indicates Resume included



# Gilberto Bosque, PE

Years  
experience **23**



*Gil Bosque brings over 20 years of experience in the design/construction of all types of infrastructure projects and is experienced in overseeing complete contract documents for Multi-disciplined projects including the preparation of project specifications. Gil has a solid technical foundation and his experience on Major infrastructure projects has equipped him with a detailed knowledge of State, County, and Local stakeholders' project delivery processes, including efficiently navigating through the utility agreement process, and ROW/ jurisdiction process. Gil has served as Principal In Charge on a variety of projects including final design of small and large-scale projects, roadway and roadside design, ITS design, lighting design, facility/architecture design including site/civil, drainage and stormwater Management, environmental permitting, and survey and ROW.*

## RELEVANT EXPERIENCE

**CMF-003 W15 Atlantic City Resiliency Program (ACRP).** *New Jersey Division of Property Management & Construction.*

**PRINCIPLE IN CHARGE.** Principle-in-Charge responsible for the overall Management of seven construction projects associated with Hurricane Sandy CDBG-DR HUD grant relief funds (\$25M). Projects included new bulkhead structures, dry flood proofing, check valve replacements and elevation of traffic signal equipment. Responsibilities included: reviewing bid documents and RFPs for subrecipients, environmental reviews, scheduling and coordinating progress Meetings with local Municipalities and engineers, conducting regular site reviews and general construction inspections, Monitoring local government contractor project progress, Maintaining a Master program schedule, preparing independent cost estimates for change orders, reviewing local government contractor pay applications, HUD (Davis Bacon) labor Monitoring, Section 3 compliance and reporting, SWMBE reporting and federal competitive bidding practice reviews.

**CMF003 W03 - Flood Hazard, Reduction & Resiliency Contract (FHRRR).** *New Jersey Division of Property Management & Construction.* **PRINCIPLE IN CHARGE.** Principle-in-Charge responsible for the overall Management of eight construction projects associated with Hurricane Sandy CDBG-DR HUD grant relief funds (\$50M). Projects included new outfall structures, pump stations with generators, tide gate upgrades, local road stormwater upgrades and dredge operations. Responsibilities included: reviewing bid documents and RFPs for subrecipients, environmental reviews, scheduling and coordinating progress Meetings with local Municipalities and

engineers, conducting regular site reviews and general construction inspections, Monitoring local government contractor project progress, Maintaining a Master program schedule, preparing independent cost estimates for change orders, reviewing local government contractor pay applications, HUD (Davis Bacon) labor Monitoring, Section 3 compliance and reporting, SWMBE reporting and federal competitive bidding practice reviews.

**Atlantic City Expressway Third Lane Widening Program Management Consultant Contract (2022- Present).** *South Jersey Transportation Authority.* **PRINCIPLE-IN-CHARGE.** Principle-in-Charge responsible for the overall Management in establishing clear and concise processes and procedures for project controls, Maintaining a Master program schedule, overall program budget, overseeing project administration, coordination of project activities, Managing risk and potential claims, stakeholder relations, public involvement, and coordination with the project team to ensure invoicing and procedures follow SJTA's standards throughout the life of the program. The project improvements consist of widening 13Miles of highway, interchange improvements at Route 42, widening and reconstructing four Mainline bridges, regulated activities requiring coordination (NJDEP, NJ Pinelands, NPS, NJSHPO, USFWS, and Soil Conservation Districts), and constructability solutions. The program is split into Multiple design and construction contracts, requiring coordination with a wide variety of professional service consultants, subconsultants, vendors, and contractors to develop and Monitor clear tools for the various consultants to use and ensure project deliverables are consistent between contracts.

## Michael Baker INTERNATIONAL

### Education

B.S., 2000, Civil Engineering, New Jersey Institute of Technology

### Licenses/ Certifications

Professional Engineer  
- Civil, New Jersey,  
2014, 24GE05151200

Professional Engineer,  
New York, 2007,  
084699

### Professional Affiliations

American Council  
of Engineering  
Companies (ACEC)

Society of Hispanic  
Professional  
Engineers (SHPE)

# Gilberto Bosque, PE

CONTRACT EXECUTIVE

## RELEVANT EXPERIENCE CONTINUED

**2013, 2015, 2017 & 2019 Airport Engineering Consultant Atlantic City International Airport (ACY), Atlantic City, New Jersey (2013-Present).** *South Jersey Transportation Authority.* **PRINCIPLE-IN-CHARGE.** Principle-in-Charge for various engineering services related to the safe and efficient operation of the SJTA's facilities. Gil leads Michael Baker's rapid response team that supports SJTA on task order assignments and serves as an extension of staff in responding to and addressing situations as they arise. He also provides oversight of concept designs, funding evaluations and construction Management and inspection services.

**Flood Risk Mapping Technical Support, Statewide, New Jersey.** *New Jersey Department of Environmental Protection (DEP).* **PRINCIPAL IN CHARGE.** Assisted with various floodplain Models to analyze areas that are vulnerable to sea level rise in New Jersey using HEC-RAS Modeling and providing various engineering and Mapping services including floodplain analyses, studies, outreach, and training initiatives for the New Jersey Department of Environmental Protection, Bureau of Dam Safety and Flood Control. Michael Baker's engineering services have also included site assessments, geotechnical investigations, and hydrologic and hydraulic analyses

**West 17th Street Flood Mitigation Concept and Construction Design, Ocean City, NJ.** *City of Ocean City.* **PRINCIPAL IN CHARGE.** This project proposes improvements to address frequent flooding in the West 17th Street residential area in Ocean City, Cape May County, New Jersey. The West 17th Street development is located in a low-lying area prone to chronic flooding during various tidal and rain events. Michael Baker performed conceptual and is currently advancing final design. Lori is overseeing the development of the drainage design and plans that will include the construction of a new stormwater pumpstation, roadway improvements, and installation of new stormwater pipes, and Soil Erosion and Sediment Control Plans.

**Roadway Engineering Services for Roadway Maintenance & Operations 2014MES965B & 2016MES094B, Statewide, New Jersey (2014-2016 & 2017-2019).** *New Jersey Department of Transportation.* **PRINCIPAL IN CHARGE.** Provided QA/QC for Multiple on-call task orders, including drainage improvement for failed inlets, slope erosion, and localized ponding issues, roadside safety design, curb ramps, MPT, and traffic signage and striping plans. The agreements include More than 50 on-call projects to be completed within a short duration throughout New Jersey. Recent design solutions include culvert replacements/repairs, culvert and pipe cleaning, headwall replacement, incorporation of Best Management Practices (BMPs) such as small basins and swales, outfall replacements, riprap aprons and embankments, detention and infiltration basin clearing/regrading and outlet repair and

adding drainage structures/roadway underdrain throughout a corridor to collect and convey water downstream.

**County Route 530 Improvement Project, Burlington County, New Jersey (2005-2019).** *Delaware Valley Regional Planning Commission/Burlington County/NJDOT Local Aid.* **PROJECT MANAGER AND HIGHWAY DESIGN TEAM LEADER.** Responsible charge of the \$20M dollar full depth roadway reconstruction and widening of 3.5 Miles of urban arterial roadway, including realignment of existing signalized intersection with CR 644 and extension of CR 644 north of its current terminus with CR 530. This project included oversight of all geometric and roadway design, design exceptions, MPT, design of 3 new culverts (H&H design), over 120 ROW impacts (15 full acquisitions), utility relocations, and 3 new traffic signals. The project additionally included extensive stormwater Management facilities in accordance with NJDEP and NJ Pinelands Commission regulations and coordination and development of all NEPA documentation including approval of a CED, Section 106 (Cultural Resources), Section 7 (Threatened and Endangered Species), and Section 4(f). Maintaining access to businesses and pedestrian Movements through the local road network is a high priority for this project.

**Mercer County Task Order Engineering Contract Task Order #1 – Traffic Signal Upgrade at Hamilton Avenue and Kuser Road-Ward Avenue, Mercer County, New Jersey (2017-2019).** *County of Mercer.* **PROJECT MANAGER.** Responsible for client coordination, leading project Meetings, and public outreach. Responsible for overseeing the preliminary and final design of roadway, signal, and safety improvements at several intersections along the project corridor. Michael Baker is leading the design efforts for traffic signal upgrades and accident Mitigation, overseeing the preliminary and final design of roadway, signal, and safety improvements at several intersections along the project corridor. This includes the design of two new traffic signals, ADA compliant curb ramps, lane adjustments, utility verification, geometric changes to side street approaches, new signing, and improved striping.

# Peter Senus, PMP

 Years  
experience **33**


Peter Senus has over 33 years of experience in program and project Management that includes construction Management, federal grant Management (HUD CDBG-DR), heavy highway transportation design and site development. He has extensive experience with: FAA (Atlantic City Airport/SJTA) construction projects, grant program Management with NJ DCA/NJDEP for resilient infrastructure construction projects, heavy highway construction Management for the South Jersey Transportation Authority and New Jersey Turnpike Authority, and design engineering for the New Jersey Department of Transportation, the Corps of Engineers and Federal Aviation Authority (FAA). His project/construction Management along with inspection experience includes a wide variety of roadway, airfield, Major outfall structures, pump stations and vertical construction projects. His infrastructure engineering experience includes preliminary and final design contract document preparation for a large variety of site, facility and roadway projects including: plans and specification preparation, right-of-way engineering, utility infrastructure coordination, public outreach, cost estimation, project scheduling, sub consultant Management and budget analysis.

## RELEVANT EXPERIENCE

**CMF-003 W15 Atlantic City Resiliency Program (ACRP).** *New Jersey Division of Property Management & Construction.*

**CONSTRUCTION SENIOR PROGRAM MANAGER.**

Responsible for the overall Management of seven construction projects associated with Hurricane Sandy CDBG-DR HUD grant relief funds (\$25M). Projects included new bulkhead structures, dry floodproofing, check valve replacements and elevation of traffic signal equipment. Responsibilities included: reviewing bid documents and RFPs for subrecipients, environmental reviews, scheduling and coordinating progress Meetings with local Municipalities and engineers, conducting regular site reviews and general construction inspections, Monitoring local government contractor project progress, Maintaining a Master program schedule, preparing independent cost estimates for change orders, reviewing local government contractor pay applications, HUD (Davis Bacon) labor Monitoring, Section 3 compliance and reporting, SWMBE reporting and federal competitive bidding practice reviews.

**CMF003 W03 - Flood Hazard, Reduction & Resiliency Contract (FHRRR).** *New Jersey Division of Property Management & Construction.*

**CONSTRUCTION SENIOR PROGRAM MANAGER.** Responsible for the overall Management of eight construction projects associated with Hurricane Sandy CDBG-DR HUD grant relief funds (\$50M). Projects included new outfall structures, pump stations with generators, tide gate upgrades, local road stormwater upgrades and dredge operations. Responsibilities included: reviewing

bid documents and RFPs for subrecipients, environmental reviews, scheduling and coordinating progress Meetings with local Municipalities and engineers, conducting regular site reviews and general construction inspections, Monitoring local government contractor project progress, Maintaining a Master program schedule, preparing independent cost estimates for change orders, reviewing local government contractor pay applications, HUD (Davis Bacon) labor Monitoring, Section 3 compliance and reporting, SWMBE reporting and federal competitive bidding practice reviews.

**Atlantic City Airport De-Icing Facility.** *South Jersey Transportation Authority.*

**PROJECT MANAGER/CONSTRUCTION MANAGER.** Responsible for the overall construction of a new deicing facility at the Atlantic City Airport (\$20M). This project includes a de-icing facility, bituminous and concrete pavement, water quality detention basin with subsurface drainage features, airport lighting and utility relocations. Responsibilities included Management of the overall field construction staff, coordination with airport operations and contractor(s), subcontractor agreements, schedule review, approval of project contract finances and client coordination.

**Atlantic City Expressway Third Lane Widening Program Management Consultant Contract**

**(2022- Present).** *South Jersey Transportation Authority.* **CONSTRUCTIONMANAGER.** Responsible for Maintaining a Master construction program schedule, overall construction program budget, and coordination with the project team to ensure invoicing and procedures follow SJTA's standards throughout the life of the program. The program is split into Multiple design and construction

## Michael Baker INTERNATIONAL

### Education

B.S.C.E., 1991, Civil Engineering, Norwich University

### Licenses/

### Certifications

Project Management Professional (PMP), 2013

### NICET IV

Transportation-Highway Construction, New Jersey, 2017, 1

NJ Society of Asphalt Technologists (NJSAT), New Jersey, 2014, 1

### Professional

### Affiliations

American Society of Highway Engineers (ASHE)

Society of American Military Engineers (SAME)



# Peter Senus, PMP

SENIOR PROJECT MANAGER

## RELEVANT EXPERIENCE CONTINUED

contracts, requiring coordination with a wide variety of professional service consultants, subconsultants, vendors, and contractors. Responsibilities include constructability reviews, schedule Monitoring, bi-weekly progress Meetings, change order reviews, contractor pay application reviews and general reporting to the Client.

### **Atlantic City Int'l Airport – Phases 1-5 Airport/Terminal Road & Amelia Boulevard Widening Reconstruction.**

*South Jersey Transportation Authority. PROJECT MANAGER/CONSTRUCTION MANAGER.* Project Manager/Construction Manager for this roadway improvement project that included full depth pavement replacement and widening, underground utility relocation, upgraded drainage system and traffic signal replacement, street lighting, landscaping. Responsible for overall construction Management and inspection, reviewing schedule updates, reviewing extra work items, preparing change orders and independent cost estimates (ICE), reviewing submittals, responding to Request for Information (RFIs), as-built plan preparation, final quantities and approving Contractor Monthly pay applications with certified payrolls.

### **Ft. McCoy Central Issue Facility, Sparta, Wisconsin. U.S. Army Corps of Engineers, Louisville District. SITE MANAGER.**

Responsible for final design documents and construction support services of this 65,653 gsf facility. Engineering tasks included coordination of local and state agencies, demolition plan development, geometric site layout, specification development, utility infrastructure design, stormwater pollution prevention plan, site grading, landscaping and overall plan production. The site layout was developed in accordance with current Department of Defense Anti-Terrorism/Force business Protection Measures for Buildings (ATFP). Other responsibilities included Managing of geotechnical and surveying subconsultant contracts, civil related financial budgets and construction support services such as resolving RFI's.

### **Combined Regional Maintenance Facility, Fort Dix, New Jersey. U.S. Army Corps of Engineers, Louisville District. SITE MANAGER.**

Responsible for developing the final contract documents and construction support services. This 50,400-square-foot facility was a combined vehicle Maintenance shop and training equipment site that provided concrete storage platforms capable of handling tracked combat vehicles, inspection, Maintenance and repair of vehicles and equipment associated with the National Guard. Primary duties included preparing final contract documents and providing field guidance to the Resident Engineer for constructability issues as well as quality control construction inspection reviews.

### **Army Reserve Equipment Concentration Site w/ Vehicle Maintenance Facility and Warehouse Facility, Lakehurst, New Jersey. U.S. Army Corps of Engineers, Louisville District. SITE MANAGER.**

Responsible for the development of a Design/Build RFP document for the construction of an Army Reserve Equipment Concentration Site (ECS). Primary facilities included construction of a Tactical Equipment Maintenance Facility (TEMF), warehouse building, organizational parking, anti-terrorism Measures and building information systems. Engineering work included coordination of local and state agencies, geometric site layout, utility infrastructure coordination (mechanical, electrical, plumbing, and fire protection), stormwater pollution prevention plan development, site grading and earthwork analyses and coordination of landscape plan development. The site layout was developed in accordance with current Department of Defense Anti-Terrorism/Force Protection Measures for Buildings (ATFP). Participated in Multiple project design charrette Meetings. Other duties included providing field guidance to the Resident Engineer for constructability issues as well as quality control construction inspection reviews.

### **Joint Base McGuire-Dix-Lakehurst Site Improvements for Building 2901 87th Airbase Wing Headquarters. McGuire AFB, New Jersey. SITE MANAGER.**

Responsible final design plans and specifications for Building 2901 located at Joint Base McGuire-Dix-Lakehurst, New Jersey, in accordance with anti terrorism force protection (ATFP) standards. The scope of the project was limited to exterior improvements to parking lots, sidewalks, landscape plantings and plazas.

### **Atlantic City Int'l Airport – AOA Gate 11 & Security Fence.**

*South Jersey Transportation Authority. CONSTRUCTION MANAGER.* Construction Manager for this security gate and fence improvement project that included removing existing degraded fencing and replacing with upgraded post and fence with barbed wire. Responsible for overall construction Management and inspection, reviewing schedule updates, reviewing extra work items, preparing change orders and independent cost estimates (ICE), reviewing submittals, responding to Request for Information (RFIs), as-built plan preparation, final quantities and approving Contractor Monthly pay applications with certified payrolls.



# Rebecca Lyne, PWS, CE

Years  
experience **20**



*Ms. Lyne serves as the Director of Quality Management for the Michael Baker New Jersey Operations. Additionally, Becky brings almost two decades of experience in environmental planning and documentation, including numerous land use, transportation, resiliency, and environmental restoration projects. Becky has successfully delivered numerous complex projects by applying Michael Baker's company-wide Quality Management System and implementing the NJ Operations' policies developed specifically to address our local clients' needs. Michael Baker has established a standard structured project delivery process for all projects.*

## RELEVANT EXPERIENCE

**Floodplain Study Mapping Services Term Contract, Statewide, New Jersey.** *New Jersey Department of Environmental Protection.*

**PROJECT MANAGER.** Becky is the Project Manager for two task orders under this agreement, both focusing on the NJDEP's new Code Coordinated Flood Damage Prevention Ordinance. For the Statewide Floodplain Management Training Task, Michael Baker assisted the NJDEP on creating a NJ Floodplain Administrator's Guide. The guide describes the floodplain administrator roles and responsibilities, federal, State, and local laws, NJ Construction Codes, ordinances and permits, and provides references. Becky served as Quality Control Manager for this Guide. Michael Baker also developed a Local Design Flood Elevation (LDFE) Worksheet and sample permit application. As part of this task, Becky collaborated with NJDEP staff on training and presented three separate training Modules to introduce the ordinance and permit requirements, provide detailed background for the permit, and provide step by step examples for calculating the LDFE. For the FY 2022 Flood Ordinance Task, Michael Baker is providing administrative support for NJDEP's Flood Damage Prevention Ordinance Initiative. The new ordinance incorporates requirements from NFIP rules as implemented by Local Floodplain Administrators, the NJ Flood Hazard Area Control Act implemented at a state level, and the uniform Construction Code (UCC) implement by the local Construction Official. Currently, only a handful of Municipalities have adopted new ordinances. Michael Baker will assist NJDEP to achieve approximately 300 compliant ordinances by the end of 2022. Tasks include review of submitted ordinances, coordination with Municipalities, and tracking adoption Milestones, and hosting a SharePoint platform to facilitate review by NJDEP and FEMA.

**CMF-003 W15 Atlantic City Resiliency Program (ACRP).** *New Jersey Division of Property Management & Construction.*

**QUALITY CONTROL (QA/QC) MANAGER.** Responsible implementation of the project specific PMP for this project and conducting quality audits throughout the duration of this program. This program consisted of seven construction projects associated with Hurricane Sandy CDBG-DR HUD grant relief funds (\$25M). Projects included new bulkhead structures, dry floodproofing, check valve replacements and elevation of traffic signal equipment. Responsibilities included: reviewing bid documents and RFPs for subrecipients, environmental reviews, scheduling and coordinating progress Meetings with local Municipalities and engineers, conducting regular site reviews and general construction inspections, Monitoring local government contractor project progress, Maintaining a Master program schedule, preparing independent cost estimates for change orders, reviewing local government contractor pay applications, HUD (Davis Bacon) labor Monitoring, Section 3 compliance and reporting, SWMBE reporting and federal competitive bidding practice reviews.

**CMF003 W03 - Flood Hazard, Reduction & Resiliency Contract (FHRRR).** *New Jersey Division of Property Management & Construction.*

**QUALITY CONTROL (QA/QC) MANAGER.** Responsible implementation of the project specific PMP for this project and conducting quality audits throughout the duration of this program. This program consisted of eight construction projects associated with Hurricane Sandy CDBG-DR HUD grant relief funds (\$50M). Projects included new outfall structures, pump stations with generators, tide gate upgrades, local road stormwater upgrades and dredge operations. Responsibilities included: reviewing bid documents and RFPs for subrecipients, environmental reviews,

**Michael Baker**  
INTERNATIONAL

### Education

M.S., 2010,  
Environmental  
Studies, University of  
Pennsylvania

B.S., 2003, Natural  
Resource Management,  
Rutgers University

### Licenses/Certifications

Certified Ecologist,  
2011

Professional Wetland  
Scientist, 2010, 2071

### Professional Affiliations

American Water  
Resources Association  
(AWRA)

Ecological Society of  
America (ESA)

Society of Wetland  
Scientists (SWS)

# Rebecca Lyne, PWS, CE

QA/QC MANAGER

## RELEVANT EXPERIENCE CONTINUED

scheduling and coordinating progress Meetings with local Municipalities and engineers, conducting regular site reviews and general construction inspections, Monitoring local government contractor project progress, Maintaining a Master program schedule, preparing independent cost estimates for change orders, reviewing local government contractor pay applications, HUD (Davis Bacon) labor Monitoring, Section 3 compliance and reporting, SWMBE reporting and federal competitive bidding practice reviews.

### **Preliminary Engineering of Bay Avenue Resiliency Project, City of Somers Point, Atlantic County.** *City of Somers Point.*

**PROJECT MANAGER.** This project proposed the construction of a berm through beneficial reuse of dredged Material along portions of Bay Avenue in the vicinity of Maryland Avenue using dredged Material from the City-owned Higbee Pier to address nuisance flooding at low points and to eliminate invasive species. Native shrub plantings were proposed on the berm as well as a 10-foot Multi-use path to provide the public with a scenic walkway. The project involved Conceptual Design, local official and public engagement, agency coordination, development of construction plans, drainage analysis, construction staging, and an engineering cost estimate.

### **Deicing Pad Design Services, Atlantic City International Airport (ACY).** *SJTA.*

**ENVIRONMENTAL LEAD.** Responsible for obtaining required environmental authorizations and approvals. These include FAA NEPA Environmental Reevaluation, demonstrated compliance with the NJ Pinelands Comprehensive Management Plan, Cape-Atlantic Soil Conservation District Certification, NJPDES Significant Indirect User, NJPDES General Stormwater Permit for Construction, and Air Quality Pre-Construction Permit among others. Significant coordination with the NJ Pinelands Commission and NJDEP Division of Fish and Wildlife was required to account for impacts to protected habitat for grassland avian species.

### **Route 52 Causeway Replacement Project, Ocean City and Somers Point, NJ.** *New Jersey Department of Transportation.*

**ENVIRONMENTAL TEAM LEADER.** Environmental Lead overseeing compliance and in responsible charge of preparing applications for NJDEP Green Acres Diversion and numerous Modifications for the previously issued NJDEP Coastal Permits as well as the USACE Section 404 Individual Permit. Responsibilities included documentation for required Environmental Re-evaluations, development of soil erosion and sediment control Measures per NJDOT requirements, stormwater Management, incorporating permit conditions into contract documents to ensure compliance, facilitating T&E species surveys, leading shellfish Monitoring, and providing assistance in the wetland compensatory Mitigation effort through construction Monitoring. Mitigation activities included wetland

construction and habitat enhancement for the 28ac Malibu Beach Wildlife Management Site, construction of over 5,000 LF of bioengineered shoreline stabilization, and construction/restoration of tidal Marsh wetlands. The bioengineering shoreline stabilization techniques for this project were highlighted in the FHWA Nature-Based Solutions for Coastal Highway Resilience White Paper. The project also included the beneficial reuse of dredged Material from relocated navigation channels to the eroded Malibu Beach. Michael Baker provided comprehensive engineering services for the replacement of the Route 52 Causeway and the reconstruction of approximately 2.8 Miles of Route 52 from Route 9 in Somers Point to Bay Avenue in Ocean City crossing Great Egg Harbor Bay.

### **Rio Grande Avenue Drainage and Roadway Improvements, Wildwood, NJ.** *Cape May County.*

**ENVIRONMENTAL LEAD.** Responsible for completion of all environmental studies (environmental screening, wetland delineation, hazardous Materials, cultural resources, etc.) Required for the Concept Development, Preliminary Engineering, and Final Design supporting roadway improvements to Rio Grande Avenue in Wildwood, Cape May County. The project included roadway and drainage improvements to Mitigate a high accident rate, traffic congestion, and frequent roadway flooding including the reconstruction of an existing headwall. Required permits and approvals included NJSHPO Section 106 consultation, NEPA Category Exclusion Document, USACE Nationwide Permit 23, NJDEP Freshwater Wetlands Permit, Waterfront Development Permit, CAFRA Permit, and SESC certification from the Cape-Atlantic Soil Conservation District. All work followed the NJDOT Local Aid Process.

### **Merion Park Drainage and Roadway Improvements.** *City of Ocean City.*

**ENVIRONMENTAL TASK LEAD.** Responsible for environmental investigations and wetland delineation, development of USACE Jurisdictional Determination, USACE Section 404 Permit, NJDEP Coastal Wetlands, Coastal Area Facilities Review Act and Waterfront Development Permits, NJDEP Freshwater Wetlands Protection Act Permit, and developing and executing wetland delineation. Led coordination efforts with NJDEP Division of Fish and Wildlife and USFWS pertaining to threatened and endangered species and the NJ State Historic Preservation Office pertaining to the presence/absence of cultural resources. Michael Baker was contracted to analyze the existing drainage system for the Merion Park area and develop conceptual and final drainage design and roadway improvements. The drainage improvements will rehabilitate the eight drainage systems identified in the neighborhood, including replacement of tideflex valves and the existing bulkhead to reduce flooding as well as design for three pump stations.

# Sean Kahn, PE

Years  
experience **11**



Sean Kahn, P.E. has over 11 years of experience in program and project Management that includes construction Management, federal grant Management (HUD CDBG-DR), heavy highway transportation design, NEPA documentation and associated permitting. He has extensive experience with: FAA (Atlantic City Airport/SJTA) design projects, construction oversight and grant program Management with NJ DCA/NJDEP for a wide variety of resiliency infrastructure construction projects, heavy highway design Management for the New Jersey Department of Transportation and New Jersey Turnpike Authority. His infrastructure engineering experience includes preliminary and final design contract document preparation for a large variety of site, facility and roadway projects including: plans and specification preparation, right-of-way engineering, utility infrastructure coordination, permitting, public outreach, cost estimation, project scheduling, sub consultant Management and budget analysis.

## RELEVANT EXPERIENCE

**CMF-003 W15 Atlantic City Resiliency Program (ACRP).** New Jersey Division of Property Management & Construction. **CONSTRUCTION DEPUTY PROGRAM MANAGER.** Responsible for the overall Management of seven construction projects associated with Hurricane Sandy CDBG-DR HUD grant relief funds (\$25M). Projects included new bulkhead structures, dry flood proofing, check valve replacements and elevation of traffic signal equipment. Responsibilities included: reviewing bid documents and RFPs for subrecipients, environmental reviews, scheduling and coordinating progress Meetings with local Municipalities and engineers, conducting regular site reviews and general construction inspections, Monitoring local government contractor project progress, Maintaining a Master program schedule, preparing independent cost estimates for change orders, reviewing local government contractor pay applications, HUD (Davis Bacon) labor Monitoring, Section 3 compliance and reporting, SWMBE reporting and federal competitive bidding practice reviews. A critical task for this program is record keeping, Mr. Kahn has Managed the state run SIROMS BPM SharePoint to keep all necessary documents organized, which has been proven successful when audited by HUD. Responsibilities also include training the subrecipient and numerous consultants on the standards and procedures necessary to effectively utilize the SIROMS SharePoint site.

## CMF003 W03 - Flood Hazard, Reduction & Resiliency Contract. New Jersey Division of Property Management & Construction. **CONSTRUCTION DEPUTY PROGRAM MANAGER.**

Responsible for the overall Management of eight construction projects associated with Hurricane Sandy CDBG-DR HUD grant relief funds (\$50M). Projects included new outfall structures, pump stations with generators, tide gate upgrades, local road stormwater upgrades and dredge operations. Responsibilities included: reviewing bid documents and RFPs for subrecipients, environmental reviews, scheduling and coordinating progress Meetings with local Municipalities and engineers, conducting regular site reviews and general construction inspections, Monitoring local government contractor project progress, Maintaining a Master program schedule, preparing independent cost estimates for change orders, reviewing local government contractor pay applications, HUD (Davis Bacon) labor Monitoring, Section 3 compliance and reporting, SWMBE reporting and federal competitive bidding practice reviews. A critical task for this program is record keeping, Mr. Kahn has Managed the state run SIROMS BPM SharePoint to keep all necessary documents organized, which has been proven successful when audited by DCA. Responsibilities also include training the subrecipients and numerous consultants on the standards and procedures necessary to effectively utilize the SIROMS SharePoint site.

## Michael Baker INTERNATIONAL

### Education

B.S.C.E., Civil Engineering, Rutgers University

### Licenses/

### Certifications

Professional Engineer (PE). New Jersey



# Sean Kahn, PE,

PROJECT MANAGER

## RELEVANT EXPERIENCE CONTINUED

**Atlantic City Expressway Third Lane Widening Program Management Consultant Contract (2022- Present).** *South Jersey Transportation Authority.* **PROJECT CONTROLS MANAGER.**

Responsible for establishing clear and concise processes and procedures for project controls, Maintaining a Master program schedule, overall program budget, overseeing project administration, coordination of project activities, Managing risk and potential claims, stakeholder relations, public involvement, and coordination with the project team to ensure invoicing and procedures follow SJTA's standards throughout the life of the program. The project improvements consist of widening 13 Miles of highway, interchange improvements at Route 42, widening and reconstructing four Mainline bridges, regulated activities requiring coordination (NJDEP, NJ Pinelands, NPS, NJSHPO, USFWS, and Soil Conservation Districts), and constructability solutions. The program is split into Multiple design and construction contracts, requiring coordination with a wide variety of professional service consultants, subconsultants, vendors, and contractors to develop and Monitor clear tools for the various consultants to use and ensure project deliverables are consistent between contracts.

**Airport Engineering Consultant Atlantic City International Airport (ACY) Contract (2017- Present).** *South Jersey Transportation Authority.* **DEPUTY PROJECT MANAGER.**

Responsible for coordinating and Managing task orders on this on-call agreement, including project design elements, coordinating with subconsultants, ensuring compliance with the National Environmental Policy Act (NEPA), Managing the schedules and budgets for each task order, and submitting project deliverables. Through this on-call assignment. Mr. Kahn has demonstrated his ability to tackle projects throughout a range of stages: planning, design, and construction administration, and a range of assignments: including, new taxiway design, escalator replacement design, various concrete apron and emergency repairs. Task orders on previous agreements include Gates 4 and 8 Concrete Repair, Priority Concrete Repairs, Escalator Replacement Survey Report and Design, Frank S. Farley Service Plaza Natural Gas Conversion Phase I and Phase II, Concrete Apron Rehabilitation Alternatives Analysis, and planning investigations for a variety of temporary and permanent cargo facilities.

**New Jersey Bridge Deck Reconstruction and Seismic Retrofit Contract (2017-2020).** *Greenman-Pedersen Inc.*

**PROJECT ENGINEER.** Responsible for Managing Michael Baker's post-design efforts during construction. Responsibilities include: finalizing and reviewing responses to contractor submittals, RFI's, Change of Plan documents, and coordinating with the construction Management team. Michael Baker

provided roadway and structural engineering services for the deck reconstruction of five of Newark Bay-Hudson County Extension's EB roadways. Along with deck reconstruction, the project restored toll plaza pavement at Interchange 14C, Made Miscellaneous structural repairs, and conducted seismic retrofitting between Interchange 14C and the Holland Tunnel Approach. As a subconsultant, Michael Baker was responsible for the roadway improvements, structural repairs, and Maintenance and protection of traffic design.

**OPS No. A3715 & OPS. No. A3778 On-Call Stormwater Engineering Services (2019-2020).** *New Jersey Turnpike Authority.* **TASK LEAD.** Responsible for leading the Maintenance

and protection of traffic for three drainage repair and rehabilitation contracts on the Garden State Parkway and New Jersey Turnpike. This contract includes a wide variety of task orders for the Maintenance department for design of stormwater drainage and collection systems, asset Management, evaluation of existing drainage infrastructure and supporting CM/CI services. These contracts were identified for drainage repairs based on recent occurrence of immediate response Maintenance repairs, such as flooding and sinkholes and the high density of corrugated Metal pipes within the project limits. Mr. Kahn's primary responsibilities include overseeing MPT designs, development of contract plans, specifications, estimates, schedules and performing constructability reviews to Mitigate potential conflicts with existing infrastructure and other construction projects.

**Scudder Falls Bridge Replacement, Final Design Services (2014 - 2020).** *Delaware River Joint Toll Bridge Commission.*

**DESIGNER.** Responsible for MPT design for the New Jersey side of the project. Responsibilities included in-depth design of temporary ramps and crossovers which required a full horizontal and vertical geometric design due to the complexity of the project. Additional responsibilities include assisting with Michael Baker's post-design efforts during construction, including: finalizing and reviewing responses to contractor submittals, RFI's, Change of Plan documents, and coordinating with the construction Management team. Michael Baker provided final design and post-design services for the Scudder Falls Bridge Replacement project.

# Jessica Jahre, AICP, PP

Years  
experience **13**



*Ms. Jahre is a certified professional planner and a certified floodplain Manager with a background in climate resilience and adaptation, flood risk Management, and water resources planning. She has a strong background in program and project Management, communication, and strategic planning. Prior to joining Michael Baker, Ms. Jahre worked with NJ Department of Environmental Protection to expand its Climate Resilience Program and create the state's first climate resilience strategy. She has also previously worked in the private sector on hazard Mitigation plans, resilience plans, NEPA compliance, and flood risk reduction planning.*

## RELEVANT EXPERIENCE

### New Jersey State Hazard Mitigation Plan

**Update.** *NJ Office of Emergency Management.*

**PROJECT MANAGER.** Ms. Jahre is leading the 2024 update to the NJ State Hazard Mitigation Plan. This project will include coordination with over 25 state agencies and plan participants. Michael Baker was contracted for the 2024 update after successfully updating the plan in 2019. This planning process will be the first state update that uses climate projections to analyze future risk to critical and state-owned assets. The enhanced risk assessment being performed will look at impacts of natural hazards on the built environment, socially vulnerable populations and the economy, and natural lands and ecosystems. This plan update also includes significant outreach to non-state organizations and participants to enhance our understanding of Mitigation capabilities across the state.

### Climate Change Interagency Council

**Advisory Group Facilitation.** *NJ Department of Environmental Protection.* **PROJECT MANAGER.**

The Interagency Council on Climate Resilience is required to update progress on the NJ Climate Resilience Strategy every two years. The Council seeks to satisfy this requirement by creating Resilience Action Plans on specific impacts or concerns related to Climate Change. In 2022, Michael Baker was retained by NJ Department of Environmental Protection to assist in the development of the first Resilience Action Plan. As the Project Manager, Ms. Jahre is working with NJDEP to facilitate external advisory groups for these Action Plans. The first advisory group comprised of seven national experts on extreme heat and climate adaptation will convene Multiple times in 2023 to provide key feedback to state agencies on addressing extreme heat. In addition, Michael Baker is supporting the public outreach and feedback for the development of the Resilient Action Plan on Extreme Heat.

### Hoboken Building Design Guidelines

**Addendum.** *City of Hoboken.* **PROJECT MANAGER.**

Ms. Jahre worked with the City of Hoboken to provide non-regulatory guidance on strategies for homeowners to address increased flooding associated with intensive precipitation events. This document is an addendum to the regulatory design guidelines adopted by the City in 2015. This project included a public survey and virtual public Meeting to gather feedback from residents. Ms. Jahre also led the development of the original building design guidelines at her previous firm.

**Climate Resilience Independent Review.** *Port Authority of New York and New Jersey (PANYNJ).*

**DEPUTY PROJECT MANAGER.** Ms. Jahre conducted research and analysis for an independent assessment of the Authority's current state of climate resilience in the agency by evaluating the Authority's approach including projects, programs, policies, guidelines, and governance. Ms. Jahre worked to craft a resilience framework based on ongoing efforts within PANYNJ and best practices across the industry. This included research on the current Industry Practice, including the programmatic approach to resilience taken by peer agencies nationally and internationally using existing literature and other secondary data as it relates to aspects pertinent to the review of the Authority's resilience. Ms. Jahre worked with team Members to review the Authority's programs focused on and relevant to enhancing agency resilience, including emergency response/operations; capital planning; project design and delivery; studies, plans, and assessments; grants and funding; Enterprise Risk Management; risk disclosures, insurance, and financing; asset Management; workforce engagement and incentives; Media/communications strategy; and government and community relations. Based on these findings. Ms. Jahre developed key recommendations

## Michael Baker INTERNATIONAL

### Education

M.R.C.P., 2010,  
City and Regional  
Planning, Rutgers  
University

### Licenses/

### Certifications

American Institute of  
Certified Planners,  
2015

Certified Floodplain  
Manager, 2014

### Professional

### Affiliations

American Institute  
of Certified Planners  
(AICP)

Association of State  
Floodplain Managers  
(ASFP)



# Jessica Jahre, AICP, PP

FEASIBILITY/NEPA LEAD

## RELEVANT EXPERIENCE CONTINUED

for enhancement Measures to PANYNJ's current resilience program and identified solutions.

### Non-Michael Baker Project Experience

**NJ Climate Change Resilience Strategy.** *New Jersey Department of Environmental Protection (NJDEP).* **DEPUTY PROJECT MANAGER AND CO-AUTHOR.** Co-authored New Jersey's inaugural Climate Change Adaptation Plan in response to Executive Order 89. This strategy provides a suite of forward-looking policy options to promote the long-term resilience of New Jersey to climate change. As a framework for policy, regulatory, and operational changes, the Resilience Strategy presents actions that New Jersey's Executive Branch can take to support the resilience of the state's communities, economy, and infrastructure. The Resilience Strategy includes 125 recommended actions across six priority areas. Under the guidance of the Chief Resilience Officer, she collaborated with staff across the Inter-agency Council on Climate Resilience to develop the priority areas and recommendations. Additionally, facilitated interagency workshops, stakeholder Meetings, and public Meetings to gather input on plan. Oversaw the technical contractor, Managed timelines and budget to deliver the plan within budget and with Minimal delays due to the public health crisis.

**Resilient NJ Program.** *New Jersey Department of Environmental Protection (NJDEP).* **PLANNING PROGRAMS MANAGER.** Oversaw the development of the Resilient NJ program. Resilient NJ is an assistance program to support local and regional climate resilience planning. Using the best available science on precipitation, temperature, and sea-level rise, Resilient NJ provides grants, tools, and technical assistance to communities to plan for how the changing climate May affect residents, businesses, and the natural and built environments. Led the launch of this Multi-faceted program over three years. During her tenure the program launched the first four regional resilience planning projects in New Jersey to address sea-level rise and precipitation-driven flood risk. Additionally, the program released the state's first guidance tool for planning for climate change at the local level. This guidance is a resource for individuals who represent, work, or volunteer for a Municipal or county government in New Jersey to understand how their community can proactively plan for the changing climate and build resilience into their local governance. Created this guidance for Municipalities to their obligations for the Municipal Land Use Law requirements, state Hazard Mitigation Plan requirements, and Plan Endorsement requirements. The resources also help communities to integrate equity considerations into climate resilience planning. Managed budgets, workflows, program staff, and technical oversight for all contracts and projects related to the Resilient NJ program. Also developed new grant

proposal concepts and application Materials for federal grant opportunities, including a new funding partnership with the Department of Defense.

**A Seat at the Table New Jersey Department of Environmental Protection.** *(NJDEP).* **PROJECT MANAGER.** While all people living in the United States are affected by climate change, some communities and some populations are more vulnerable to changing climate conditions than others. While at NJDEP, oversaw several initiatives to enhance equity considerations in the Department's resilience planning efforts. These initiatives included a NOAA-funded project, executed by researchers from Rutgers University. This project identified opportunities to address needs of socially vulnerable populations as part of coastal community climate resilience planning, and policy options for efforts to address needs of socially vulnerable populations in community resilience efforts. Additionally, this project resulted in an online training Module for planning practitioners to incorporate best practices into resilience planning efforts, which was incorporated into the Resilient NJ toolkit.

**Moodna Watershed Flood Mitigation Assessment.** *Orange County, New York.* **SENIOR PLANNER.** Using funds from a 2016 grant program sponsored by the New England Interstate Waters Pollution Control Commission (NEIWPCC) and the New York State Department of Environmental Conservation-Hudson River Estuary Program (HREP), this project executed a flood assessment and flood Mitigation analysis using climate change projections for the communities within the Lower Moodna watershed (Cornwall, New Windsor, Cornwall-on-Hudson, and Woodbury). The project team assessed the facilities, infrastructure, and urban development that are at risk from flooding along the Moodna Creek and its tributaries within the study area; and second, developing a series of hydrologic and hydraulic Models to assess the extent of potential flooding from the 10 percent, 1 percent, and 0.2 percent, often referred to as the 10-year, 100-year, and 500-year, respectively, storm recurrence intervals within the study area. The Modeling included flows for these storm events under existing conditions and also hypothetical scenarios with predicted increases in precipitation and population growth. Conducted land use analysis, solution identification and impact analysis, as well as drafted the final project report.

# Joseph Danyo, PE, PP

Years  
experience **44**



*Joe Danyo is the Chief Engineer and brings 44 years of experience in infrastructure design and construction Management, involving bridge design/rehabilitation, roadway widening/restoration, highway design, complex staging, environmental permitting, ITS, buildings/facilities, toll plazas, and construction supervision. He has successfully supervised the design of some of New Jersey's Most significant infrastructure improvement projects and has extensive knowledge with the State's administrative procedures, technical requirements, and operations, as well as overall experience in Managing Multi-discipline projects. With Joe, there is no learning curve – Joe knows what the clients expects from design consultants and has successfully delivered on past projects. in the transportation and building construction industry, including several projects in coastal environments and flood Mitigation. This experience provides him the ability to address issues early on so they do not become field issues or claims in the field.*

## RELEVANT EXPERIENCE

### **Facilities Improvement Program, Final Design Services, Turnpike North, New Jersey.** *New Jersey Turnpike Authority.* **PROJECT MANAGER.**

Responsible for final design for the replacement/rehabilitation of numerous Maintenance yards and facilities along the Turnpike. The project includes the replacement/rehab of Maintenance buildings, storage facilities, salt facilities, and other structures in the Maintenance yards specifically along the Turnpike North. This project is part of the overall Facilities Improvement Program to bring the Authority's Maintenance facilities on both the Turnpike and Parkway into a good state of repair. Michael Baker's contract for the Turnpike North includes six (6) new buildings and the rehabilitation of five (5) buildings, including administrative offices, Multi-use buildings, salt storage buildings, and Materials storage buildings. The scope of work includes architectural design; Mechanical, electrical and plumbing design; site/civil design; environmental permitting and hazmat investigations; stormwater Management; site lighting; geotechnical engineering and retaining walls; utilities engineering; and construction staging. Site-work is also required at the sites, in the form of rehabilitation and/or replacement of driveways, parking lots, and outside storage areas.

**Combined Regional Maintenance Facility, Fort Dix, New Jersey.** *U.S. Army Corps of Engineers.* **CIVIL/HIGHWAY QA/QC REVIEWER.** Michael Baker provided final design services for a \$15M Combined Regional Maintenance Facility (CMF) at Fort Dix, NJ. The 50,400-square-foot facility is a combined vehicle Maintenance shop, and Mobilization and training equipment site that provides for the storage, inspection, Maintenance, and repair of combat and tactical vehicles and equipment associated with the regional

deployment of Army National Guard, Army, Marine, and Navy Reserve units. Scope included site design including survey, drainage/SWM, utility extensions to serve the new facility, parking lots and yard areas, local roadway improvements, pavement design, security fencing, grading, and environmental permits.

**Scudder Falls Bridge Replacement, Intelligent Transportation System Building.** *Delaware River Joint Toll Bridge Commission.* **DEPUTY PROJECT MANAGER.** Deputy Project Manager for final design and post-design services for the \$390M replacement of the existing four-lane Scudder Falls Bridge over the Delaware River with a twin-span 1,800 ft. structure carrying six lanes of through traffic (three in each direction), and associated auxiliary lanes for entry/exit travel, and a pedestrian and bike shared use path connecting the two historic canals toe paths on each side of the river. The scope of work design services for the \$2M Bridge Monitor and All Electronic Tolling (AET) equipment building in conjunction with the Scudders Falls Bridge design. The building will support the proposed AET system equipment, bridge security/monitoring, and Maintenance equipment and storage, with consideration for possible future equipment needs. Equipment to be housed in the toll equipment building includes; lane controller cabinets, E-ZPass reader equipment cabinets, electrical equipment, HVAC equipment, standby generator control/monitoring equipment and network equipment cabinets. The project is constructed adjacent to cast-in-place concrete MSE walls for the new bridge and incorporates an ATV garage with access to the bicycle pedestrian walkway along the bridge. It provides access to the AET gantry structure via in interior stair and roof access to a catwalk for vendor system access.

### **Michael Baker** **INTERNATIONAL**

#### *Education*

B.S., Civil Engineering, Rutgers University

#### *Licenses/Certifications*

Professional Engineer, New Jersey

Professional Planner, New Jersey

Value Engineering Course, New Jersey Department of Transportation

48-Hour Hazardous Waste Operations and Emergency Response Training

# Joseph Danyo, PE, PP

DESIGN LEAD

## RELEVANT EXPERIENCE CONTINUED

**New Jersey Turnpike Secaucus Interchange, Sections No. 1 & 2, Contract Nos. SIP-101, 102, & 202.** *New Jersey Turnpike Authority.* **PROJECT MANAGER.** Project Manager for above contracts on the \$180M Interchange 15X. Responsibilities associated with the building construction for the final design of the \$15M SIP-202 Contract included site layout, grading, drainage/stormwater Management including Mechanical water treatment devices, site lighting designs, right-of-way plans, utility services, landscaping, constructability reviews, and a new 4,000-square-foot utility building with an elevator, and a 9-lane toll plaza and access tunnel, which included DCA reviews. Utility services involved routing the services approximately 1/2 mile to connect to existing facilities and included a sanitary force main with a wet well and pump station.

**Replacement of District 6 Maintenance Facility and Three State Police Stations, New Jersey.** *New Jersey Turnpike Authority.* **QA/QC MANAGER.** Michael Baker provided supervision of construction services for replacement of the Maintenance building at Turnpike District 6 Yard and construction of Troop "D" Newark, Moorestown, and Galloway State Police Stations. The State Police Stations were brought up to contemporary law enforcement agency standards to meet today's requirements and future needs, including the addition of fitness room and locker room facilities for female troopers. The new District 6 Maintenance Yard provides updated equipment, expanded capabilities, and contemporary amenities for Turnpike Maintenance personnel to replace the overcrowded and obsolete facility. Michael Baker provided inspection staff, daily coordination, and negotiations with contractors; electronic document control; change order review and analysis; safety and incident Management; Meetings facilitation; and claims avoidance/resolution.

**Rehabilitation of the Turnpike's Toll Plaza Utility Buildings and Tunnels.** *New Jersey Turnpike Authority.* **QA/QC MANAGER.** QA/QC Manager for the Construction Management and Inspection services for the rehabilitation of 25 Toll Plaza Utility Buildings spread across 3 contracts; South, Central and North on the NJ Turnpike for approximately \$16M in construction. These contracts address the toll plaza immediate needs for functionality such as stand-by power (utility building & ETC huts), public health (water, sewer, etc.), improved working conditions for the employees (HVAC-AC/heat/positive air), electrical/lighting, waterproofing, avoidance of Mold, asbestos abatement, security upgrades (doors windows, lighting, etc.), and structural repairs (slab replacements/repairs, tunnel repairs, roofs, etc.).

**Route 52 Causeway Replacement.** *New Jersey Department of Transportation.* **QA/QC MANAGER.** Responsible for oversight of feasibility studies, preliminary design, final design and

construction support services for this \$400M multi-faceted, 3-mile transportation improvement project involving realignment and widening of the Route 52 Causeway and elimination of the Somers Point Circle. The project included a 3,500-sq. ft. new Visitor Center with associated utilities, parking lots, waterfront access ramps, and fishing piers with direct pedestrian access.

**Roebling Station Park-and-Ride Facility, Florence Township, Burlington County, New Jersey.** *New Jersey Transit (NJT)/Agate Construction Company, Inc.* **PROJECT MANAGER.** Responsible for a design/build project involving a 220-space parking facility to be constructed on the site of the old Roebling Steel Plant which was a U.S. EPA Superfund site. The parking lot served the Roebling Station on NJT's Camden to Trenton light rail line. Design, included drainage/SWM basin that needed to be a closed system (separated from the contaminated soils), architectural block retaining wall, lighting, signing/stripping, walkways, survey, cultural resources/SHPO coordination, environmental services and building rehabilitation of the weight station structure.

**Northeast Inlet Redevelopment Area Infrastructure System Project, Atlantic County, NJ (1989-1993).** *Client: Atlantic City Engineering Department.* **PROJECT ENGINEER.** Responsible for performing final design and construction Management/inspection services for the redevelopment of the City's 75 acre Northeast Inlet section, which included the raising/reconstruction of roadways to avoid flooding, installation of traffic signals, Modifications and upgrades to the stormwater drainage system, new/modifications to the water distribution system, landscaped promenade walkways, and the installation of new 2,500 feet of timber bulkheads. This work included coordinating/scheduling contractors, utilities, and developers; generating plans, CAFRA permit, EIS, specifications, and cost estimates; and reviewing/approving construction documents, shop drawings, field design changes, and contractor invoices for payment.

**Union Lake Dam Rehabilitation, Millville, NJ.** *New Jersey Division of Building and Construction.* **CONSTRUCTION MANAGER.** Responsible for concrete restoration work at the Union Lake Dam, a 35-foot-high, 2,000-foot-long earthen dam with a 200-foot-long Mass concrete Main spillway. Work included vertical concrete spall repairs and the injection crack sealing of concrete on the spillway structure using Portadam containments (cofferdams), the installation of concrete baffle blocks, and channel scour prevention Modifications in a riprap area located immediately downstream of the stilling basin.



# William Snook, PE

Years  
experience **21**



*Mr. Snook has experience in construction supervision, construction Management, and design of highway and site development projects. His experience in several areas of the construction industry has allowed him to gain comprehensive knowledge of Management and design and to provide an excellent final product to any client. He is a certified Traffic Control Coordinator, through the Rutgers Center for Advanced Infrastructure and Transportation.*

## RELEVANT EXPERIENCE

**PATCO Station Enhancements.** *Delaware River Port Authority.* **PROJECT MANAGER AND RESIDENT ENGINEER.** Project included renovation of three working transit stations, including sitework, drainage, utilities, pavement repair, interior and exterior lighting, architectural signage, storefront, interior slab replacement, and interior finishes. Project required consistent coordination with PATCO Operations personnel to advance construction in stations open to the public. Responsible for QA/QC, supervision on inspections staff, submittal and RFI review, project controls, issue resolution, claims avoidance, change identification and negotiation, and schedule review.

**Wilmington Station Renovation and Restoration.** *Amtrak.* **LEAD INSPECTOR AND SCHEDULER.** \$38M ARRA renovation and restoration of 90 year old historic train station. Responsible for quality assurance and quality control for all construction activities. Project included removal and remediation of lead paint and asbestos containing insulation and building products. Resolved building controls and HVAC closeout issues ensuring contract compliance and a well-functioning system.

**Sharon Hill Flood Mitigation.** *SEPTA.* **PROJECT MANAGER.** Serving as Project Manager for project including construction of a new stormwater pump station, basin and basin outlet to Mitigate flooding occurring where the SEPTA Media Sharon Hill Trolley (Rte. 103) passes under CSX rail. Project includes hazardous Material removal to approved sites. Responsible for task order proposal writing and negotiation, supervision of construction inspection staff, issue resolution and client invoicing.

**Wastewater Pump Station Rehabilitation.** *City of Camden, NJ.* **SENIOR PROJECT MANAGER AND RESIDENT ENGINEER.** Complete renovation of nine wastewater pump stations (\$12M) in the City of

Camden, NJ. Supervised construction inspection staff, quality assurance and project controls. Proposed and implemented extensive structural and equipment design changes for cost effective and durable project, coordinating with client, NJDEP and designer to take a common sense approach to needed repairs and control systems updates while providing an on-time completion.

### **Coatesville Wastewater Treatment Plant Upgrades.** *PA American Water Company.*

**ASSISTANT RESIDENT ENGINEER.** \$47M upgrade and reconstruction of an existing wastewater treatment plant to increase capacity to 7MGD including new Main, headworks, and pump buildings and treatment tanks. Inspected all construction activities for 4-7 construction crews, including 200+ cubic yards of concrete per day. Responsible for quality assurance and quality control for construction operations and Material testing.

**Eastern Village.** *Mosaic Development Partners.* **PROJECT MANAGER.** \$5M renovation of abandoned American Rail Express building into 37 loft style apartments, office spaces, day care and coffee shop.

**Wes Park Elevator Replacement.** *Philadelphia Housing Authority.* **PROJECT MANAGER.** Design/build replacement of elevators in three 19-story towers. Managed and coordinated independent consultants to Maximize elevator dimensions in small existing shafts. Quality assurance for all design subconsultants including architecture, MEP and elevator design.

**West Chester University - Mitchell Hall Renovations.** *Pennsylvania Department of General Services.* **COMMISSIONING AGENT.** Complete renovation of 36,000 SF classroom and university office building including geothermal heating and building control system. Performed all commissioning services for building systems including review, verification, and reporting.

## **Michael Baker** INTERNATIONAL

### *Education*

B.S.C.E., 2002, Civil Engineering, Drexel University

### *Licenses/ Certifications*

Professional Engineer, Pennsylvania, 2007, PE074355

Professional Engineer, New Jersey, 2009, 24GE04803100

### *Professional Affiliations*

American Society of Highway Engineers (ASHE)

# William Snook, PE

CONSTRUCTION MANAGEMENT LEAD

## RELEVANT EXPERIENCE CONTINUED

**Chester County, Pennsylvania. East Caln Township. BUILDING INSPECTOR.** Certified Building, Mechanical, Plumbing and Accessibility Inspector for township with \$60M in building permits a year. Performed commercial and residential inspections for new construction and renovation/rehabilitation projects.

**Green Hall Renovations. Princeton University. PROJECT ENGINEER.** Staged renovation of 100-year old 45,000 SF building while occupied. Responsible for document control, change Management, quality control, shop drawing review and coordination and supervision of construction crews.

**Great Valley Conference Center. Penn State University. PROJECT ENGINEER.** New 35,000 SF classroom and conference center building including 300 seat auditorium. Responsible for quality control, document control, change Management, shop drawing review and coordination and supervision of construction crews.

**Center One (Northeast Philadelphia). Einstein Healthcare Network. PROJECT ENGINEER.** Renovation and addition for 110,000 SF Medical office building and outpatient surgery center. Responsible for quality control, document control, change Management, shop drawing review and coordination and supervision of construction crews.

**Replacement of Hanover Street Bridge over N. Branch Rancocas Creek. BURLINGTON COUNTY, NEW JERSEY. Resident Engineer.** \$6M replacement of historic pony truss bridge in Pemberton, New Jersey. Resolution of complex shop drawing and fabrication issues for new steel truss. Coordination and direction for additional utility work including street and bridge lighting, water Main extension and under-bridge utilities. Responsible for quality assurance for construction and Materials, project controls, change Management and supervision of inspection staff.

**Atlantic City Expressway Bridge 20WB Widening. New Jersey Turnpike Authority. RESIDENT ENGINEER.** \$8M, staged widening and re-decking of the Atlantic City Expressway Bridge over the Garden State Parkway. Supervision of field staff, quality assurance, review and processing of pay estimates, change orders, submittals and RFI's. Project required constant coordination between two clients, NJTA and SJTA, and Multiple construction projects.

**Commodore Barry Bridge Joint Rehabilitation and Bearings Replacement. Delaware River Port Authority. RESIDENT ENGINEER.** Replacement of 10 existing joints with strip seal expansion joints, replacement of 36 existing bridge bearings including temporary jacking. Supervision of construction staff and quality assurance. Change Management, including recommendations and prioritization of additional repairs.

**Air-Blown Fiber Optic – Betsy Ross Bridge and Commodore Barry Bridge. Delaware River Port Authority. RESIDENT ENGINEER.** \$4M project to install conduit and air blown fiber optic attached to the bridge parapet. Successfully negotiated value engineering proposal for use of armored cable in lieu of rigid conduit. This allowed for expedited installation and early and under budget project completion.

**Walt Whitman Bridge Re-Decking. Delaware River Port Authority. PROJECT MANAGER/RESIDENT ENGINEER.** \$128M complete staged demolition and re-decking of Main and side suspension spans. Responsible for quality assurance for construction and Materials, Resolved significant quality issues for final acceptance. Supervised and Managed Major change order work to replace original design expansion joints including resolution of complex fabrication and installation issues.

**Six Lane Widening, MP 326-333 Valley Forge, Pennsylvania. Pennsylvania Turnpike Commission. RESIDENT ENGINEER.** \$180M, fast paced and high profile two year highway widening project between Norristown and Valley Forge, PA including full depth roadway reconstruction and staged reconstruction of five bridges. Resolved complex traffic and construction staging issues to Maintain the construction schedule and traffic safety. Responsible for quality assurance for construction, document control and Materials testing. Resolution of utility coordination issues for Township sanitary and storm sewer relocations.

**I-95 Noise Walls and Safety Improvements. Maryland Transportation Authority. PROJECT ENGINEER/ESTIMATOR.** \$13M noise wall and safety improvements project on Interstate 95 north of the City of Baltimore, Maryland. Responsible for construction and Materials quality control. Prepared and coordinated traffic control plans on high traffic Major urban highway in complex interchange area.

**BWI Airport 'Pier A' Curbside Extension. Maryland Aviation Administration. PROJECT ENGINEER.** \$35M BWI Airport upper level roadway expansion project. Responsible for construction and Materials quality control. Responsible for project controls, change orders, applications for payment and project documentation.

# Ebony Washington

Years  
experience **16**



Ms. Washington has 16 years of experience as an environmental permitting specialist and has served as the environmental lead for numerous bridge and highway projects in New Jersey. Ms. Washington has practical experience and training in the implementation of the National Environmental Policy Act of 1969 (NEPA), Executive Order 215, ecological assessments, wetland delineations, environmental studies, socioeconomic and environmental justice analyses, and environmental permitting for public-sector projects, including the preparation of applications, plans, and reports supporting local, state, and federal permits. Ms. Washington has prepared numerous state (New Jersey and Pennsylvania) and federal permit applications, including New Jersey Department of Environmental Protection (NJDEP) freshwater wetlands; CAFRA; waterfront development; coastal wetlands; Delaware and Raritan Canal Commission; Green Acres; New Jersey Pinelands; U.S. Coast Guard Bridge; U.S. Army Corps of Engineers Section 404/10; and PADEP chapter 105 permits.

Through the environmental permitting process, Ms. Washington has developed relationships with reviewers at the regulatory agencies and has worked with these agencies to identify issues and develop agreeable resolutions efficiently. Additionally, collaborating with the engineers and planners, Ms. Washington has been heavily involved in evaluating proposed alternatives in regards to regulated resources. Her involvement is essential in developing a permissible solution that Minimizes environmental impacts while Meeting the project's purpose and need.

## RELEVANT EXPERIENCE

### **Atlantic City Offshore Wind O&M Facility, Atlantic City, NJ. Orsted. PROJECT MANAGER.**

Responsible for providing environmental services for a proposed offshore wind operations and Maintenance facility in Atlantic City's inlet area. The project will build an in-water and Marine support facility, replace a failing bulkhead, install Moorings and floating docks, and prepare the property to support loading and training cranes. An access platform, Marine fueling facilities, construction trailers, and utilities are also part of the project. Ms. Washington managed the permitting and licensing effort for the development of an operation and Maintenance facility for an offshore wind developer. As part of her role on this job, Ms. Washington focused primarily on preparing the NJDEP land use and Atlantic City permits. The Atlantic City permit approval effort included obtaining site plan approval from the Atlantic City Planning Board Zoning Board, which required provisions for public hearings, responding to public comments, and requests for information from various public officials.

### **Ocean Wind 2 Construction and Operations Plan and Permitting, Monmouth County, NJ. Orsted. PROJECT MANAGER.**

The project includes providing environmental services for a proposed offshore wind operations and Maintenance facility in Monmouth County, NJ. As part of the project, geotechnical borings will be sited within the NJDEP defined coastal zone Management area and will require authorization through the NJDEP Division of Land Resource Protection in accordance with the Coastal Zone Management

Rules (N.J.A.C. 7:7). Ms. Washington's effort included preparation of the NJDEP the land use permits required for the project's geotechnical investigation program. Ms. Washington also developed the required compliance documentation and site plan/impact drawings required for NJDEP review and permit issuance.

### **Facilities Improvement Program Maintenance District TMD 4, East Windsor Township, Mercer County, NJ. Client New Jersey Turnpike Authority. ENVIRONMENTAL SPECIALIST.**

Responsible for the preparation of a NJDEP Division of Land Use Regulation permits for Freshwater Wetlands General Permits 6 and 7 for the proposed improvements to New Jersey Turnpike Maintenance District 4 - (TMD 4) Hightstown. Also responsible for the preparation of a Delaware and Raritan Canal Commission (DRCC) Approval application for proposed project activities located within Review Zone B of the DRCC jurisdiction.

### **Wetland Delineation and Environmental Permitting, Mileposts 112 to 113 (NJTA OPS No. P3782), Middletown Township, Monmouth County, New Jersey. New Jersey Turnpike Authority. PROJECT MANAGER.**

Ms. Washington was Project Manager responsible for the preparation of the environmental screening report, wetland delineation, and NJDEP Land Use Permits. The wetland delineation was performed in accordance with the Federal Manual for Identifying and Delineating Jurisdictional Wetlands (1989). NJDEP Flood Hazard Area Control Act (FHACA) and Freshwater Wetlands General Permit 10B were procured for this project. In addition, Ms. Washington also prepared a riparian Mitigation

## **Michael Baker** INTERNATIONAL

### **Education**

M.U.P., 2009,  
Environmental  
Planning and  
Technology, New York  
University

B.A., 2005,  
Environmental  
Engineering,  
Lafayette College

### **Professional**

#### **Affiliations**

American Planning  
Association (APA)

Women's  
Transportation  
Seminar (WTS)



# Ebony Washington

ENVIRONMENTAL DOCUMENTATION/PERMITTING, PERMIT COORDINATOR  
**RELEVANT EXPERIENCE CONTINUED**

plan which included coordination with the Marsh Bog Brook I & II Mitigation Bank, NJDEP Mitigation Unit, and the New Jersey Turnpike Authority. This project entailed the rehabilitation and repair of two 120-inch corrugated Metal pipe (CMP) culverts, replacement of a 66-inch CMP culvert, and replacement of additional connecting CMPs within the project limits. All of these culverts convey a tributary of Nut Swamp Brook along the Garden State Parkway (GSP-).

**Wetland Delineation and Environmental Permitting, Rehabilitation of County Bridge R-24 Mill Road over Rockaway Creek Readington Township, Hunterdon County, NJ.** *Client: Hunterdon County.* **ENVIRONMENTAL TEAM LEAD.** Responsible for the preparation of NJDEP Land Use Permits for the original project scope involving the replacement of County Bridge R-24. Prepared NJDEP Permits including a Freshwater Wetlands General Permit 10A and NJDEP Flood Hazard Area Control Act Individual Permit as part of the permitting process. Ms. Washington also conducted a wetland delineation for regulated wetlands and State open waters following the procedures in the 1989 Federal Manual for Identifying and Delineating Jurisdictional Wetlands. She prepared an NJDEP Application for a Line Verification Letter of Interpretation. Other responsibilities include coordinating SHPO Section 106 Consultation and oversight of the Historic Architecture and Phase 1A Archaeological surveys and reports.

**Wetland Delineation and Environmental Permitting, FREC Access Road Bridge Replacement over Toms River, Structure No. 3489-001, Jackson Township, Ocean County, NJ.** *New Jersey Department of Transportation.* **ENVIRONMENTAL TEAM LEAD.** Responsible for conducting a wetland delineation, preparing the wetland delineation report and wetland plans during the Preliminary Engineering phase of this bridge deck replacement project. The wetlands delineation was performed in accordance with the Federal Manual for Identifying and Delineating Jurisdictional wetlands (1989) and the NJ Pinelands Commission Manual for Identifying and Delineating Pinelands Area Wetlands (1991). During Final Design, Ms. Washington prepared an NJDEP Freshwater Wetlands General Permit, an NJDEP Flood Hazard Area Individual Permit, and a NJ Pinelands Commission Development Approval for the bridge replacement.

**Wetland Delineation and Environmental Permitting, Route 130 Westfield Avenue to Main Street Pavement Reconstruction Project, East Windsor Township, Mercer County, NJ, Cranbury Township, Middlesex County, NJ.** *New Jersey Department of Transportation.* **ENVIRONMENTAL TEAM LEAD.** Responsible for the Management and preparation of NJDEP Land Use Permits. Preparation of NJDEP Land Use

Permits including Freshwater Wetlands General Permits 2 and 10 and NJDEP Flood Hazard Area Control Act Individual Permit. Conducted wetland delineation, and prepared wetland delineation report, for regulated wetlands and State open waters following the procedures in the 1989 Federal Manual for Identifying and Delineating Jurisdictional Wetlands. Also responsible for the preparation of a Delaware and Raritan Canal Commission (DRCC) Approval application for proposed project activities location within Review Zone B of the DRCC jurisdiction.

**Environmental Permitting, County Road 530, Southampton Township, Pemberton Township, and Pemberton Borough, New Jersey.** *Burlington County.* **ENVIRONMENTAL TASK LEAD.** Responsible for preparation of NJDEP Individual Freshwater Wetlands and Flood Hazard Area Control Act Permits, and NJDEP Green Acres Diversion Application, Section 106 SHPO Consultation, and NJDEP Project Authorization under New Jersey Register of Historic Places Act for replacement of the existing culvert and hydraulic opening design for Goldy's Run under Magnolia Road, and the rehabilitation and extension of existing culverts for Goldy's Run and Birch Run under Route 530. All work was completed in accordance with FHWA, County, DVRPC Policies and Procedures, the NJDOT Procedures Manual, the Local Aid NJDOT Project Delivery Process, and State and Federal environmental regulations.

**Environmental Permitting, Delancy Street Roadway Improvements.** *City of Newark.* **ENVIRONMENTAL TASK LEAD.** Responsible for preparing and securing NJDEP Land Use permits for Freshwater Wetlands General Permits #10A and #11, Waterfront Development (In-water and Upland), Coastal Wetland Permit, and Flood Hazard Area Control Act Individual Permit associated with culvert reconstruction activities and stream cleaning. Aided in NEPA Environmental Reevaluation. Coordinated preparation of Hazardous Waste Site Investigation Report, PAECE Reports, and Remedial Action Work Plan. All work was completed in accordance with NJDOT Procedures Manual and State and Federal regulations.

# David Tudryn, RA, AIA, LEED GREEN

## ASSOCIATE

Years  
experience **36**



*Mr. Tudryn has overseen both small and large transit design teams that involve highly technical projects with extensive agency coordination and public involvement. His notable roles include Project Manager for Connecticut DOT's Eleven Hartford Line Rail Stations; Architect-of-Record for WMATA's Bladensburg Design-Build BEB-ready bus facility that will accommodate a fleet of 300 transit vehicles; Project Manager for CTDOT's New Haven's 300,000-square-foot Bus Facility; and Project Manager for the Jacksonville Transportation Authority's Transit Center which was a Construction Manager-at Risk (CMR), a \$64M combined mass transit hub.*

### RELEVANT EXPERIENCE

#### **Hurricane Sandy Emergency Services, Various Locations, East Coast. FEMA. SENIOR ARCHITECT.**

Managed the design team which developed concepts for flood mitigation measures and analyzed the potential flow of floodwaters through new high-rise structures at the World Trade Center. After the enormous calamity of Hurricane Sandy in 2012, many federal, state, and municipal agencies needed assistance to aid them in the mammoth cleanup effort and assist them in planning for future prevention. Michael Baker was tasked by several agencies to support them in their efforts. Assignments included ad-hoc GIS mapping and spatial data analysis for FEMA, including incorporation of datasets into various web services used to disseminate data to the public; emergency bridge inspection support services for the New Jersey and Virginia Departments of Transportation; a comprehensive water intrusion protection plan for the new World Trade Center in New York City; and detailed inundation mapping for the New Jersey Turnpike (NJTP) and Garden State Parkway (GSP).

#### **Route 52 Causeway Replacement Project, Ocean City and Somers Point, New Jersey.**

*New Jersey Department of Transportation (NJDOT). QA/QC.* Responsible for providing quality assurance check of architectural plans. Michael Baker provided comprehensive engineering services for the replacement of the Route 52 Causeway and the reconstruction of approximately 2.8 miles of Route 52 from Route 9 in Somers Point to Bay Avenue in Ocean City crossing Great Egg Harbor Bay. Michael Baker's services included bridge and roadway design, environmental permitting, lighting design, traffic and intelligent transportation system design, utility relocation, community outreach, and construction management and inspection.

#### **Facilities Improvement Program Final Design Services, New Jersey. New Jersey Turnpike Authority. ARCHITECT OF RECORD.**

Michael Baker provided final design services for the replacement or rehabilitation of maintenance buildings, storage facilities, salt facilities, and other structures in the maintenance yards specifically along the New Jersey Turnpike North. Michael Baker's contract included design for six new buildings and rehabilitation of five buildings. The scope of work included architectural design; mechanical, electrical, and plumbing design; site/civil design; environmental permitting and hazmat investigations; stormwater management; site lighting; geotechnical engineering and retaining walls; utilities engineering; and construction staging.

#### **Concept Development Study for New Pedestrian Bridge and Rail Platform Expansion, New Brunswick, New Jersey. New Jersey Transit Corporation. ARCHITECT OF RECORD.**

Provided architectural design support and assisted in the coordination of the overall project with the railroads. Michael Baker performed a concept development study for the construction of a pedestrian bridge and walkway to connect a 1,275-space parking garage with the New Brunswick Train Station on the Northeast Corridor Line.

#### **Highway Operations Control Center Renovation, Newington, Connecticut. Connecticut Department of Transportation. PROJECT MANAGER.**

Michael Baker is provided final design and construction phase support for approximately 14,000 square feet of control center renovations. Its services included architectural, mechanical, electrical, plumbing, and information technology systems (ITS) upgrades, as well as selections for furniture and consoles. The first renovated area is a former daycare center, which is being converted into approximately 8,400 square feet of office space for highway operations with a 50-foot-long

### **Michael Baker** INTERNATIONAL

#### **Education**

Master's Certificate, 2008, Project Management, Drexel University

M.Arch., 2008, Architecture, University of Maryland

B.S., 1991, Architecture, Northeastern University

Coursework, 1990, Architecture, Boston Architectural College

#### **Licenses/ Certifications**

Registered Architect, New Jersey, 2012, 21A101912900

#### **Professional Affiliations**

American Institute of Architects (AIA)

National Council of Architectural Registration Boards (NCARB)

# David Tudryn, RA, AIA, LEED GREEN ASSOCIATE

## ARCHITECT

### RELEVANT EXPERIENCE CONTINUED

video wall and spaces for ITS staffing and support. This area includes three private offices, a library, a kitchenette, two bathrooms, and its own exterior entrance. The second renovated space is the former operations area, which Michael Baker converted into a traffic incident area with a traffic incident room containing a 20-foot-long video wall, a system support room, two conference rooms, and areas for storage and a nurse's station. Michael Baker also developed complex staging plans to maintain operations in these spaces during construction.

**Scudder Falls Bridge Replacement, Final Design Services, Bucks County, Pennsylvania.** *Delaware River Joint Toll Bridge Commission.* **ARCHITECT.** Michael Baker provided final design and post-design services for the Scudder Falls Bridge Replacement project. The existing four-lane bridge over the Delaware River was functionally obsolete and needed to be replaced to alleviate recurring current peak-period and emergency-incident traffic congestion and projected future traffic. Michael Baker designed replacement of the existing bridge with a twin-span structure carrying six lanes of through traffic (three in each direction), two auxiliary northbound lanes for entry/exit travel, and one auxiliary southbound lane for entry/exit travel. The scope of work also included drainage upgrades, approach widening, a bicycle/pedestrian walkway, new bridge inside shoulders, a new all-electronic toll (AET) collection system, an intelligent transportation system (ITS) equipment building, and noise-abatement walls.

**CTL - NDC Newark.** *CenturyLink.* **ARCHITECT OF RECORD.** Provided architectural oversight, technical review and code compliance review and served as architect-of-record for assignments in the State of New Jersey for CenturyLink.

**Wells, Water Treatment, and Transmission Main Project, Beverly Hills, California.** *City of Beverly Hills.* **QA/QC.** Responsible for providing oversight of the task order team and general quality assurance checking for the deliverable. Michael Baker provided engineering services to investigate the hydraulic, water quality, and physical requirements of a water exchange project to expand local water supply/production by developing groundwater in the La Brea Subarea, located primarily outside of Beverly Hills city limits within the City of Los Angeles.

**CTTransit Hartford Dispatch Center, Connecticut.** *CTTRANSIT.* **PROJECT MANAGER.** Responsible for providing technical oversight of the project team. Michael Baker developed full contract documents for renovations and HVAC, fire protection and electrical upgrades to CTTRANSIT's Busway Operations Center including their dispatch room, bus operations center, server, and telephone rooms.

**Amtrak Nationwide AE Services IDIQ, Nationwide.** *Amtrak.* **ARCHITECT OF RECORD.** Served as the Architect-of-Record. Michael Baker is providing architectural and engineering design and construction-phase services at various Amtrak stations nationwide. Each station includes a mixture of Americans with Disabilities Act (ADA) and state-of-good-repair (SOGR) station and platform improvements. Michael Baker's services have included schematic design, construction documentation and administration for architectural, structural, civil, stormwater, mechanical, and electrical engineering, along with cost estimating, bid review, construction administration, renderings, and presentations. Additionally, this project required coordination with the FRA, an SHPO review, and other third-party entities.

**Improvements to Stamford Transportation Center, Stamford, Connecticut.** *Connecticut Department of Transportation.* **PROJECT DIRECTOR.** Michael Baker is providing master planning and design services for renovations at the Stamford Transportation Center. The station is the busiest in Connecticut, providing train service for Metro North, Amtrak, and Shoreline East as well as bus services to New York City and throughout Connecticut. The first phase of the project began with an investigative study of passenger circulation through the station. Michael Baker led a team to inspect 17 escalators and five elevators to gather information on existing conditions and develop proposed options for modernization and improvements to the passenger experience. Future phases will include review and modernization of station mechanical and electrical systems, wayfinding signage, passenger tunnel investigation and improvements, overall station architecture, and other improvements to station infrastructure.

**Fairfax County Department of Public Works and Environmental Services Consolidation, Fairfax, Virginia.** *Fairfax County, DPW & ES.* **ARCHITECT.** Developed the approved architectural building elevation concept. Michael Baker is providing full construction documentation for site and architecture for Fairfax County's consolidation of its Department of Public Works and Environmental Services Stormwater Planning and Management Divisions with the Wastewater Collection Division into one facility located at the existing Wastewater Division's 14.39-acre site combined with an adjacent site. Michael Baker began assisting the county in 2013 by evaluating nine separate potential sites, ultimately providing the evaluations that would allow the county to select the highest and best site for the project. After the site was selected, Michael Baker team provided conceptual design options based on interviews and charrettes with the division personnel who will ultimately occupy the facility. The team is currently working on conceptual site and architecture designs that will lead to full construction documentation.



# Sylvester Fryc, PE

Years  
experience **35**



Mr. Fryc brings many years of experience in various aspects of engineering and has extensive knowledge of the challenges of roadway design. His experience includes oversight and development of roadway geometry, roadside protection design, drainage design, Right of Way impacts, and utility relocation schemes. Mr. Fryc is experienced in developing complete contract documents for multi-disciplined projects. His experience includes preparation of horizontal and vertical alignments, guiderail and barrier design, complex staging and Maintenance and Protection of Traffic plans, typical sections, cross sections, grading, earthwork and cost estimates. Mr. Fryc has seen numerous projects through from concept design to construction and understands the importance of producing a quality product.

## RELEVANT EXPERIENCE

### Scudder Falls Bridge Replacement, Final Design Services, Bucks County, Pennsylvania.

*Delaware River Joint Toll Bridge Commission.*

**PROJECT ENGINEER.** Roadway Design Task Leader responsible for final design and post-design services for the project. Michael Baker is providing final design and post-design services for the Scudder Falls Bridge Replacement project. The existing four-lane bridge over the Delaware River is functionally obsolete and needs to be replaced to alleviate recurring current peak-period and emergency-incident traffic congestion and projected future traffic. Michael Baker is designing replacement of the existing bridge with a twin-span structure carrying six lanes of through traffic (three in each direction), two auxiliary northbound lanes for entry/exit travel, and one auxiliary southbound lane for entry/exit travel. The scope of work also includes drainage upgrades, approach widening, a bicycle/pedestrian walkway, new bridge inside shoulders, a new all-electronic toll (AET) collection system, an intelligent transportation system (ITS) equipment building, and noise-abatement walls.

### I-95/I-295 Re-designation Sign. *New Jersey Department of Transportation (NJDOT).*

**PROJECT MANAGER.** Responsible for leading design team in various aspects of roadway design, oversight and development of signing plans, construction staging and scheduling, and utility relocation schemes. Responsibilities included development of complete contract documents including Contact Plans, Specifications, Construction Schedule and Construction Cost Estimate.

### Rio Grande Avenue Road Improvements, Wildwood, New Jersey. *Cape May County.*

**PROJECT MANAGER.** Responsible for project oversight. Michael Baker is providing design and engineering services for the widening of and improvements to Rio Grande Avenue.

The purpose of the project is to reduce traffic congestion by providing two-way left-turn lanes, raise the roadway profile, improve the deficient drainage system, install a regional pump station, and enhance the gateway by adding streetscaping elements and destination signing. Michael Baker's services have included roadway and drainage design, pump station design, right-of-way plans, streetscape design, wayfinding, traffic engineering, environmental services, permitting, and grant administration support.

### Route 1 and 9 at Haynes Avenue Bridge Replacement and Interchange Reconfiguration, Newark, New Jersey. *New Jersey Department of Transportation (NJDOT).*

**PROJECT ENGINEER.** Highway Design Team Lead in responsible charge of horizontal and vertical geometric design, preparation of Maintenance and Protection of Traffic plans, preparation of Soil Erosion and Sediment Control Plans and environmental assessments to identify environmental resources and potential impacts. Michael Baker managed the reconfiguration of the Route 1 and 9 interchange at Haynes Avenue and the replacement of the bridge on Haynes Avenue over Waverly Yards. Michael Baker's services included roadway design, geotechnical design, structure design, highway lighting design, intelligent transportation system design, and right-of-way plan development. Signing and pavement markings were designed in accordance with the MUTCD and standard NJDOT practices, and included freeway segments, ramps, local streets, and a proposed roundabout construction.

### Route 52 Causeway Replacement Project, Ocean City and Somers Point, New Jersey. *New Jersey Department of Transportation (NJDOT).*

**ASSISTANT PROJECT MANAGER.** Responsible for geometric design (horizontal and vertical design), highway section design and design exceptions. Highway design involved the development of complex construction staging

## Michael Baker INTERNATIONAL

### Education

B.S., 1991, Civil Engineering Technology, New Jersey Institute of Technology

A.A.S., 1987, Civil Engineering Technology, Mercer County Community College

### Licenses/

### Certifications

18.1.1 Value Engineering, 2016

3.1.1 Route Studies & Schematic Design - Minor Roadways, New Jersey

3.2.1 Route Studies & Schematic Design - Major Roadways, New Jersey

3.3.1 Route Studies & Schematic Design - Complex Highways, New Jersey

3.4.1 Minor Bridge Layouts, New Jersey

3.5.1 Major Bridge Layouts, New Jersey

# Sylvester Fryc, PE

## SITE/ROADWAY ENGINEERING RELEVANT EXPERIENCE CONTINUED

plans and Maintenance and Protection of Traffic plans. Developed traffic signage and striping plans. Developed conceptual alternatives for configuration of ramps, elimination of the traffic circle, and avoidance of sensitive wildlife habitats and residences. Developed overall Access Summary Report and Access Cut-Out Plans for affected properties along the project corridor in accordance with the NJ State Highway Access Management Code. Michael Baker provided comprehensive engineering services for the replacement of the Route 52 Causeway and the reconstruction of approximately 2.8 miles of Route 52 from Route 9 in Somers Point to Bay Avenue in Ocean City crossing Great Egg Harbor Bay. Michael Baker's services included bridge and roadway design, environmental permitting, lighting design, traffic and intelligent transportation system design, utility relocation, community outreach, and construction management and inspection.

**I-95/295 Redesignation Sign Replacement, New Jersey.** *New Jersey Department of Transportation (NJDOT).* **PROJECT MANAGER.** Responsible for leading design team in various aspects of roadway design, oversight and development signing plans, construction staging and scheduling, and utility relocation schemes. Responsibilities included development of complete contract documents including Contact Plans, Specifications, Construction Schedule and Construction Cost Estimate. Michael Baker developed sign design and plans for the replacement sign panels; developed traffic control details; conducted additional field investigation of the sign structures to determine structural attachments required; and developed construction details for the I-95/295 redesignation sign replacement project. Additionally, Michael Baker prepared final structures documents and final roadway plans; completed signing plans; developed construction cost estimates, specifications, and construction schedule; prepared the final design submission package; submitted the PS&E package; and performed construction.

**Merion Park Drainage Conceptual Design, Ocean City, New Jersey.** *City of Ocean City, New Jersey.* **PROJECT MANAGER.** Responsible for the analysis of the existing drainage system for the Merion Park area and development of a conceptual and final drainage design and roadway improvements for the entire area. Michael Baker performed a detailed review and analysis of the existing drainage system for the Merion Park area and developed a conceptual drainage design. The proposed improvements were based on a number of assumptions due to limited information available (e.g., survey limitations, existing utilities information, etc.). Michael Baker provided a proposal to develop final design documents for the new drainage system and roadway improvements to reduce flooding. Michael Baker also prepared applications for required permits.

**Route 52 Bridge and Causeway Replacement, Somers Point and Ocean City, New Jersey.** *New Jersey Department of Transportation (NJDOT).* **CIVIL ENGINEER.** Civil Engineering Team Leader (Preliminary Design), Deputy Project Manager (Final Design). Developed innovative conceptual alternatives to address deficiencies, minimize design exceptions, environmental degradation and right of way impacts. Responsibilities comprised of geometric design, which included horizontal and vertical alignments for preliminary and final design, development of highway sections and design exceptions. Highway design involved the development of complex construction staging plans and Maintenance and Protection of Traffic plans. Developed traffic signage and striping plans. Developed conceptual alternatives for configuration of ramps, elimination of the traffic circle, and avoidance of sensitive wildlife habitats and residences. Project included two new drainage systems with bio-retention and water quality basins. Developed overall Access Summary Report and Access Cut-Out Plans for affected properties along the project corridor in accordance with the NJ State Highway Access Management Code. The project included numerous existing access violations that were assessed and corrected, when feasible. The project also included numerous access modifications. Developed photo rendering traffic simulation videos and drive through simulation videos, which were presented to public officials and the community by means of the extensive community outreach program. Project involved preparation of required permits and completion of NEPA documentation. Developed constructions plans, specifications, and cost estimates utilizing TransPort. Developed schedules utilizing Primavera. Michael Baker managed the right-of-way pilot project. This project included conducting deed and title searches early in the preliminary engineering process. Early identification of property rights improved plan quality.

**Route 280/21 Interchange Improvements, Newark, New Jersey.** *New Jersey Department of Transportation (NJDOT).* **QA/QC.** QA/QC reviewer for the final design for this complex urban interchange. Michael Baker provided final design services for a complex urban interchange reconstruction. The project includes intricate ramp design and flyovers in a confined urban area; five new bridges, including one curved girder structure; and 10 soldier pile retaining walls in an area that is currently experiencing settlement issues. Design included managing the geotechnical exploration program in conjunction with hazardous material sampling; extensive utility relocations; pavement design; design exceptions; right-of-way; lighting; intelligent transportation system; four traffic signals; and environmental permitting.

# Lori Wade, PE, CPSWQ

Years  
experience **21**



Lori Wade is a Civil Engineer and Certified Professional in Stormwater Quality with over 18 years of experience in water resources engineering, including Stormwater Management, floodplain management, and drainage design for local, state, and federal government projects. She is experienced in designing drainage systems in tidally influenced areas including design for tide check valves and stormwater pump stations. She designs stormwater BMPs including infiltration and detention basins, swales, and water quality treatment devices and is on the forefront of implementing green infrastructure such as curb bump outs, bio swales and trenches to the maximum extent feasible. Lori is responsible for the Final Design submission of plans, specifications, and cost estimates as well as submitting for various permitting agencies such as the Soil Conservation Districts for Soil Erosion and Sediment Control applications and the New Jersey Department of Environmental Protection for Flood Hazard Area (FHA) Individual and general permits. She knows the requirements set forth in the latest NJ Stormwater Management Rules effective March 2, 2021 and understands how to demonstrate compliance for the project. She has worked on numerous flood control projects from concept design through construction.

## RELEVANT EXPERIENCE

**West 17th Street Flood Mitigation Concept and Construction Design, Ocean City, NJ.** *City of Ocean City.* **LEAD DRAINAGE ENGINEER.** This project proposes improvements to address frequent flooding in the West 17th Street residential area in Ocean City, Cape May County, New Jersey. The West 17th Street development is located in a low-lying area prone to chronic flooding during various tidal and rain events. Michael Baker performed conceptual and is currently advancing final design. Lori is overseeing the development of the drainage design and plans that will include the construction of a new stormwater pumpstation, roadway improvements, and installation of new stormwater pipes, and Soil Erosion and Sediment Control Plans.

**Merion Park Drainage and Roadway Improvements, Ocean City, New Jersey.** *City of Ocean City, New Jersey.* **LEAD DRAINAGE ENGINEER.** Responsible for evaluating an existing drainage system in the residential Merion Park neighborhood, a low lying area that is prone to flooding during storm events and daily high tides. For the Conceptual Design Study, Michael Baker provided inlet/spread and pipe capacity analysis, modeling, and conceptual layout and report for drainage and grading improvements to eight outfall locations. The Phase 1 Design project rehabilitated four of the neighborhood's eight drainage systems and included roadway improvements, existing drainage inlet and pipe replacement, and three pump stations to facilitate efficient drainage and minimize existing utilities' relocation. Michael Baker developed final design plans, including typical sections; construction, drainage, and utility plans; profiles; bulkhead replacement plans; pump station

design; electrical design; construction details; and outfall cross sections. Work required NJDEP permits in accordance with the NJDEP Storm Water Management Regulations and FHA Control Act.

**West 17th Street Concept Development Study, Ocean City, New Jersey.** *City of Ocean City.* **DRAINAGE DESIGN LEAD.** Michael Baker provided an existing drainage analysis for approximately 10 acres of West 17th Street that suffers repetitive flooding and provide a feasible solution. There are three outfalls in this community that were analyzed and a field investigation during wet conditions identified ponding areas. Lori and her team provided the conceptual drainage design, removing outfalls 1 and 2 to eliminate direct impacts and maintenance on private properties and optimized and directing flow to outfall 3 near 233 W 17th Street. A pump station and tide control check valve were recommended prior to the discharge at outfall 3 and a conceptual design memorandum and cost estimate were provided.

**26th – 34th Street Flood Reduction Improvement Project, Ocean City, New Jersey.** *City of Ocean City.* **DRAINAGE DESIGN LEAD.** Michael Baker provided modeling and design services for drainage improvements for a 280-acre section of the City between the Bay and West Avenues and 26th – 34th street that has suffered from regular tidal and nuisance flooding. Michael Baker modeled the one-, two-, five-, and 10-year storm events and developed outflow curves that were paired with pump stations to achieve efficient sizing of a new system with offline pump capacity. The drainage team then developed final design plans, including typical sections; construction, drainage, and utility plans; profiles; design for four new pump stations; electrical

## Michael Baker INTERNATIONAL

### Education

B.S., 2003, Civil Engineer, The Pennsylvania State University

### Licenses/ Certifications

Professional Engineer, New Jersey, 2011, 24GE04953400

Certified Professional Storm Water Quality, Worldwide, 2014, 1001

### Professional Affiliations

American Council of Engineering Companies (ACEC) Water and Wastewater Committee Chair

American Society of Highway Engineers (ASHE) Past President Southern NJ Chapter



# Lori Wade, PE, CPSWQ

## STORMWATER MANAGEMENT RELEVANT EXPERIENCE CONTINUED

design; construction details; and outfall cross sections.

### **South Street and Adams Street Drainage Improvements, Newark, New Jersey.** *City of Newark.* **PROJECT MANAGER.**

Managed a comprehensive drainage study and design for the combined sewer overflow (CSO) community of Ironbound surrounding the South and Adams Street corridor. The area suffers from frequent flooding that is stifling business growth, creating toxic environments from CSOs and causing property and personal damage. Michael Baker studied the roadway drainage and overall drainage patterns of the network of ditches draining to Newark Bay. Design included replacement of over 4,000 linear feet of drainage pipe, cleaning existing drainage systems, pump station, tide control check valve, and installation of green infrastructure to retain rainfall. The design was coordinated closely with the Ironbound Community Corporation and incorporating the Green Streets Initiative.

### **North End Pump Station and Flood Reduction Project, Ocean City, New Jersey.** *City of Ocean City.* **DRAINAGE ENGINEER.**

Michael Baker provided assistance to redesign another consultant's work and "right-size" a project to reduce flooding in a 300-acre section of the City's North End neighborhood, which has suffered from regular tidal and nuisance flooding. Responsibilities included the analysis of the existing North End stormwater management system, identification of drainage issues and ponding areas, and design of proposed improvements to six outfalls including three new pump stations. Tasks included development of a DHI MIKE FLOOD urban stormwater collection network model coupled with a 2-dimensional flexible mesh solver that accounts for surcharges and bypass flows. Dynamic calculations were performed to size the wet well and three pumps. Lori and her team assisted with the NJDEP permit modifications.

**Rio Grande Avenue Drainage and Roadway Improvements, Wildwood, NJ.** *Cape May County.* **TECHNICAL LEAD.** Drainage design manager for the pump and pipe system in Wildwood, New Jersey. This project had several constraints due to outfall locations and numerous utilities in this shore area. Michael Baker is providing design and engineering services for the widening of and improvements to Rio Grande Avenue. The purpose of the project is to reduce traffic congestion by providing two-way left-turn lanes, raise the roadway profile, improve the deficient drainage system, install a regional pump station, and enhance the gateway by adding streetscaping elements and destination signing. Michael Baker's services have included roadway and drainage design, pump station design, right-of-way plans, streetscape design, wayfinding, traffic engineering, environmental services, permitting, and grant administration support.

### **Route 52 Causeway Bridge Replacement Project with 9th Street Drainage Improvements, Ocean City and Somers Point, NJ.** *New Jersey Department of Transportation.*

**DRAINAGE AND SWM LEAD.** Responsible for drainage and SWM design including new pipes, bicycle and eco safe inlets accommodating ADA curb ramps and drainage at various commercial access driveways, manholes, scuppers, seventeen (17) bioretention, infiltration and extended detention basins, and 3 water quality treatment devices in accordance with the NJDOT drainage design manual and NJDEP BMP Manual to meet NJDEP stormwater quality requirements. She was also responsible for conducting scour analysis at pier for the bridge. As well as raising the roadway over a foot in some locations along 9th Street in Ocean City to reduce the frequency of roadway flooding/road closures without adversely impacting offsite drainage and addressing contaminated groundwater along 9th Street by proposing HDPE pipe with baffles (to address buoyancy/pipe uplift) to prevent the contaminated groundwater from entering the drainage system and discharging to the bay.

### **Delancy Street Roadway Improvements, Newark, NJ.**

*City of Newark, NJ.* **DRAINAGE ENGINEER.** Responsible for laying out a proposed drainage design in this flat, low lying area with tidal impacts including new pipes, inlets, and manholes in accordance with the NJDOT Design Manual and recommendations set by the City of Newark. Close coordination of utilities and ROW was also required. Responsible for SWM design which included manufactured treatment devices and a detention basin along the project to meet water quality requirements and reduce peaks to existing outfalls in accordance with the NJDEP SWM Rules. Michael Baker provided engineering and environmental services for comprehensive improvements to Delancy Street, a two-lane arterial roadway located in the southeastern section of the Ironbound neighborhood. Michael Baker completed plans for horizontal and vertical alignment; signage upgrades; pavement marking and striping; MPT; ROW; utilities; sidewalk improvements, including high visibility crosswalks to meet Americans with Disabilities Act (ADA) requirements; specifications; cost estimates; construction scheduling; environmental permitting; and hazardous waste management.

# Hamid Ikram, PE

Years  
experience **25**



Mr. Ikram is a Technical Manager/Senior Structural Engineer with more than 25 years of experience in the design of bridges, VMS sign structures, guide sign structures, retaining walls, traffic signal supports, and culverts. Having led the structural design for the Michael Baker on various NJDOT, PANYNJ and NJTA and various County projects, including many bridge rehabilitations and new bridge projects. Mr. Ikram is very familiar with the design needs for all types of project. He is also familiar with all aspects of project delivery from concepts through design, inspection, permitting and construction. Hamid's expertise is in bridge repair, rehabilitation, and reconstruction projects for transportation clients; his experience includes field inspections, bridge rating, cost estimating, prioritization of repairs analyses, alternative analysis reports, preliminary and final design for super and substructure repairs, and construction support. Mr. Ikram is well versed in the design and construction of bridges using Accelerated Bridge Construction (ABC) techniques. Hamid's experience includes AASHTO LFD, AASHTO LRFD and AASHTO Bridge Rating as well as ACI, ASIC and IBC.

## RELEVANT EXPERIENCE

**Routes 23, 80, and 46 Interchange Improvement Project, Wayne, New Jersey.** *New Jersey Department of Transportation.* **STRUCTURAL ENGINEER.** Michael Baker is providing bridge and roadway design and engineering services for improvements to the Route 23, Route 80, and Route 46 Interchange. The proposed improvements provide greater mobility, reduce congestion, enhance safety through simplicity of movement, shorten travel time through the interchange, and feature elements that will improve drivers' expectations. The existing interchange design is currently missing two connections. One is from I-80 EB to NJ 23 NB/SB and US 46 WB. The existing interchange requires a driver to proceed eastbound to Interchange 54 to turn around to access these roadways. The other connection is from southbound NJ 23 to westbound I-80. The existing interchange requires a driver to follow circuitous path along NJ23SB, Ramp F, NJ 23NB and Ramp I to access I-80 WB. For the project, Michael Baker is providing highway design, structural engineering, geotechnical engineering, an environmental technical study (ecology), traffic control and staging, traffic modelling and analysis, signing and striping, highway lighting, pavement design, and utility engineering.

**NJ Turnpike Bridge Deck Repairs and Resurfacing and Miscellaneous Structural Repairs, Contract Nos. T100.197, T100.243, T100.257, T100.299, T100.340, T100.379, T100.404, T100.412, T100.466 and T100.518, T100.560 and T100.600 (2011-Present).** *GSP Bridge Deck Repairs and Resurfacing and Miscellaneous Structural Repairs, Contract Nos. P100.230, P100.231 (2012).* *New Jersey Turnpike Authority.* **PROJECT ENGINEER.** Yearly work included inspecting approximately 50

bridges, developing a list of required repairs for the inspected bridges, prioritizing the repairs to maximize effectiveness of the construction budget, and developing plans and specifications and cost estimates to repair the bridges. Specifically, work included bridge field inspection, developing prioritized deck and structure repair details for construction scope to maximize effectiveness of the construction budget, and developing plans and specifications to repair the bridges. Bridge Deck Repairs included: deck replacement, panelized (stringer to stringer and diaphragm to diaphragm) deck replacement, deck spall repair, wearing surface replacement, thin polymer overlay installation and Methyl Methacrylate deck floods. Miscellaneous Structural Repairs included: welded and bolted steel member repair to address deterioration and impact damage, steel member replacement, substructure spall repair, ASR damage repairs, substructure erosion damage repairs, drainage repairs, installation of laminated elastomeric bearings, steel rocker and plate bearings and seismic isolation bearings, noisewall panel repair, and structure painting. These repairs were scheduled to address deterioration discovered by our inspectors and repair of unanticipated conditions found in the field. Other tasks include Repair of Category A defects, coordination with RR, municipalities, NJDOT, PANYNJ, and NJTA Operations for staged construction and detour routes, coordination of GPR shoulder pavement evaluation, Road User Cost analysis, electrical modifications, utility impacts, contractor access, drainage improvements/repairs, bridge painting, and coordination with ongoing construction contracts. Most importantly all repairs we designed to be performed in stages and minimize delays to NJ Turnpike traffic. Post design services included addressing RFI's, reviewing shop

## Michael Baker INTERNATIONAL

### Education

M.C.E., Civil Engineering, University of South Florida

B.S., Computer Sciences, York University

B.C.E., Civil Engineering, University of Engineering and Technology, Punjab

### Licenses/

### Certifications

Professional Engineer - Structural, New Jersey, 2019, 24GE05489800

Professional Engineer - Structural, Ohio, 2011, PE.75257

# Hamid Ikram, PE

STRUCTURAL ENGINEERING

## RELEVANT EXPERIENCE CONTINUED

drawings, and adjusting plans to field conditions.

**Cape May County Emergency Repair of Stone Harbor Blvd. - 96th Bridge (2016-2017).** *Cape May County.* **PROJECT ENGINEER.** Emergency Inspection and Repair design and Post design services for the cracked and section loss superstructure members of moveable bascule span of the 96th Bridge, Cape May County. Project included lifting of the bascule span using temporary truss above the deck, structural repairs of fracture critical members, electrical and mechanical inspection with fast tracked repair design, load rating, plan preparation, contractor coordination, shop drawing review and RFI resolution during ongoing construction. The bridge was restored to normal operation within two months.

**Cape May County Priority Repair of Stone Harbor Blvd - 96th Bridge (2016-Present).** *Cape May County.* **PROJECT ENGINEER/PROJECT MANAGER.** Four priority repairs contracts including Inspection and Repair design and Post design services for the cracked and section loss floor beams and stringers including bascule span repairs for fracture critical members. Project included the structural repairs of fracture critical members, Floor beams, stringers, electrical and mechanical inspection, load rating, plan preparation, contractor coordination, shop drawing review and RFI resolution during ongoing construction.

**Cape May County Corson's Inlet and Grassy Sound Bridges rehabilitation (2019-Present).** *Cape May Commission.* **PROJECT ENGINEER.** This project includes the Inspection and Rehabilitation of the two bridge Corson's Inlet and Grassy Sound bridge, Cape May Commission. Project included the structural repairs of steel members, Floorbeams, stringers to increase the capacity and load rating of bridges, deck replacement of one span, electrical and mechanical inspection, load rating, plan preparation, estimates, specifications, contractor coordination, and shop drawing review.

**Rio Grande Avenue Road Improvements.** *Wildwood, New Jersey.* **STRUCTURAL LEAD.** Michael Baker is providing design and engineering services for the widening of and improvements to Rio Grande Avenue. The project included curved retaining walls, underground water tanks and two floor structure to install the generator above the high flood level. Michael Baker's services have included roadway and drainage design, pump station design, structural design, environmental services, permitting, and grant administration support.

**NJTA OPS No. T3725 Supplement A, Bridge Deck and Superstructure Reconstruction (2020-Present).** *New Jersey Turnpike Authority.* **STRUCTURE LEAD.** Responsible for preliminary and final design performed in accordance with the latest updated design criteria in the NJTA's Design Manual for Structures. The T100.588 and T100.586 contract (\$50M) was completed within 8 months of award and included new bridge

decks for 4 bridges, which 2 included new superstructures in addition to new bearings, raising the roadway profile, roadway resurfacing, and safety improvements.

**NJTA OPS No. T3605 Supplement A, Bridge Deck Reconstruction and Lengthening, Structure No. 30.75R (2019-Present).** *New Jersey Turnpike Authority.* **Structure Lead.** Responsible for the Authority's accelerated \$17.4M Bridge Lengthening Project. The project included replacement of Structure No. 30.75 over the Turnpike. Responsible for managing the structures group, coordination with other disciplines, and the development of the Contract Documents. The design included pile supported foundations, utility relocations, staged construction to maintain traffic and improvements to the substandard geometric features. Structure design involved replacing existing 4 span bridge with two span continuous bridge removing the piers to allow future Turnpike widening.

**Route 52 Causeway Replacement Project, Ocean City and Somers Point, New Jersey.** *New Jersey Department of Transportation.* **STRUCTURAL ENGINEER.** \$400M replacement of a 2-mile-long causeway over Great Egg Harbor Bay. Involved in seismic geotechnical investigation, 3D seismic modeling analysis, and structure design. Provided post design review including 20 retaining walls. Revised the design to accommodate the utilities and soil conditions. The seismic analysis used site specific spectral developed through the establishment of design level rock motions, site response analysis, and ground and foundation motion computations. Soil-foundation interaction and impedance calculations were used in the 3D structural seismic model. The bridge design consisted of a continuous 10,800-ft. and 88-ft. prestressed, multi-girder bridge made continuous for live load having individual span lengths in excess of 165 linear ft. The scope also included the design of a curved 4 span continuous, CIP trapezoidal slab beam bridge post tensioned transversely and longitudinally.

**I-280/Route 21 Interchange Improvements, Newark, New Jersey.** *New Jersey Department of Transportation.* **STRUCTURAL ENGINEER.** Final design for this \$100M complex urban interchange. Responsible for design of the deck replacement at Route 280 over Broadway, and design of the superstructure replacement at Route 280 over MLK Boulevard utilizing Inverset solutions, including bearing replacement, complex MPT, and shop drawing reviews. Scope of work includes design of 5 new bridges (including an outrigger structure and curved girder structure), 16 retaining walls, and 4 sign structures; geotechnical foundation design; and complex construction traffic control and staging plans including the use of temporary walls to support I-280 during construction. Project includes coordination with the City of Newark and rail agencies.



# Michael Yang, PE, PH

Years  
experience **38**



*Dr. Yang is a technical manager in geotechnical engineering with extensive geotechnical engineering experience. His responsibilities include project management, staff supervising and mentoring; geotechnical exploration; pavement design; soil improvement design and construction; numerical modeling of soil-structure interaction problems; pile testing; and design review. He is experienced in a wide range of soil and rock conditions in the Northeast region, experienced in geotechnical engineering practice in Highway, Transit, and Industrial Facilities. Dr. Yang has extensive foundation design and analysis experience for highway structures by using both LRFD and ASD methods. He is a FHWA-NHI approved LRFD for highway bridge substructures and retaining walls training instructor (Course No. 130082). He is highly skilled in the spreadsheet application development to solve a wide range of geotechnical problems. Dr. Yang has also published more than 20 technical papers on a wide range of topics: from dynamic compaction design and monitoring for deep fills as well as saturated soft soils, to temperature effects on buried earth pressure cells.*

## RELEVANT EXPERIENCE

**Unified Security Forces Operations Facility, McGuire Air Force Base, Burlington County, New Jersey.** *Army Corps of Engineers, New York District. **GEOTECHNICAL ENGINEER.*** This project consisted of exploring the subsurface conditions using soil borings and on-site percolation test, evaluating the conditions encountered, developing geotechnical recommendations. Prepared geotechnical recommendations for the foundation design, ground-supported slabs, earthwork, below-grade walls, pavement sections, stormwater management facilities, and other geotechnical concerns. All of the investigations and recommendations were performed in accordance with the Army Corps of Engineers manuals.

**Combined Maintenance Facility (CMF), Fort Dix, Burlington County, New Jersey.** *Army Corps of Engineers, Louisville District. **GEOTECHNICAL ENGINEER.*** Performed geotechnical field investigations for this facility. Prepared geotechnical recommendations for the foundation design, ground-supported slabs, earthwork, below-grade walls, pavement sections, stormwater management facilities, and other geotechnical concerns. All of the investigations and recommendations were performed in accordance with the Army Corps of Engineers manuals.

**Garrett and Howard Counties Landfill Instrumentation and Monitoring.** *Maryland Environmental Services. **GEOTECHNICAL ENGINEER.*** The project involved the geotechnical instrumentations and waste leachate monitoring in the landfill leachate collection system using shredded rubber tires. Reviewed the interim geotechnical reports and prepared the final

geotechnical and leachate monitoring report.

**Geotechnical Investigation and Design of an Embankment Dam, Barbados.** *Sir Williams Construction Group. **GEOTECHNICAL ENGINEER.*** This project involved the geotechnical plan, investigation and design of the first embankment dam in the Barbados Island. The technical challenge was to design an embankment dam in the tropical marine clay with very high plasticity on a coral reef island. Planned geotechnical field and laboratory investigations program, directed and reviewed the geotechnical report and the dam design documents.

**St. Mary's River State Park Dam Safety Inspection and Dam Safety Repair Design and Construction Services, St Mary's County, Maryland.** *Maryland Department of Natural Resources (DNR) and Maryland Department of General Services (DGS). **GEOTECHNICAL ENGINEER.*** This dam consists of an earth fill embankment of approximately 1670 ft long and 38 ft high. The dam impounds a lake of 250 acres, and is classified as high hazardous dam and is regulated by Maryland Department of Environment (MDE). Performed dam safety inspection, subsurface investigation and geotechnical and structural engineering integrity evaluations in accordance with the MDE Dam Safety Program. Reviewed the final geotechnical report. Based on the safety inspection results and geotechnical/structural analysis, provided recommendations concerning the dam's long-term safety requirement.

**Falls Road Golf Course Irrigation Embankment Safety Repair Design, Montgomery Co., Maryland.** *Falls Road Golf Course Grounds Department. **GEOTECHNICAL ENGINEER.*** Project involved evaluating the safety need of this embankment dam at high flood design level and

## Michael Baker INTERNATIONAL

### Education

Ph.D., 2000, Civil Engineering/  
Geotechnical,  
The University of  
Tennessee, Knoxville

M.S., 1989, Civil Engineering/  
Geotechnical, Wuhan  
Institute of Rock and  
Soil Mechanics, CAS

B.S., 1986, Civil Engineering,  
Huazhong University  
of Science and  
Technology

### Licenses/

### Certifications

OSHA 40-Hour  
HAZWOPER  
Certification

Professional Engineer,  
Maryland, 2004,  
30934

Professional Engineer,  
New Jersey, 2009,  
24GE04826000

Professional Engineer,  
New York, 2012,  
090717-1

Professional Engineer,  
Pennsylvania, 2002,  
PE061372

# Michael Yang, PE, PH

GEOTECHNICAL ENGINEERING

## RELEVANT EXPERIENCE CONTINUED

providing geotechnical analysis and design services. Reviewed previous geotechnical investigation and embankment construction drawings, performed seepage and slope stability analysis in accordance with Dam Safety Program. Prepared Gabion wall geotechnical analysis spreadsheets. Reviewed and sealed the construction drawings in accordance with State Dam Safety Requirement.

### **Brandon Woods Regional SWM Facility Embankment Inspection and Evaluation, Anne Arundel Co., Maryland.**

*Constellation Real Estate Group, Inc. **GEOTECHNICAL ENGINEER.***

Project involved project embankment inspection and geotechnical evaluations for the safety purposes. Performed slope stability analyses for the high pool level as well as rapid drawdown conditions. A three dimensional numerical seepage analysis was also performed to simulate the seepage flow under the complex boundary conditions.

### **Bryan Park Dam & Forest Hill Lake Park Dam Emergency Inspection. City of Richmond, Virginia. **GEOTECHNICAL ENGINEER.****

The dam was topped during the Hurricane Gaston, 2004. The City of Richmond concerned the dam's safety in the later storm events. Performed detailed emergency dam safety inspection within the same day of request. The dam safety inspection was strictly followed the Virginia Dam Safety Program. Prepared a geotechnical report concerning dam safety on the second day. The possible causes of the problems were identified, the methods to correct the problems were proposed, and a construction cost was estimated in the report. The quick response allowed the client having time to correct the dam safety problems.

### **Evaluation of Elkridge Landing Road MSE Wall Stabilization at Baltimore/Washington International Airport, Baltimore County, Maryland. *Maryland Aviation Administration.***

**GEOTECHNICAL ENGINEER.** This project involves the evaluation of the stabilization plan of a 25 years MSE wall near the Baltimore/Washington International Airport. This 20 ft high retaining wall is the first metal straps with pre-cast concrete panel MSE wall in the state of Maryland. The backfill material consisted of on-site residual silty gravel. Two sinkholes opened behind the wall panel after two heavy storms. The previous consultant performed the site investigation and drainage system evaluation using CCTV inspection. The remediation recommendation was the horizontal grouting in front of the MSE wall. Responsibility involves the evaluation of the geotechnical remediation recommendations provided by other consultant. Extensive literature review related to MSE wall failure case histories, evolution of backfill material for the MSE walls. Based on the site visits and careful analysis of the historical records of the wall construction and repair, it is found

that the cause of the sinkhole openings are due to the surface drainage and wall construction was found acceptable. The new recommendation was only change the drainage direction and this recommendation is very cost effective. Authored the MSE wall evaluation report.

### **Jackson Mill Lake Dam Seepage Rehabilitation. *Cape May County, New Jersey. **GEOTECHNICAL ENGINEER.*****

This 50 years old embankment dam was constructed with permeable silt materials with steel sheeting at upstream side. During the rehabilitation construction process, a piping problem at the downstream side was first identified by the construction inspector after a heavy rain. Performed site reconnaissance, reviewed existing construction documentations and subsurface conditions. Provided immediate action plan to mitigate the increasing piping problem. The safety of the embankment dam was secured.

### **Public and Private Developments. *Various Clients.***

**GEOTECHNICAL ENGINEER.** Geotechnical and foundation recommendations for various public and private clients. Sample projects including geotechnical investigation for a minor league baseball stadium; Residential buildings and parking lot pavement design; Site geotechnical evaluation for large commercial development; Building distress evaluation and remediation; Porous pavement design for county parks; Stormwater management Pond geotechnical investigations; Wireless tower geotechnical design; Pavement design and pavement management for City governments.

# Travis Slocum, PE, NICET IV

Years  
experience **18**



Travis Slocum has 18 years of experience on projects throughout New Jersey including the last 13 years exclusively on NJTA projects. His responsibilities have included project management, resident engineering, office engineering, constructability reviews and supervision/construction inspection of facility construction, generator replacements, highway lighting upgrades, HVAC upgrades, resurfacing, maintenance and protection of traffic, roadside safety features, facilities, electrical upgrades, and utility relocations. Travis has in-depth knowledge of Authority procedures and CapEx and has developed a discerning ability for identifying constructability issues as well as on-the-spot problem solving skills.

## RELEVANT EXPERIENCE

**OPS A3902 Supervision of Construction Services for Contract No. T500.620 -Int 13, 15W and Northern Division Generator Replacement, T200.637 – Lighting Improvements and Generator Replacement at Int 17 E and A500.642 – 2022 HVAC Upgrades (2022-Present).** *New Jersey Turnpike Authority. PROJECT MANAGER.*

Responsible for Project Management, Resident Engineering and general oversight on multiple NJTA projects throughout the state. Travis is serving as Resident Engineer on these concurrent projects, managing a team of inspectors to cover daily work at multiple locations. Responsibilities include contract management, chairing progress meetings, daily onsite inspections, DCA coordination, change order and payment management, and final closeout.

**OPS A3803 On Call Supervision of Construction Services, New Jersey Turnpike and Garden State Parkway (2021-2023).** *New Jersey Turnpike Authority. RESIDENT ENGINEER.*

As a subconsultant to Churchill Engineers, Travis provides Project Management, Resident Engineering and general oversight on multiple concurrent Authority projects throughout the state on both the Turnpike and the GSP. These projects include: P200.566 – Int 102/105 Lighting Improvements, P200.537 – Int 117/118 Lighting Improvements, P200.610 – Int 120 Lighting Improvements, A500.565 – 2020 HVAC Upgrades and A500.592 – 2021 HVAC Upgrades. Responsibilities include contract management, document control, chairing meetings, weekly lane closure coordination on both roadways, daily onsite inspections, change order and payment management, DCA coordination, and final closeout. These projects include concrete placement, drainage, asphalt paving, lane closures, highway lighting, and roadside safety features.

**OPS No. A3713 On Call Supervision of Construction Services (2019-2021).** *New Jersey Turnpike Authority. PROJECT MANAGER.*

Responsible for Project Management, Resident Engineering and general oversight on multiple NJTA projects throughout the state. These projects include: P200.532 – Int 114 Highway Lighting Improvements, P200.533 – Int 98 Lighting Improvements, HVAC upgrades to multiple NJTA properties, generator replacements at three NJTA toll facilities (Int 13A, Int 14B and Int 15E) and installation of automated traffic control gates and a Lane Control System at the Interchange 11 north bound on-ramps which included jack and bore pipe installation under the NB on-ramps at Int 11. Responsibilities include contract management, chairing progress meetings, daily onsite inspections, DCA coordination, change order and payment management, and final closeout.

**OPS Nos. A3588 and A3680 On-Call Engineering Services (2016-2019).** *New Jersey Turnpike Authority. PROJECT MANAGER.*

Under OPS No. A3588 assisted with inspection and general oversight of contract A200.424 – Maintenance and Repair of Roadway Lighting Systems. Project tasks included assisting NJTA with daily onsite inspections at Interchange 11 and under bridge lighting in Elizabeth, attending project meetings with NJTA and contractor, and supplying forms to assist in labor and material tracking for Force Account Items. Under OPS No. A3680 Travis also served as RE for the T500.468 HVAC upgrades Turnpike-wide. Project tasks include punchlist inspections and closeout, oversight of change order work, coordinating with commissioning agent, DCA, and utilities, and daily inspection of active work sites.

**OPS No. A3589 On-Call Mechanical Engineering Services (2017-2018).** *NEW JERSEY TURNPIKE AUTHORITY. RESIDENT ENGINEER.* Responsible for Resident Engineering and general oversight

## Michael Baker INTERNATIONAL

### Education

M.B.A., 2011, Project Management, DeSales University

B.S., 2005, Mechanical Engineering, State University of New York at Binghamton

### Licenses/ Certifications

PennDOT Construction Documentation System (CDS) NeXtGen, 2007, 79VPBC

NICET III Transportation-Highway Construction, 2009, 117767

OSHA 10-Hour Construction Outreach Training, 2009

ACI Concrete Construction Special Inspector, 2014

Professional Engineer - Civil, Delaware, 2014, 18653

ACI Concrete Field Testing Technician - Grade 1, New Jersey, 2011, 01057596



# Travis Slocum, PE, NICET IV

## SUPERINTENDENT/RESIDENT ENGINEER RELEVANT EXPERIENCE CONTINUED

of two simultaneous construction contracts T500.437 – Int. 3 & 5 Generator Replacement, and T500.438 – Int. 11 & 16e/18e Generator Replacement. Michael Baker served as a subconsultant to Gannett Fleming on this contract. Responsibilities included coordination and administration of all pre-construction meetings and bi-weekly progress meetings, utility coordination, pay estimate and change order creation, DCA coordination, daily site inspections, and project closeout.

### **OPS No. A3458 REPLACEMENT OF THE TURNPIKE'S SECAUCUS MAINTENANCE FACILITY AND THREE STATE POLICE STATIONS (2013-2021).**

*New Jersey Turnpike Authority. RESIDENT ENGINEER/OFFICE ENGINEER/BUILDING INSPECTOR.* Resident Engineer /Office Engineer/Building Inspector at the District 8 Maintenance Facility and the Newark State Police Barracks. Responsibilities include setup and management of the Project Field Office, document control using Projectmates, issue management, change order management including determination of entitlement, quality assurance/quality control, administration of bi-weekly progress meetings, and supervision of inspection team. Also serving as field inspector of multiple disciplines of construction operations, including construction of elevated and on-grade concrete floors/slabs, structural steel erection, architectural finishes, precast concrete structural panels, building MEP systems, utility installation and site work. Site work includes earthwork, milling, paving, drainage, electrical lighting for site/parking lot, over excavation of unsuitable materials and bridging backfill, curbs and utility relocations.

### **OPS No. A3587 ON-CALL BUILDING ENGINEERING SERVICES (2017-2020).**

*New Jersey Turnpike Authority. RESIDENT ENGINEER.* Responsible for Resident Engineering and general oversight of T500.434 – 2017 HVAC Upgrades (subconsultant). Responsibilities includes coordination and administration of all pre-construction meetings and bi-weekly progress meetings, utility coordination, pay estimate and change order creation, daily site inspections, DCA coordination and project closeout.

### **OPS No. P3248 Garden State Parkway, Interchange 48 to 63 Widening, MP 52.4 to 57.8; (2013-2015).**

*New Jersey Turnpike Authority. CONSTRUCTION INSPECTOR.* Inspected excavation/grading and construction of bridge embankments, stormwater management basins, and earthmoving operations. Michael Baker is a member of the construction management team providing Resident Engineering and inspection services. Included drainage construction, installation of guiderail, berm surfacing, roadside safety features; and milling/paving operations. Project includes widening of the Parkway mainline to add a third travel lane in each direction from MP 52.4 to 57.8, including the construction of 4 new pile supported bridges, the removal of 4 existing bridges,

culvert construction; and construction of regulated activities within areas included in the permits for the widening portion of the Parkway from MP 30 to 48.

### **OPS No. A3419 Construction Services for Pavement Restoration/Resurfacing at Service Areas; (2012-2013).**

*New Jersey Turnpike Authority. CONSTRUCTION INSPECTOR.* Construction inspection services for pavement restoration, milling, resurfacing, and miscellaneous improvements at eight service areas on the NJ Turnpike. The project includes field engineering of staging and traffic control for nightly construction operations while maintaining full access to all service plaza areas, including gas station and main service area buildings. Heavy MPT coordination with Patron Services, State Police, NJTA Operations, NJTA Maintenance and local service area managers.

### **OPS No. P3385 Operational and Access Improvements at Interchange 168 on the Garden State Parkway; (2011).**

*New Jersey Turnpike Authority. CONSTRUCTION INSPECTOR.* Responsibilities included inspection of grading, paving, embankment, and lighting improvements to the northbound exit ramp; along with quantity measurement and documentation, daily inspection of MPT, and development of reports in NJTA's CapEx Manager system.

### **OPS No. P3133 Garden State Parkway Guiderail Improvements, MP 100 to 126; (2010-2011).**

*New Jersey Turnpike Authority. CONSTRUCTION INSPECTOR.* Michael Baker, as a subconsultant, provided construction inspection services for Contract No. P200.193 along the GSP from Milepost 100 to 126. The scope of work included paving, installing beam guiderail, posts, parapet connections, end treatments and other minor, miscellaneous improvements. Required a significant number of lane closings and daily coordination with NJ State Police and Traffic Operations. Responsibilities included daily inspection, quantity measurement and documentation, and development of daily reports in NJTA's CapEx Manager system.

### **Maintenance Facility, Hope Road, Northampton County, Pennsylvania; (2008-2009).**

*PennDOT. QA/QC MANAGER.* Travis was responsible for quality control, quantity measurement and documentation, development of biweekly payments to contractor in CDS NeXtGen and primary owner representation during absence of PennDOT Inspector-In-Charge. Michael Baker was responsible for the construction inspection of a new \$6 million maintenance facility including seven buildings, site grading, demolition, erosion and sediment pollution control, storm drain, lighting, signing, water and sanitary sewer lines, curbing, and roadway and site paving.

# Ralph Eberhardt, PE

Years  
experience **45**



Mr. Eberhardt is a manager responsible for the operation of Michael Baker's Lehigh Valley (Allentown) Office as well as technical projects. As a surveyor, contractor, engineer, construction manager and office executive, Mr. Eberhardt has years of experience on highway, transit, building, railroad, and airport projects, and has lead Michael Baker's Lehigh Valley presence since 2003. His local experience includes the Lehigh Valley International Airport Terminal Connector Building Construction Inspection, Allentown State Hospital Redevelopment Feasibility Study, Americus Hotel Renovation Independent Cost Estimate, South Whitehall Township's Wehr's Dam, and Owners Rep for City Center Lehigh Valley. He has also become a valuable resource for Michael Baker offices across the country. Mr. Eberhardt has a strong background in surveying, civil engineering, construction management, estimating, and business management, as well as extensive hands-on field experience. His expertise has also been called upon by counsel for claims support, litigation support, and expert witness services.

## RELEVANT EXPERIENCE

**Terminal Construction Inspection, Lehigh Valley International Airport (ABE), Hanover Township, Pennsylvania.** *Lehigh Northampton Airport Authority.* **PROJECT MANAGER.** Responsible for client liaison and coordination, staff performance, schedule, quality and financial results. As local point of contact, responsible for maintaining connection with client representative to assure satisfaction. Michael Baker is providing construction inspection services to the Lehigh-Northampton Airport Authority (LNAA) at the Lehigh Valley International Airport (ABE) for the Terminal Connector project. The three-year, \$35 million connection project will create a new, wider TSA checkpoint on an above-ground walkway between the main terminal to the Wilfred M. "Wiley" Post Jr. Concourse. LNAA is committed to creating a sustainable and energy-efficient project and is anticipated to meet LEED gold certification (Leadership in Energy and Environmental Design).

**Americus Hotel Cost Estimating, Allentown, Pennsylvania.** *ANIZDA (Allentown Neighborhood Improvement Zone Development Corporation).* **PROJECT MANAGER.** Provided client liaison, proposal assistance and post-delivery client follow-up. Michael Baker developed a detailed comprehensive construction cost estimate to complete renovations to the 1920's era Americus Hotel to bring it to AAA 3-diamond rating.

**Allentown State Hospital Feasibility Study, Allentown, Pennsylvania.** *Lehigh Valley Economic Development Corporation.* **MANAGER.** Principal-in-Charge, Legislative Office and Local Liaison. Responsible for oversight of team, communication with PA State Senator and PA House Representative leading up to, throughout

and after completion of study, as well as acting as point of contact for local business leaders and decision-makers. Michael Baker was selected as one of three consultants to assist with implementation of the EPA Brownfield Assessment Grant. One of the highest priority projects was reuse planning for the former Allentown State Hospital site. Work for the reuse planning included determination of environmental conditions, market feasibility, transportation analysis, utility assessment, and construction cost opinions for the Allentown State Hospital property.

**City Hall and Public Works Lobbies Design Renderings, Allentown, Pennsylvania.** *City of Allentown, Pennsylvania.* **PROJECT MANAGER.** Responsible for client liaison and coordination, staff performance, schedule, quality and financial results. As local point of contact, responsible for maintaining connection with client representative to assure satisfaction. Michael Baker developed interior design renderings for two of the city of Allentown's most visible and active buildings: Allentown City Hall and its public works office known as Bridgeworks. Michael Baker conducted interactive site visits with the client representative at each location and then provided draft renderings for review, comment, and resubmittal as final deliverables. Michael Baker also provided high-level cost estimates for each location for the client's budgeting purposes.

**Allentown City Hall Lobby Renovation Support, Allentown, Pennsylvania.** *City of Allentown, Pennsylvania.* **PROJECT MANAGER.** Responsible for client liaison and coordination, staff performance, schedule, quality and financial results. As local point of contact, maintain connection with client representative to assure

## Michael Baker INTERNATIONAL

### Education

M.B.A., 1998,  
Business  
Administration,  
Lehigh University

B.S.C.E., 1986, Civil  
Engineering, The  
Pennsylvania State  
University

A.S., 1981, Surveying,  
The Pennsylvania  
State University, Mont  
Alto Campus

### Licenses/ Certifications

Professional Engineer,  
Pennsylvania, 1992,  
PE043059E

Professional Engineer,  
New Jersey, 1996,  
24GE03887800

Professional Engineer,  
Maryland, 1996,  
21917

### Professional Affiliations

American Society  
of Civil Engineers  
(ASCE)

# Ralph Eberhardt, PE

## CLAIM ANALYSIS

### RELEVANT EXPERIENCE CONTINUED

satisfaction. Michael Baker developed bid documents for the renovation of the Allentown City Hall lobby. The project included field-locating features as a substitute for original plans. The scope also included design drawings, specifications, bid support, and construction-phase services.

#### **City Center Program Management, Allentown, Pennsylvania.**

*Two City Center. PROJECT MANAGER.* Responsible for client liaison, quality assurance and staff performance. Michael Baker provided program management support for the planning, design, construction, and operation of three multi-million-dollar buildings, which are part of a new, mixed-use, office, entertainment, retail, and residential complex in the heart of the city. Michael Baker's services for the construction of all three buildings included attending weekly coordination meetings during construction with the construction manager and contractor representatives and reporting on activities, reviewing physical progress in relation to the scheduled core-shell and tenant fit-out milestones, and providing guidance on the permanent management of the facilities and commissioning of critical equipment. Michael Baker also was responsible for coordinating the multiple, interdependent contracts involved in the construction of these facilities.

#### **Lehigh River Waterfront Complex Contract Review,**

**Allentown, Pennsylvania.** *The Waterfront Redevelopment Partners, LP. PROJECT MANAGER.* Pursued, secured, and managed work with new client to provide expert commentary on AIA contracts between developer and architect, and developer and construction-manager-at-risk. Michael Baker provided contract administration support services for the planning, design, and construction of an eight-story, 125,000-square-foot office building and associated infrastructure and off-site improvements. Michael Baker's services included a detailed review of proposed contractual language, as revised by the developer, architect, and construction manager-at-risk.

#### **Wehr's Dam Repair, South Whitehall Township, Pennsylvania.**

*South Whitehall Township. PROJECT MANAGER.* Responsible for original client liaison and coordination, staff performance, schedule, quality and financial results. Responsible for maintaining connection with higher level client representatives to assure satisfaction. Michael Baker developed full bid documents for the repair of Wehr's Dam in South Whitehall Township. The scope included compiling all previously developed environmental permits and manuals as well as provision of technical specifications and consultation on up-front contract specifications. Michael Baker attended pre-bid meetings, fielded pre-bid questions, consulted the owner on contractor selection, and conducted a pre-construction

meeting. The scope also included part-time construction inspection and construction phase services such as meeting facilitation, document control, request for information (RFI) responses, and environmental permitting agency liaison.

#### **Billera Hall Gymnasium Floor Study, DeSales University, Center Valley, Pennsylvania.**

*DeSales University. PROJECT MANAGER.* Responsible for marketing client, negotiation and execution of agreement, management of staff and oversight of final deliverable, as well as follow-up and finalization. Michael Baker conducted a preliminary investigation into reported accumulation of condensation (generally during the summer months) on the floor of the Billera Hall gymnasium. Michael Baker performed an initial site investigation with a client representative, held a follow-up meeting/conference call with the client, and developed a written report of findings and recommendations for follow up corrective action(s).

#### **140 N. Broad Parking Garage Feasibility Study, Philadelphia, Pennsylvania.**

*Glemser Real Estate, LLC. PROJECT MANAGER.* Responsible for marketing client, negotiation and execution of agreement, management of staff and oversight of final deliverable, as well as follow-up and pursuit of additional assignments. Michael Baker provided a concept parking plan to incorporate 30 parking spaces into a workable footprint for an elevated parking structure. Michael Baker checked the plan against local zoning requirements and property setback distances, evaluated potential grade alterations and stormwater runoff, performed a desktop geological study, and developed a structural concept plan of the parking structure.

#### **St. Luke's University Health Network Kitchen Renovation Feasibility Study, Bethlehem, Pennsylvania.**

*St. Luke's Hospital Network. PROJECT MANAGER.* Responsible for overall client liaison, quality assurance and staff performance. Michael Baker performed site investigations of the building systems related to the kitchen area and developed an existing conditions survey and report of the findings. Michael Baker developed a detailed site assessment of the existing condition of the kitchen area and basement level; coordinated with the kitchen consultant on kitchen layout; provided a feasibility study that investigated layout options, including wall reconfigurations; and developed cost estimates for the options



# Jay Roberts, NICET III

Years  
experience **30**



*Mr. Roberts has 30+ years of experience as an architectural professional, with 17 years of experience in construction project management and inspections. As an architect, he ensures that high quality "fit and form" are met without exception in all projects that he is involved with. Mr. Roberts is an expert in coordinating structural steel, mechanical, electrical, plumbing, fire alarm and security systems and has successfully utilized his expertise in architectural design and construction project management on multiple commercial, institutional, and industrial building projects, most recently the 24/7/365 Port Authority Bus Terminal.*

## RELEVANT EXPERIENCE

### **Construction Management and Inspection Services (MBE/WBE) Consultant Call-In Program – Port Authority Bus Terminal (PABT), New York, NY.** *Port Authority of New York and New Jersey.* **PROJECT MANAGER.**

Project Management responsibilities for Modifications to the 24/7/365 Port Authority Bus Terminal Building included inspections of steel work, mechanical, plumbing, electrical systems, reinforced concrete, expansion joints, milling and paving and architectural work, etc. Verified that Contractor's work was performed in strict accordance with contract drawings, specifications, and all applicable codes/standards, prepared cost estimates, constructability reviews, daily work narratives and monthly reports, attended progress meetings, evaluated potential change orders to determine merit, etc. Monitored Contractor's activities to ensure minimum disruption to ongoing facility maintenance and operational activities, including but not limited to, Bus and Subway customer circulation throughout the facility. In addition, all TCAP (Tenant Construction/Alteration Process) projects were managed by Mr. Roberts from early stages of design, document review, demolition/construction, and through to PTO (Permit to Occupy).

### **Riker's Island West Intake Facility Sprung #1 thru #5, Riker's Island, NY.** *New York City Department of Corrections.* **PROJECT MANAGER.**

Project Manager and Architect's Representative responsible for Building Expansion inspection of soil remediation, underground utility installations, C.I.P. footing and foundations, masonry and metal stud security wall construction, inmate holding cell construction, exterior security fence gate and electrical surveillance and alarm systems, MEP, and fire protection systems of. Responsible for reviewing

shop drawings and answering Contractor's RFI's, monitoring the start of construction and ongoing project activities, producing field sketches using AutoCAD for change orders and issuance of bulletins and final punch list. Coordinated successful project close-out activities.

### **Replacement of Maintenance Facility Secaucus, District 6, Secaucus, NJ.** *New Jersey Turnpike Authority.* **PROJECT MANAGER.**

Project Management responsibilities for Construction of a 21,000-SF Maintenance Facility Building consisting of four garage bays adjoined by a two-story administration building and personnel support structure of precast insulated wall construction. Inspected elevators for structural footing, pit, and shaft construction compliance, code compliance, elevator equipment installations and, where applicable, completion of punch list, reviewed A/E documents observed testing of compaction of sub-base / fill inside and outside of building footprint and attended project meetings. On-site NJDCA special inspections were conducted for underground electrical, gas, fire sprinkler, and storm and waste line installations to interior building life safety systems for the new building and for exterior site work.

### **Rutgers University Livingston New Student Housing, Piscataway, NJ.** *Rutgers University.* **PROJECT MANAGER.**

Project Management responsibilities for Construction of three, eight story Housing Structures and a Converter House servicing the new structures. Since this project was built within an area with only a few roadways, the amount of site work was extensive. Inspected multiple passenger and freight elevators for structural footing, pit, and shaft construction compliance, code compliance, elevator equipment installations, generation and completion of punch list. Worked closely with the designer of record to make revisions to elevator designs in response to unforeseen

## **Michael Baker** INTERNATIONAL

### **Education**

M.Arch., 1991, Miami University, OH

B.S., 1986, Environmental Design, Miami University, OH

### **Licenses/**

### **Certifications**

NICET III Equivalent

ACI Concrete Field Testing Tech Grade I

OSHA 30

C2 Fall Protection

# Jay Roberts, NICET III

CONSTRUCTION INSPECTOR

## RELEVANT EXPERIENCE CONTINUED

site conditions. Responsibilities included excavations for C.I.P. footing and foundations, steel erection, and installation of pre-manufactured structural stud panels, MEP rough-in inspections, through to final punch lists. Responsibilities also included direct communications with General Contractor and their subcontractors, attending project progress meetings with the contractors and Owner Representative, and scheduling meetings regarding critical milestones including NJDCA special inspections.

**Ocean County Jail Expansion, Toms River, NJ.** *County of Ocean, NJ. PROJECT MANAGER.* Project Management responsibilities for Building Expansion included reviewing construction documents prior to issuing bid for 2nd construction contract, reviewing shop drawings, responding to RFI's, monitoring the start of construction and progress of precast production. Upon award of the 2nd contract, responsible for organizing and managing all pre-construction meetings with both Contractors and County representatives. Inspected multiple inmate and public passenger elevators for structural footing, pit, and shaft construction compliance, elevator equipment installations, code compliance, generation and completion of punch list. Inspected the demolition and clearing of the work site, monitored all construction through detailed weekly field observations and executive reports to ensure that Contractor conformed to contract drawings and specifications and quality control and safety procedures.

**Elizabeth School District School #28 and School #29, Elizabeth, NJ.** *Elizabeth Public Schools. PROJECT MANAGER.* Project Management responsibilities for Construction of Two School Buildings included weekly site visits, coordination with in-house engineers/designers and oversight of the project's budget and management of staff hours, oversight and management of RFI responses, shop drawing reviews for the A/E, resolving critical on-site structural and mechanical non-conformance issues and producing field observation reports noting progress, contract compliance and quality control issues. Inspected multiple passenger elevators for structural footing, pit, and shaft construction compliance, elevator equipment installations, code compliance, generation and completion of punch list.

**Secaucus High School and Middle School Additions and Alterations, Secaucus, NJ.** *Secaucus Public School District. PROJECT MANAGER.* Project Management responsibilities for a \$20M State-of-the Art Performing Arts Auditorium/ Addition project included design development activities thru preparation of construction documents, specifications and coordination of trades. Inspected multiple passenger elevators for structural footing, pit, and shaft construction compliance, elevator equipment installations, code compliance, generation and completion of punch list.

**Valley View and Bayberry Schools Additions and Alteration, Watchung, NJ.** *Watchung Schools. PROJECT MANAGER.*

Project Manager and Construction Inspector for Additions and Alterations to School Building project. Responsibilities included design development thru production of construction documents and specifications and coordination of trade activities. Acted as the architect's construction administrator for the duration of the construction of each school. Inspected multiple passenger elevators for Inspected multiple passenger elevators for structural footing, pit, and shaft construction compliance, elevator equipment installations, code compliance, generation and completion of punch list.

**Bear Tavern Elementary School Additions and Alterations Hopewell, Township, NJ.** *Hopewell Valley Regional School District. PROJECT MANAGER.* Project Manager for this \$3M school facility from design development to the production of construction documents and specifications, and coordination of trades. Responsibilities included site visits for the inspection of the construction of the project.

**Hopewell Central High School Additions and Alterations, Hopewell, NJ.** *Hopewell Valley Regional School District. PROJECT MANAGER.* Project Manager for this \$9M school facility from design development to the production of construction documents, specifications, and coordination of trades. This facility included a state-of-the-art performing arts/auditorium addition.

**Holmdel High School and the Village Elementary School Additions and Alterations, Holmdel, NJ.** *Holmdel Township School District. ASSISTANT PROJECT MANAGER.* Assistant Project Manager and Detailer for this \$30M design development for the Holmdel High School and Village Elementary School. Responsibilities included design development to production of construction documents, specifications, and coordination of trades.

# Jonathan Conte, CMIT

Years  
experience **11**



*Mr. Conte has progressive Project Management, Field Inspection, and Construction Scheduling experience for various public agency clients in the New Jersey and New York Metro Area. Specific project experience includes construction of resiliency parks, storm sewers, storm water collection systems manholes, catch basins, water mains, hydrants, curbs, sidewalks, pedestrian ramps, and curb to curb roadway restoration. Trained in the principles of construction management, Mr. Conte brings a unique perspective to project administration and prides himself on establishing project efficiencies on all of his projects.*

## RELEVANT EXPERIENCE

### **Northwest Resiliency Park, Hoboken, New Jersey. City of Hoboken. SENIOR INSPECTOR.**

Michael Baker is providing full-time construction management for the construction of a 5.4 acre interactive urban park in the city of Hoboken, which incorporates sustainable design, extensive stormwater management features, including collection and storage of all storm runoff into an underground one-million-gallon stormwater storage tank. As part of the project, Michael Baker is overseeing extensive soil sampling and testing of this former industrial site, coordinate with local sewer authority for pump station construction, and manage construction of numerous park features, including play equipment, building structures, athletic facilities and other interactive features. Michael Baker is performing utility coordination, supervise the construction of the extensive stormwater sewer system, and manage the construction of a park building and community room. Additionally, our team will oversee attainment of SITES v2 sustainability certification, conduct public engagement, including updating the project website, and complete and submit all close-out documents. In addition to his role in park construction oversight, Mr. Conte is serving as the Assistant Scheduler performing schedule update reviews and analysis in Primavera P6.

**Amtrak Nationwide AE Services. Amtrak Fulton KY Station. SCHEDULER.** Michael Baker is providing architectural and engineering design and construction-phase services at various Amtrak stations nationwide. Each station includes a mixture of Americans with Disabilities Act (ADA) and state-of-good-repair (SOG) station and platform improvements. Michael Baker's services have included schematic design, construction documentation and administration for architectural, structural, civil, stormwater, mechanical, and electrical engineering, along

with cost estimating, bid review, construction administration, renderings, and presentations. Mr. Conte has provided plan review and baseline schedule preparation services for Amtrak's Fulton, KY station redevelopment utilizing Primavera P6.

**QED1005-Dist Watermain Replacement LIC, Queens, New York. NYCDDC Scope. OFFICE ENGINEER/SENIOR INSPECTOR.** Responsible for overall construction management of a \$30M dollar infrastructure replacement project in New York City. Responsible for ensuring overall contractor compliance with specifications and ensuring the project finishes on time/budget. The scope of project work included construction inspection and project management for the installation of replacement distribution water mains in Long Island City and Astoria, Queens, NY. The project included the replacement of approximately 92,000 LF of 6", 12", and 20" ductile iron water main pipe as well as the requisite roadway restoration required for such activities. The project included work performed in both commercial and residential areas as well as work in and around transit facilities for NYCT and Amtrak. Major Project tasks include reviewing inspector reports for accuracy of measurements and ensuring that pay items are calculated in compliance with contract specifications; monitoring the total project budget and ensuring all field work conforms to contract budgetary constraints; Tracking all project progress and submitting contractor billing requests via DDC PIMS management software; Creating detailed estimates and performing BID analysis of contract items to forecast contract cost overruns and underruns; negotiating contract overruns and change orders with the project's contractor; ensuring contractor compliance with local, state, and federal regulations; Producing project tracking sheets to monitor the progress of work and

## **Michael Baker** INTERNATIONAL

### **Education**

M.S., 2022,  
Construction  
Management, NYU  
Tandon, Brooklyn,  
New York

M.B.A., 2011,  
Finance/Management,  
Fordham University

B.A., 2004,  
Economics/  
International Studies,  
Fordham University

### **Licenses/**

### **Certifications**

NICET Level III -  
Highway Construction  
Inspection

2023, 145929

ACI Concrete Field  
Testing Technician -  
Grade 1, New York,  
2026, 01357932

ICC Structural  
Masonry Special  
Inspector, New York,  
2016, 8486575

Occupational Safety &  
Health Administration  
(OSHA), New York,  
2018, 36-601511217  
- OSHA 30

Construction  
Management  
Association of  
America, CMIT



# Jonathan Conte, CMIT

CONSTRUCTION INSPECTOR

## RELEVANT EXPERIENCE CONTINUED

completion of contractual obligations; Verifying that the contractor has obtained all necessary permits, certificates, licenses, insurances or approvals required for the performance of the work; Performing office management tasks including outfitting and ongoing maintenance of the project field office and monitoring of field staff attendance and payroll.

### **The Reconstruction of Fordham Plaza, Phase II. NYCDDC**

**Scope. COMMUNITY CONSTRUCTION LIAISON/INSPECTOR.** The scope of project work included the redesign and reconstruction of Fordham Plaza, an approximately 1.75 acre, open air plaza and transit hub in Bronx, New York. The plaza is a partial bridge structure traversing over Metro North Railroad (MNR) tracks and the MNR Fordham Station. Reconstruction work included the replacement and relocation of underground utilities including gas, electric, and water main, the ground-up construction of 5 distinct building structures of varying size, regrading for proper drainage, sidewalk concrete placement, landscaping, street light replacement and relocation, and electrical upgrade for transit improvements. Major Tasks – Major Project tasks included coordinating with project architects and designers to monitor submittal status and contractor's compliance with contract specifications and design intent; reviewing inspector reports for accuracy of measurements and ensuring that pay items are calculated in compliance with contract specifications; observing field operations and tabulating field quantities for major work operations including concrete pours, asphaltic concrete placement, and structural work; performing field sampling of materials under the guidance and supervision of certified inspectors; checking contractor's survey control points for accuracy and proper placement; creating surveys and estimates of project quantities to ensure contract budget remains on target; creating project as-built drawings via MS Visio including sidewalk field cards and fixed asset reporting; coordinating with the CM team and contractor to structure and adjust the project schedule around the needs of the local community stakeholders; regularly disseminating information on construction progress and schedule to project stakeholders.

### **The Reconstruction of Fordham Plaza, Phase I. NYCDDC**

**Scope. COMMUNITY CONSTRUCTION LIAISON/INSPECTOR.** The scope of project work included the redesign and reconstruction of the roadways abutting Fordham Plaza, an approximately 1.75 acre, open air plaza and transit hub in Bronx, New York. The plaza is a partial bridge structure traversing over Metro North Railroad (MNR) tracks and the MNR Fordham Station. Reconstruction work included the replacement of a 12" vitrified clay sewer line, redesign of roadway layout and development of a bus turnaround loop, replacement of concrete roadway base, asphaltic concrete and sidewalks, replacement of catch

basins, and replacement of traffic signals and street lights. Major Tasks – Major Project tasks included coordinating with the CM team and contractor to structure and adjust the project schedule around the needs of the local community stakeholders; regularly disseminating information on construction progress and schedule to project stakeholders; fielding community concerns and working with the project's contractor to adjust operations and schedule to meet the needs of the community; tabulating field quantities for major highway work operations including concrete pours, asphaltic concrete placement, and replacement of concrete sidewalks and curbs; monitoring construction activities to ensure compliance with contract specifications; creating surveys and estimates of project quantities to ensure contract budget remains on target; observing field testing and sampling of materials; assisting the project's Office Engineer in developing tracking tools for monitoring contract submittals and schedule progress; reviewing inspector reports for accuracy of measurements and ensuring that pay items are calculated in compliance with contract specifications; creating project as-built drawings via MS Visio including sidewalk field cards and fixed asset reporting

# Juan Uribe

Years  
experience **31**



*Mr. Uribe is an experienced Construction Scheduler with strong skills in organizing, operating, and executing schedules for large scale projects using project management methodologies, project management tools and data bases required for scheduling and planning. He has experience in Baseline and his work includes updating schedules, work break down structures, cost analyses, claim mitigation, and claim analysis for different projects including, railroads, rail stations, airports, highways, bridges, oil and gas pipelines, production facilities, pump stations, production plants and environmental projects. Mr. Uribe also has extensive experience using Primavera planning and scheduling software.*

## RELEVANT EXPERIENCE

**Northwest Resiliency Park, Hoboken, New Jersey.** *City of Hoboken.* **SCHEDULER.** Responsible for developing, updating, tracking and managing all construction schedules, updates, baselines, changes of plan, and claims. Monitored and reported due dates, critical path progress, and milestone accomplishments using Primavera Project Planner P6. Michael Baker is providing full-time management for the construction of a 5.4-acre interactive urban park in the city of Hoboken. Construction will include sustainable design and extensive stormwater management features, such as an underground one-million-gallon tank that will collect and store all stormwater runoff. As part of the project, Michael Baker is coordinating with the local sewer authority for on-site pump station construction under a separate contract. The project scope also includes managing construction of an extensive and complex stormwater sewer system, building structures, athletic facilities, play equipment, and other interactive features. Michael Baker is also performing utility coordination, overseeing attainment of SITES v2 sustainability certification, conducting public engagement, updating the project website, and managing all requisitions for disbursement of New Jersey Infrastructure Financing Program payments to the city of Hoboken.

### **Demolition and Site Preparation for the Red Hook Combined Sewer Overflow Abatement Facility, RF3 CP-1, Brooklyn, New York.**

*New York City Department of Environmental Protection.* **TECHNICAL ASSISTANT.** Responsible for developing, updating, tracking, and managing all construction schedules, updates, baselines, changes of plan, and claims. Monitored and reported due dates, critical path progress, and milestone accomplishments using Primavera Project Planner. Michael Baker is providing construction management services for the

demolition of building structures and site preparation as the first phase of construction of the Red Hook Combined Sewer Overflow Abatement Facility. Michael Baker's proactive approach has prevented any schedule delays and resulted in zero claims and no accidents on site. Services include all demolition, utility disconnects, and regulated materials abatement of the project site.

### **Construction Management Services for Upgrade of Newtown Creek Water Pollution Control Plant, New York City, New York.**

*New York City Department of Environmental Protection.* **SCHEDULER.** Responsible for claim analysis for NYDEP for the following contracts: NC50E, NC50G, NC60G, and NC60E. Michael Baker is providing Construction Management Services as part of a joint venture, including Project Management and Resident Engineering Inspection services, in connection with the following NYCDEP Construction Contracts totaling over \$1.5B in construction costs. NYC's Newtown Creek Water Pollution Control Plant (WPCP), is the largest of its 14 wastewater treatment plants. The plant is undergoing a major capital improvement and upgrade program to expand its intended capacity from 1.2 to 1.8 cubic meters per day – a 50% increase. Process improvements will result in dramatic reductions of biochemical oxygen demand (BOD), and will help bring NYC into compliance with the secondary treatment standards required under the Clean Water Act. Michael Baker is performing construction management services for portions of Phase 2 and 3 of the upgrade of the Newtown Creek WPCP.

**South Street and Adams Street Drainage Improvements, Newark, New Jersey.** *City of Newark, New Jersey.* **SCHEDULER.** Responsible for updating, tracking, and managing all schedule updates and baselines. Monitored and reported due dates, critical path progress, milestones,

## **Michael Baker** INTERNATIONAL

### *Education*

B.S., 1993, Petroleum Engineering,  
Universidad Industrial  
de Santander,  
Colombia

# Juan Uribe

CPM SCHEDULING

## RELEVANT EXPERIENCE CONTINUED

and accomplishments using Primavera Project Planner. Michael Baker provided a comprehensive drainage study and design for the combined sewer overflow community of Ironbound surrounding the South and Adams Street corridor. The area suffers from frequent flooding that is stifling business growth, creating toxic environments from combined sewers, and causing property and personal damage. Michael Baker studied the roadway drainage and overall drainage patterns of the network of ditches draining to Newark Bay. Following the study, alternatives were developed to separate the sewers in the most critical downstream areas and install green infrastructure to retain rainfall. Michael Baker also assisted the client with long-term prioritization for future separation of sewers. The designs were coordinated with the Ironbound Community Corporation and incorporated the Green Streets Initiative as well as the Passaic Valley Sewerage Commission.

**Construction Management and Construction Inspection Services for the Reconstruction of Route 52 and the Route 52 Causeway - Contract B, Somers Point to Ocean City, New Jersey.** *New Jersey Department of Transportation (NJDOT).* **SCHEDULER.** Responsible for developing, updating, tracking and managing all construction schedules, updates, baselines. Monitored and reported due dates, critical path progress, milestones and accomplishments using Primavera Project Planner. Michael Baker is providing construction management and construction inspection for the reconstruction of approximately three miles of New Jersey Route 52 from Route 9 in Somers Point to Bay Avenue in Ocean City. The reconstruction includes the replacement of the Route 52 Causeway, which consists of four low-level concrete bridges, including two bascule spans, with two main bridges. 3,300 feet and 5,500 and in length, that are separated by 2,000 feet of roadway section on one of the islands. Construction management services include quality reviews and monitoring construction schedules. Construction inspection services include daily inspection of all structural work, paving, and drainage. The full project scope included approximately 7,000 ft. of new and widened roadway construction and the construction of a 3,500 sf new Visitor Center with associated utilities.

**Construction Management and Construction Inspection Services for the Reconstruction of Route 52 and the Route 52 Causeway - Contract A, Somers Point to Ocean City, New Jersey.** *New Jersey Department of Transportation (NJDOT).* **SCHEDULER.** Responsible for developing, updating, tracking and managing all construction schedules, updates, baselines. Monitored and reported due dates, critical path progress, milestones and accomplishments using Primavera Project Planner. Michael Baker is providing construction management and construction inspection for the reconstruction of

approximately three miles of New Jersey Route 52 from Route 9 in Somers Point to Bay Avenue in Ocean City. The reconstruction includes the replacement of the Route 52 Causeway, which consists of four low-level concrete bridges, including two bascule spans, with two main bridges. 3,300 feet and 5,500 and in length, that are separated by 2,000 feet of roadway section on one of the islands. Construction management services include quality reviews and monitoring construction schedules. Construction inspection services include daily inspection of all structural work, paving, and drainage. The full project scope included approximately 7,000 ft. of new and widened roadway construction and the construction of a 3,500 sf new Visitor Center with associated utilities.

**Trenton Transit Center Rehabilitation Construction Management Services, Trenton, New Jersey.** *New Jersey Transit Corporation.* **SCHEDULER.** Responsible for developing, updating, tracking and managing all construction schedules, updates, baselines. Monitored and reported due dates, critical path progress, milestones and accomplishments using Primavera Project Planner. Participated in claim analysis and claim mitigation.

**Wilmington Station Renovation and Restoration Construction Management and Inspection, Wilmington, Delaware.** *Amtrak.* **SCHEDULER.** Responsible for developing, updating, tracking and managing all construction schedules, updates, baselines. Monitored and reported due dates, critical path progress, milestone accomplishments using Primavera Project Planner. Worked with resident engineer and field manager in claims mitigation, development of time impact evaluation forms and tracking its impact on the schedules for potential claims or extensions of time. Michael Baker provided construction management and inspection services for the restoration and renovation of the historic Wilmington Station. Michael Baker's services included preconstruction design reviews; risk analyses; constructability reviews; review of value engineering proposals; construction scheduling, quality assurance and quality control reviews; monitoring the construction budget and minimizing change orders; and construction inspection. All construction work was performed without disruptions to train service.

**Delaware River Heritage Trail CM, Burlington County.** *Burlington County.* **SCHEDULER.** Responsible for developing, updating, tracking and managing all construction schedules, updates, baselines, changes of plan, and claims. Monitored and reported due dates, critical path progress, and milestone accomplishments using Primavera Project Planner.



# Michael Grosso

Years  
experience **41**



Mr. Grosso serves as senior on-site/resident construction manager, cost estimator, project manager, and senior scheduler with direct responsibility for implementing planning, design, and construction programs on assigned projects. He provides in-house cost estimating, scheduling services, and has overseen project management, scheduling, phasing, bidding, budgeting, project status reporting, subcontractor coordination, quality control, cost control, negotiations, and overall owner reporting requirements for various clients. Mr. Grosso serves as client liaison for design professionals, and office and field staff, helping to ensure coordination and communication among the owner and team members. He has provided constructability reviews, cost estimates, and schedules on numerous projects and teaches Project Management/Controls CPM Scheduling (Primavera software) at Community College of Allegheny County for last seven years.

## RELEVANT EXPERIENCE

**U.S. Army Corps of Engineers, Baltimore District for DC Schools, Continental United States.** *U.S. Army Corps of Engineers, Baltimore District.* **COST ESTIMATOR.** Responsibilities included cost estimating and cost analysis. Work on this contract included Architecture/Engineering Services for multi-disciplined alterations, renovations, maintenance and repair, and new construction projects for the military and other government agencies. The contract also included the design of several DC Public Schools and other educational facilities. Michael Baker's role included Architecture, Planning, Interior Design, Landscape Architecture, Civil Engineering, and Environmental Engineering.

**Open-End Architectural/Engineering Services at West Virginia University, Morgantown, West Virginia.** *West Virginia University.* **COST ESTIMATOR/SCHEDULER.** Responsibilities included cost estimating, scheduling, subcontractor coordination, payments, site visits, owner coordination, and project completion. Michael Baker was retained by the West Virginia University (WVU) under an Open-End Architectural and Engineering contract to oversee the construction implementation of the university's campus master plan. Michael Baker's tasks include program management, programming, planning, design development, construction documentation, evaluations, feasibility studies, and construction contract administration services. Functioning as an extension of WVU's staff, Michael Baker provided full-time, on-site owner representation to monitor the work of the design, contractor, and construction management team on various projects.

**Condition Assessment of Creative Arts Center, Evansdale Campus, West Virginia University, Morgantown, West Virginia.** *West Virginia University.* **COST ESTIMATOR/SCHEDULER.**

Responsibilities included cost estimating, scheduling, subcontractor coordination, payments, site visits, owner coordination, and project completion. Michael Baker performed a facility condition assessment of WVU's Creative Arts Center to help determine a capital-spending program for the building. Michael Baker conducted physical site visits, reviewed drawings, and met with University representatives to assess and document the existing condition of the facility. In addition to identifying the physical and programmatic deficiencies of the facility, Michael Baker prioritized the deficiencies and developed budget costs to determine the optimal correction by the University, as well as construction phasing and implementation schedules.

**US-VISIT Program Management Support, Rosslyn, Virginia.** *U.S. Army Corps of Engineers, Fort Worth District.* **COST ANALYST.** Responsibilities included acting as Senior Project Manager and Cost Estimator on planning, program and project management, cost estimating, and scheduling tasks (which included deployment and contractor management), and stakeholder coordination for the program's land/air port of entry projects. Michael Baker provided program/project management support services to help with the implementation of facility projects related to the US-VISIT program. The scope of the project included the planning and execution of required infrastructure at 166 land ports of entry across the United States' northern and southern borders of the U.S. Tasks included cost estimating, scheduling, programming, Geographic Information Systems (GIS), environmental impact analysis, NEPA compliance, public outreach, and communications. The mission of Facilities and Engineering was to assure proper and reasonable facilities across various DHS missions, from

## Michael Baker INTERNATIONAL

### Education

B.S., 1981, Civil Engineering, The Pennsylvania State University

Certificate, 2006, Project Management, George Washington University

# Michael Grosso

## CPM SCHEDULING, COST ESTIMATING RELEVANT EXPERIENCE CONTINUED

individual District offices, sub offices, and border patrol stations to regional and headquarters facilities.

**Renovations and Life Safety Upgrades to 32 Dormitories for Student Living Spaces, Altoona, Beaver, Erie, Hazelton, Mont Alto, Univ Pk, Pennsylvania State University Campuses, Statewide, Pennsylvania.** *The Pennsylvania State University.* **COST ESTIMATOR.** Responsibilities included cost estimating and cost analysis. Michael Baker was selected as part of a team to provide fire protection design to retrofit the sprinkler systems in Student Living Spaces at various campuses. At the project's inception, Michael Baker's prime focus related to environmental services, providing asbestos and lead-based paint surveys at 32 dormitories encompassing approximately 1.7M square feet of building space at their Altoona, Beaver, Erie, Hazelton, Mont Alto, and University Park campuses. In addition to the environmental services, Michael Baker provided architectural, structural, and civil engineering services related to the sprinkler installation.

**Academic Facilities Renovation Program, State System of Higher Education, Statewide, Pennsylvania.** *Pennsylvania State System of Higher Education.* **QA/QC.** Responsibilities included providing constructability reviews, scheduling and cost estimating as a design team member. Michael Baker was selected as one of four firms, statewide, to represent the State System of Higher Education in an "Open Ended Professional Project Management Services Agreement" to provide professional management services to the state's fourteen universities. Responsibilities under this contract included reviewing of project schedules and cost estimates; value engineering, constructability reviews, and debriefing meetings; issuing exception reports to final bidding documents recommending any changes to the university; and developing a procurement acquisition plan for data systems and head-end equipment procurement, installation, and training.

**Office Complex and Testing Laboratory Renovation - Adaptive Reuse of Maintenance Garage, Ottawa, Illinois.** *Illinois Department of Transportation, District 3.* **COST ESTIMATOR.** Responsibilities included cost estimating and cost analysis. Michael Baker performed architectural, engineering, and construction services for the conversion and renovation of the garage structure attached to the Illinois Department of Transportation, District 3 Headquarters in Ottawa, Illinois. The existing one-story maintenance garage was converted into additional office space and materials testing laboratories for the Department.

**Special Operations Recruiting Brigade Office Building, Ft. Sam Houston, San Antonio, Texas.** *U.S. Army Recruiting Command.* **COST ESTIMATOR/SCHEDULER.** Responsibilities

included cost estimating and preliminary milestone scheduling work. Through the functionality of an on-site design charrette with all project stakeholders, the design and project definition documents were prepared for a new 35,000-square-foot Brigade HQ building located adjacent to an historic area at Fort Sam Houston, Texas. Designed to achieve a SPiRiT Level Silver rating, the HQ project included: a direct digital control system, intrusion detection system, anti-terrorism and force protection measures, lawn and fire sprinkler system, and parking lot.

**Barnard Elementary School Construction Services, Washington, D.C.** *U.S. Army Corps of Engineers, Baltimore District.* **COST ESTIMATOR.** Responsibilities included cost estimating and cost analysis. Michael Baker provided intensive on-site construction support services. The new facility provides classrooms, a library, a gymnasium, and administrative offices for 530 students.

**IDIQ for Multi-Discipline Engineering and Architectural Services, Nationwide.** *U.S. Army Corps of Engineers, Fort Worth District.* **COST ESTIMATOR/SCHEDULER.** Responsibilities included cost estimating and preliminary milestone scheduling work. Michael Baker provided multi-discipline engineering and architectural services in support of civil and military construction projects at various locations throughout the Fort Worth District's area of responsibility, including support of the DOD School Program.

**Roof Assessments of Clark Hall and Boreman Hall South, West Virginia University, Morgantown, West Virginia.** *West Virginia University.* **PROJECT MANAGER.** Responsibilities included cost estimating, scheduling, subcontractor coordination, payments, site visits, owner coordination, and project completion. As part of services provided to the West Virginia University under an Open-End Architectural and Engineering contract, Michael Baker performed site investigations, prepared an evaluation, defined the scope of services, and prepared design construction documents for the repair and replacement of the roof systems of Clark Hall and Boreman Hall South.

# Jeffrey Weiss, CCT, CQM-C

Years  
experience **19**



Mr. Weiss is a construction specialist within the Construction Services Department of Michael Baker. Since joining Michael Baker, he has been actively involved in preparing cost estimates, construction schedules, and providing construction management services for various clients while utilizing the latest software and industry technologies. Upon graduating from the University of Pittsburgh, with a Bachelor of Science in Civil Engineering and a certificate of Construction Management, Mr. Weiss entered the construction industry as a surveyor. He then progressed to a project engineer and superintendent, where he gained valuable knowledge as to how construction projects are phased, scheduled, constructed, and managed. This experience enabled him to successfully transition into a project management role where he worked on numerous projects that have included commercial, religious, industrial, military installations, hospitals, medical institutions, educational, and correctional facilities. Having managed projects for both general contractors and construction managers, while working with both union and open shop contractors, Mr. Weiss possesses the unique ability to relate to and work with a client from concept through design and construction to commissioning. His knowledge and experience have carried over to Michael Baker where he draws on this experience to provide the highest quality outcome in all aspects of a project.

## RELEVANT EXPERIENCE

**Hartford Line Railroad Stations Design, New Haven, Connecticut to Springfield, Massachusetts.** *Connecticut Department of Transportation.* **COST ESTIMATOR.** Responsible for providing quantity take-offs and construction cost estimates for multiple project locations across all phases of design. Michael Baker is developing the design for 11 new or upgraded high-speed passenger rail stations from New Haven, Connecticut, to Springfield, Massachusetts. The Connecticut Department of Transportation's new CT Rail "Hartford Line" project represents a broad partnership between the state of Connecticut, Amtrak, and the Federal Railroad Administration, along with the states of Massachusetts and Vermont. Michael Baker is preparing erosion and sedimentation control and designs for pedestrian bridges and parking facilities that comply with Americans with Disabilities Act (ADA) standards. Additional services include preparing permit applications, performing right-of-way and utility coordination, constructability reviews, and construction management, and overseeing landscape design. Projects are in Enfield, Windsor Locks, Windsor, Hartford, Newington, West Hartford, Berlin, Meriden, Wallingford, North Haven, and New Haven. As of 2020, the stations in New Haven, Meriden, Wallingford, Berlin, and Hartford are complete.

**Full Facility Renovation Design-Build RFP, Orangeburg Army Reserve Center, Orangeburg, New York.** *U.S. Army Corps of Engineers, Louisville District.* **COST ESTIMATOR.** Responsible for providing construction cost estimates for the

design-build RFP to renovate an existing Army Reserve Center. Estimating services included development of pricing for the Full Facility Assessment, along with MCACES estimates for the final proposed design. Michael Baker developed a design-build request for proposal (RFP) for the Full Facility Renovation Project of the Orangeburg, New York Army Reserve Center (ARC). This project included renovation to the existing 168-member ARC training building, organizational maintenance shop, military equipment parking area, and a privately owned vehicle parking area on an 18.40-acre site. Michael Baker led a reboot meeting, attended site visits, produced drawings using CADD technology. The scope of work also included completing specifications using SPECSINTACT, presenting the final design-build RFP, and discussing comments at a two-day meeting.

**Architecture-Engineering (A-E) Services in Support of Hill AFB 75th CEG/CEN, Hill Air Force Base, Utah.** *Department of the Air Force.* **COST ESTIMATOR.** Responsible for providing MCACES estimates for multiple projects. Projects included demolition, renovation, new construction, site development, fire protection, and mechanical replacement. Michael Baker is providing architecture and engineering services for project at Hill Air Force Base. Its services include architecture designs, agency coordination, demolition, and structural, HVAC, electrical, mechanical, plumbing, communication, and fire suppression engineering. Designs include construction documents, demolition plans, structural calculations, code requirements, and detailed cost estimates.

## Michael Baker INTERNATIONAL

### Education

B.S., 2004, Civil Engineering/  
Construction Management,  
University of Pittsburgh

### Licenses/ Certifications

Construction Quality Management for Contractors, 2012

Certified Cost Technician, 2022

### Professional Affiliations

Association for the Advancement of Cost Engineering International (AACEI)

Construction Management Association of America (CMAA)



# Jeffrey Weiss, CCT, CQM-C

## COST ESTIMATING RELEVANT EXPERIENCE CONTINUED

**Design, Resident Engineering, and Construction Management Services for the Coney Island Water Pollution Control Plant Upgrade, Brooklyn, New York.** *New York City Department of Environmental Protection.* **COST ESTIMATOR.** Responsibilities included providing construction cost estimating services at various levels of design for multiple layouts. Michael Baker, in joint venture with another firm, has been providing design, resident engineering, and construction management services for the upgrade of the 100-million-gallon-per-day Coney Island Water Pollution Control Plant. The upgrade includes design and construction of new aeration and odor control systems, new primary settling tanks and sludge dewatering facilities, new final settling tanks, disinfection facilities, and a new power substation and other buildings, and reconstruction of the main sewage pump station, settling tanks, and gravity thickeners. The upgraded plant provides treatment for 100 million gallons per day of wastewater at average conditions, and maximum capacity was increased from 140 to 200 million gallons per day, with 85 percent pollutant removal.

**IRS Service Center Modernization, Ogden, Utah.** *General Services Administration.* **COST ESTIMATOR.** Responsible for reviewing contractor change order requests and developing Independent Government Estimates to validate proposed changes. Michael Baker provided architectural and engineering services for the 500,000-square-foot Department of the Treasury Internal Revenue Service (IRS) Service Center Building, owned by the General Services Administration. For this project, Michael Baker developed infrastructure and upgrades to address critical needs, reduce future maintenance, improve life safety, resiliency, sustainability, and efficiency, and minimize repair costs. The project provided architectural engineering, lighting and utilities upgrades, pre-design program verification, and bid packaging including concept design documents, design development documents, construction documents, specifications, cost estimates, value engineering services, computer-aided design and drafting, building information modeling, and construction phase services for the interior and exterior construction

**Gate and Access Design for Morley and Grand Drainage Tunnels, Nogales, Arizona.** *U.S. ARMY CORPS OF ENGINEERS, FORT WORTH DISTRICT.* **COST ESTIMATOR.** Responsible for quantifying and compiling cost estimates. This Task Order provided the design services for the United States Army Corps of Engineers (USACE) – Fort Worth District to develop the analysis and construction documents to construct at total of 4 gates (2 ea.) inside the tunnels and stairwell access points between the gates into the Grand and Morley Tunnels (box culverts) within the footprint of the DeConcini Port of Entry

in Nogales, AZ in Border Patrols Tucson Sector. The stairwell access for the Grand Tunnel was placed in the center of southbound lane 2. A minimum of one southbound access lane into Mexico had to remain open at all times and construction activities were limited to the hours of 10 pm to 6 am. From 6 am to 10 pm at night all lanes had to be open to southbound traffic. The project included survey, mapping, aerial photography, hydraulic analysis, a Design Analysis Report, and project plans, cost estimates, and specifications at 15%, 60%, 90% and 100% submittals. We also developed the RFP package. The RFP included construction plans and specifications for the addition of two new stairwell access points into each of the two existing tunnels, and four new gates. Post design services are not a part of this project and were done under a separate task order.

**Camp Alvarado, Extension II (TO 0028), Kabul International Airport (KBL), Kabul, Afghanistan.** *U.S. Army Corps of Engineers, Transatlantic Middle East District.* **COST ESTIMATOR.** Responsible for cost estimating and document control. Michael Baker prepared design-build documents for construction of two aircraft parking aprons; two aircraft pre-engineered building hangars; an office building with restrooms, a break room, and showers; an extension of the existing passenger terminal; an additional entrance gate with sally port and guard building; site improvements including asphalt paved entrance road and vehicle parking; and utility infrastructure (electrical, mechanical, plumbing, drainage, and information systems). Michael Baker provided a cost estimate and construction schedule as part of the design deliverables.

**Environmental and Asbestos Remediation Services, Ashtabula County, Ohio.** *Ashtabula County Port Authority.* **COST ESTIMATOR.** Provided construction cost estimates and site survey for feasibility of remediation of industrial facility. Michael Baker completed previously initiated investigations and remedial tasks necessary to advance the former First Energy Plant C through the Ohio Environmental Protection Agency (OEPA) Voluntary Action Program (VAP). The plant is being operated as a pumping station for the intake/release of water from Lake Erie for use by local manufacturers. Michael Baker provided environmental program management support, including facility engineering, compliance, permitting, bid specifications, and bid analysis for plumbing, electrical, structural, and remedial actions at the facility. Michael Baker led the client's successful effort to obtain a Clean Ohio Revitalization Fund grant for \$3 million in 2007 and a Covenant Not to Sue (CNS) for the site from the VAP in December 2012. Michael Baker also performed Phase I and II environmental site assessments, asbestos and hazardous materials surveys, asbestos abatement design and oversight, and soil and fly ash remediation design and oversight



**M & E ENGINEERS**



## EDUCATION

Rutgers College of  
Engineering:  
B.S., Industrial Engineering

Rutgers University:  
B.A., Economics

## REGISTRATIONS

Licensed Professional  
Engineer:

- New Jersey
- New York
- Pennsylvania
- Delaware

## CERTIFICATIONS

- LEED Fellow
- Data Center Energy Practitioner

## EXECUTIVE SUMMARY

William (Bill) Amann has developed a high level of expertise in energy efficiency throughout his career, and has been recognized as an industry leader in green buildings. He is one of few engineers that is expert in both mechanical and electrical engineering, and is the only engineer in NJ to be designated a LEED Fellow. He pushes the envelope to make projects safer, healthier and more sustainable. With over 40 years of experience with energy systems, Bill lectures on designing net-zero buildings and enhancing the indoor environment.

## EXPERIENCE

M&E Engineers commitment to energy conservation predates the LEED process by many years. We have participated in many LEED and Energy Star certified projects, and have qualified energy projects for rebates totaling hundreds of thousands of dollars for a multitude of clients. Our primary focus is on high-tech facilities, high-performance (LEED) buildings, mission critical facilities (Data Centers), higher education facilities, and historic preservation.

## RELEVANT EXPERIENCE

- NJ-DPMC—NJ State Police Headquarters, West Trenton, NJ
- NJ-DPMC—NJDOT Headquarters EV Charging Stations
- NJ Turnpike Authority—Facilities Improvement Program
- NJ Turnpike Authority—State Police Facilities, Various Locations, NJ
- Morris County Public Safety Complex, Parsippany, NJ
- Unilever Headquarters, Englewood Cliffs, NJ – LEED Platinum
- LabCorp Regional Laboratory, Raritan, NJ
- High Tech High School, Secaucus, NJ – LEED Gold
- Verizon, Various Locations, NJ

## ASSOCIATIONS

- Past Chairman & Current Board Member, USGBC-NJ Chapter
- Chairman, Somerset County Energy Council
- Energy Star Partner, U.S. Department of Energy
- American Society of Heating, Ventilating & Air Conditioning Engineers (ASHRAE)
- Association of Energy Engineers
- International Building Code Council
- National Society of Professional Engineers
- National Fire Protection Association
- Building Commissioning Association





#### CERTIFICATIONS

- LEED Accredited Professional BD&C and O&M
- ASHRAE BCxP (Building Commissioning Professional)
- ASHRAE HBDP (High Performance Building Design Professional)
- Niagara Controls Technician & Developer

#### EDUCATION

College of Staten Island:  
Business

#### ASSOCIATIONS

- Building Commissioning Association (BCA)
- USGBC

#### EXPERIENCE SUMMARY

Gerard (Gerry) Hazel has over 40 years of experience in the HVAC industry and expertise in many areas related to the processes involved in designing, building and operating High Performance Buildings. He provides Commissioning and Retro-Commissioning, LEED Consulting and Technical Support Services. Having been involved in over 40 LEED projects, Gerry has contributed to the successful energy performance of new construction as well as adaptive reuse of existing buildings. He is an expert in BMS Systems and is certified as a Niagara Controls Technician and Developer.

#### PROJECT EXPERIENCE

- **NJ Turnpike Authority – Facilities Improvement Program:** Managed the Commissioning process for this \$500M program, which included 19 Multi-use Buildings for NJTA's Maintenance Districts, a Central Inventory Facility and a Back-up Traffic Management Center. Analyzed BMS systems used in NJTA facilities for standardization and optimization.
- **NJ Turnpike Authority – State Police Facilities:** Commissioning Agent for four (4) new NJ State Police facilities located in Newark, Bloomfield, Moorestown and Galloway. Projects were built to LEED standards. Total cost of construction was \$65.5M with a square footage of 92,000.
- **NJ School Development Authority:** Commissioning Authority for seven (7) separate Design-Build projects with various architects and contractors. Projects include new elementary schools and high schools ranging from 73,00sf to 448,000sf, all of which are pursuing or achieved LEED Gold.
- **Hudson County Improvement Authority - High Tech High School:** Commissioning Agent for the new High Tech High School. The state-of-the-art campus is 350,000 square feet with a total construction cost of \$160M. The school achieved LEED Gold and features geothermal heating & CHP plant.
- **Cape May County, NJ:** Commissioning Agent for Veterans Administration Out-Patient Clinic totaling 11,160 square feet. Scope of work included LEED v4 Enhanced Commissioning.
- **LabCorp Regional Laboratory:** Commissioning Agent for addition and renovation of regional laboratory facility totaling 335,396 square feet. Project is pursuing incentives through Pay for Performance.



**CLARKE CATON HINTZ**



## EDUCATION

**Pennsylvania State University**  
*Bachelor of Science in Landscape Architecture*

## PROFESSIONAL LICENSES

**Landscape Architect**  
*State of New Jersey; Commonwealth of Pennsylvania*

**Professional Planner**  
*State of New Jersey*

**Member**  
*American Institute of Certified Planners*

## PROFESSIONAL ACTIVITIES

**American Society of Landscape Architects**  
*Member*

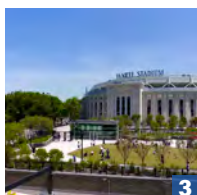
**American Planning Association**  
*Member*



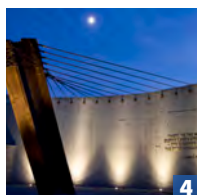
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## MICHAEL F. SULLIVAN, ASLA, AICP

Principal

Mr. Sullivan leads many of the firm's landscape architectural, urban design and planning projects. His practice includes design and review work within a diverse range of contexts, from urban centers to rural districts. Significant projects include Macombs Dam Rooftop Park at the new Yankee Stadium, streetscape and open space design for Asbury Park's Waterfront Redevelopment Area and the design of the Hudson River Waterfront Walkway at the Peninsula at Bayonne. Mr. Sullivan's projects have garnered recognition from the American Society of Landscape Architects, American Planning Association, New Jersey Planning Officials, NJ Recreation and Park Association, New Jersey Future and the New Jersey Department of Environmental Protection. Mr. Sullivan's design for the Mercer County's memorial to the September 11, 2001 attacks garnered widespread recognition and was honored with a design award by the American Society of Landscape Architects.

In addition to his design work, Mr. Sullivan's 25-year career includes serving as a landscape architectural design consultant to numerous municipal boards and governing bodies. In this capacity, Mr. Sullivan acts as a design advocate on behalf of his boards: reviewing development plans to ensure that the design of the landscape and the lighting measures up to local standards, is in harmony with the context and is coordinated with other site development to create enduring and comfortable sites and places. Communication of ideas occurs with efficiency and clarity: advice to clients is contained within detailed reports, including graphics and text, to fully articulate the suggested approaches from a spatial and technical perspective.

## PROFESSIONAL EXPERIENCE

**Wildwood Pacific Avenue Redevelopment**  
*Wildwood, NJ*

**Asbury Park Waterfront Streetscape/ Open Space (1)**  
*Asbury Park, NJ*

**Hudson River Waterfront Walkway @ The Peninsula at Bayonne Harbor (2)**  
*Bayonne, NJ*

**Yankee Stadium Macombs Dam Park**  
*Bronx, NY (3)*

**Mercer County September 11th Memorial**  
*West Windsor, NJ (4)*

**Oceanport's Vision for Fort Monmouth**  
*Oceanport, NJ*

**Chesterfield Planned Village Neighborhood Parks**  
*Chesterfield Township, NJ*

**Washington Borough Downtown Revitalization Plan**  
*Washington Borough, NJ*

**Minish Waterfront Park**  
*Newark, NJ*

**Independence Park Renovation**  
*Newark, NJ*

**Turtle Back Zoo - Sea Lion & Touch Tank Exhibit**  
*West Orange, NJ*

**Turtle Back Zoo Entry Plaza**  
*West Orange, NJ*





## GEORGE M. HIBBS, AIA

Principal

George Hibbs has extensive experience in design and construction of a wide variety of project types, including: sports facilities, parking structures, education, housing, urban design and historic preservation. As a member of Clarke Caton Hintz since 1991, Mr. Hibbs has come to specialize in the design of education and athletic facilities. These projects have ranged from primary and secondary schools to university buildings and minor league athletic facilities.

### PROFESSIONAL EXPERIENCE

#### EDUCATION

**The Pennsylvania State University**

*Bachelor of Architecture*

*Bachelor of Science in Architecture*

**Technische Universität**

*Darmstadt, Germany ; Foreign Studies Program, Architektur*

#### PROFESSIONAL LICENSES

**Registered Architect**

*Delaware*

*New Jersey*

*New York*

*Pennsylvania*

**Member**

*American Institute of Architects*

**Certificate**

*National Council of Architectural Registration Boards*

#### Campbell's Field (1)

Camden, NJ

#### TD Bank Baseball Stadium

Bridgewater, NJ

#### Mercer County Waterfront Park

Trenton, NJ

#### Yankees Stadium - Ruppert Plaza Garage

Bronx, NY

#### Yankees Stadium - 164th Street Garage (2)

Bronx, NY

#### Yankees Stadium - 161st Street Garage

Bronx, NY

#### Mercer County Civil Courts

Trenton, NJ

#### Roebling K-8 School

Trenton, NJ

#### Franklin L. Williams Middle School

Jersey City, NJ

#### Patton J. Hill Elementary School

Trenton, NJ

#### Hamilton High School West

Hamilton, NJ

#### HUB at Martin Luther King Drive

Jersey City, NJ

#### Academy Place Housing

Trenton, NJ

#### Mineola Intermodal Center Parking Garage

Mineola, NY

#### Continental Airlines Parking Garage - Terminal C, Newark Liberty International Airport

Newark, NJ

#### Rutgers University - John Cotton Dana Library Renovations

Newark, NJ

#### Montclair State University - Panzer Gymnasium (3)

Upper Montclair, NJ

#### Montclair State University Rail Station & Parking Garage

Little Falls, NJ

#### Brookdale Community College Collins Arena and Campus Fitness Center

Lincroft, NJ

#### Brookdale Community College AutoTechnology Facility

Lincroft, NJ

#### Brookdale Community College Western Monmouth Higher Education Center

Freehold, NJ

#### Rowan University Engineering Hall (4)

Glassboro, NJ

#### Rowan University Page Football Stadium

Glassboro, NJ

#### Rowan University Western Campus Master Plan

Harrison, NJ

#### Rowan University Indoor Track and Field Building

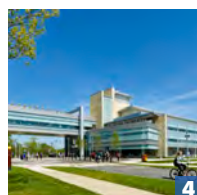
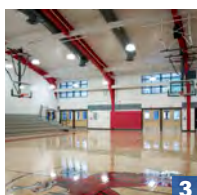
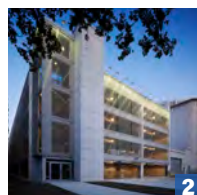
Harrison, NJ

#### Behavior Modification Unit at the NJ Training School for Boys

Jamesburg, NJ

#### Princeton University Clarke Baseball Field

Princeton, NJ





**BEM SYSTEMS**

Licensed Site Remediation Professional

# Chun-Ti Huang, PE, LSRP

*Ms. Huang has 23 years of experience managing multiple environmental task order contracts/projects for transportation agencies/ state infrastructure and Federal clients. She has experience in environmental investigation/remediation, compliance monitoring and site closure for New Jersey Treasury, Division of Property Management and Construction (DPMC), New Jersey Department of Transportation (NJDOT), New Jersey Turnpike Authority, NJ Transit Corporation (NJ TRANSIT), and Port Authority New York and New Jersey (PANY&NJ). She has provided oversight and technical expertise for Preliminary Assessment (PA), Site Investigation (SI), Remedial Investigation (RI), Remedial Design, Remedial Action (RA), long-term monitoring for soil and groundwater, system operation and maintenance, Remedial Action Permit (RAP) for soil and groundwater, Response Action Outcomes (RAOs), Underground Storage Tank (UST)/Aboveground Storage Tank/Oil Water Separator closure, tank systems design and construction, construction management, environmental plans/specifications/cost estimates and asbestos/lead based paint investigation/remediation.*

Years with  
Current Firm **22**      Years  
experience **23**      Projects  
managed **100+**

## RELEVANT EXPERIENCE

### Underground Storage Tanks Removal and Replacement, Statewide, NJ (A0850-00).

*NJ Treasury Department, DPMC. Project Manager.*

Ms. Huang worked as Project Manager on this \$1.5M project to provide engineering services for removal and replacement of over 100 heating oil and diesel UST Systems at 45 state facilities. She conducted site visits, evaluated the compliance status, developed individual engineering designs of each removal and replacement tank systems that ranged in size from 275 to 20,000 gallons, calculated the quantities of soil excavation, and evaluated the possibilities for converting to natural gas or propane. Ms. Huang supervised the geotechnical drilling activities of soil borings and collected geotechnical samples for sites that required soil-bearing classification. She prepared the design plans and bid documents in accordance with New Jersey Department of Environmental Protection (NJDEP) and NJ Uniform Construction Code (UCC) Regulations. Ms. Huang prepared UCC Construction Permit Applications, site-specific engineering cost estimates, and managed design schedule. She also prepared construction specifications following the Construction Specifications Institute Master Format. She coordinated and addressed comments from the NJ Treasury Code and Regional Construction Manager reviews. She reviewed contractor bids, participated in the contractor selection and procurement process, and subsequently reviewed contractor submittals to ensure compliance with project contract documents. She prepared a comprehensive UST Closure Plan and updated UST Facility Questionnaires and registrations in accordance with NJDEP TRSR. Ms. Huang designed and executed sampling plans for the delineation of site contamination, provided engineering construction oversight during tank removals and installations to ensure compliance with engineering designs. She collected post-excavation samples and evaluated the necessary remedial action for each site. She coordinated with NJDEP on strategies to close out the spill cases. Also, Ms. Huang conducted remedial field investigations and addressed contamination encountered during the removal of the tank systems and upgrade to the new tank systems. She prepared UST Closure and SI reports, RIR, RAWP, and RAR as necessary. She reviewed the contractor's as-built drawing and prepared the record set drawings.

### NJDOT Folsom Maintenance Yard, Hammonton, NJ. NJDOT. Program Manager.

As the Program Manager, Ms. Huang provided regulatory and field oversight for the removal of recycled concrete aggregate (RCA) from a partially constructed salt storage structure at the NJDOT Yard. The NJ Treasury Department, DPMC contracted the construction of a salt storage structure at the yard along with additional asphalt pavement work (T0572-00). The DPMC contractor brought RCA as fill on site and there was no documentation of the origin for the material. Ms. Huang

## Education

MS, Environmental Engineering, Columbia University, NY 2000

BS, Chemical Engineering, Yuan-Ze University, Taiwan 1999

## Licenses/Certifications

New Jersey Licensed Site Remediation Professional (LSRP) No. 594886

Professional Engineer – New Jersey (PE) No. 24GE04777000

New Jersey UST Certification License No. 207190, Closure, Tank Testing, Subsurface, Evaluation and Corrosion Tester

New York Asbestos Inspector, Asbestos Management Planner and Asbestos Project Designer, License No. 19-14534

## Professional Affiliations

NJ Society of Women Environmental Professionals

New Jersey Licensed Site Remediation Professionals Association

Society of American Military Engineers



recommended sampling of the RCA material to ensure it complied with NJDEP Site Remediation Program (SRP) regulations. She developed a concrete sampling program which included the frequency, location, analytical parameters, and methodology. Ms. Huang reviewed the analytical results and compared them to the NJDEP Soil Remediation Standards and the United States Environmental Protection Agency (EPA) Toxic Substance Control Act regulations. Polychlorinated biphenyls (PCBs), a pesticide, metals, and polycyclic aromatic hydrocarbons were detected at exceeding levels. Based on the sampling results, the NJDEP Spill Hotline was notified, and Case Number 19-12-13-1845-27 was assigned to the site. Even though some of the RCA material was below the most stringent NJDEP standards, NJDOT requested that all RCA material be removed from the site, as the material did not meet the design specification requirements for the construction of the salt structure. She attended multiple construction meetings on-site, reviewed several documents regarding the removal of the RCA material, including correspondence between the various contractors regarding the proposal work plan, sample results, RCA removal work plan, etc. and provided comments. She provided oversight to confirm that all identified RCA material was removed from the site, and that the post-excavation sampling and removal of the contaminated RCA material was conducted in accordance with NJDEP rules and regulations.

#### **Environmental Support to NJDOT for DPMC Design and Construction Projects, Various Sites, NJ.** *NJDOT. Program Manager/LSRP.*

Ms. Huang serves as the LSRP and Program Manager for providing environmental support to NJDOT on multiple DPMC projects for NJDOT Yard Improvements or Salt Structure Construction projects. For NJDOT Freehold Maintenance Facility Salt Storage Structure project (T0564-02), Ms. Huang reviewed the specifications prepared by DPMC for NJDOT sites/project. She made revisions regarding contaminated soil and groundwater management/disposal and clean fill requirements in Specification Section 312300 - Excavation, Backfilling and Grading and Section 31200 – Earth Moving. The modifications were utilized for all future NJDOT site/projects. For Secaucus Maintenance Yard New Facility & Various Site Improvements Project (T0544-00), she reviewed borrowed fill material information including analytical information. Based on material provided by DPMC contractor, she identified issues such as soil sample exceeded the NJDEP Soil Remediation Standards and incorrect backup documents were submitted. She also researched the source of the borrow material on NJDEP's Geoweb database to determine if the sources are located near or are known contaminated sites. For NJDOT Branchville Maintenance Yard Septic System Installation project (T0631-00), she reviewed on backfill soil documentation, soil disposal facility information, waste characterization analytical data, soil analytical data collected from Branchville Maintenance Yard and other contractor submittals. Based on the review, Ms. Huang determined the submittal was insufficient and requested additional information. She reviewed the additional documents provided by the DPMC contractor and subsequently approved the material to be used for the backfill of Septic System at Branchville Maintenance Yard. For the Road Maintenance Crew Facility Renovation - Pomona Maintenance Yard project (T0621-00), Ms. Huang reviewed and provided comments to NJDOT on the Limited Site Investigation Summary Letter provided by DPMC's environmental consultant. For NJDOT Clinton Maintenance Yard, New Road Maintenance Facility Construction (T0619-00), she reviewed clean fill analytical data submitted to support the construction upgrades on-site and sent additional clean fill information for the Contractor to NJDOT. For NJDOT Jersey City Maintenance Yard Final Design Submission (T0649-00), Ms. Huang reviewed soil testing data and prepared response to NJDOT. She also reviewed the final design package, attended the Final Design meeting for the yard upgrades and discussed final design meeting with NJDOT.

#### **NJDOT Owned Facilities: 3-Year Term Agreement for Hazardous Waste Investigations, Various Sites, NJ.** *NJDOT. Program Manager/LSRP.*

Ms. Huang serves as the LSRP and Program Manager for "NJDOT Owned Facilities: 3-Year Term Agreement for Hazardous Waste Investigations" from 2012 to present (i.e., four consecutive terms) for NJDOT Division of Environmental Resources. To date, she oversees 129 task orders (TOs) for involvement with the remedial activities for 33 sites, including NJDOT-owned facilities and Right-of-Ways (ROWs). Work includes file reviews and project research; preliminary assessments (PA); performing boundary and geophysical surveys; conducting soil, groundwater, surface water, and sediment investigations; Linear Construction Projects (LCP); performing Oil Water Separator/ Underground Storage Tank (UST) closures; performing remedial action and hazardous waste removal; wetland delineation and environmental permitting; and, preparing documents for regulatory submittal, including PA Report, SI Report (SIR), RI Report (RIR), RAWP, CEA, and Response Action Outcomes (RAO). As the LSRP, Ms. Huang has closed 12 sites by issuing 8 RAOs, closed 1 LCP project and coordinating with NJDEP to administratively closed 6 sites. In addition, Ms. Huang oversaw 2 LCP closures and 6 RAOs issued by BEM's other LSRPs. Ms. Huang also provided litigation support services to Deputy Attorney General (DAG) and was able to assist the DAG to close the litigation cases.

#### **Environmental Compliance Activities at Vaux Hall, Brookdale North, Brookdale South, and Montvale Service Areas, Vauxhall, Bloomfield and Montvale, NJ** *NJTA. Program Manager/LSRP.*

Ms. Huang serves as the PM/LSRP for providing environmental services for the NJTA's service areas overseeing compliance monitoring events at the four NJTA's service areas. As the LSRP for Brookdale North site, she oversees monthly Enhanced Fluid Recovery (EFR) events, quarterly groundwater sampling, and semi-annual Remedial Action Progress Reports (RAPRs). She evaluated the surface water and sediment impacts to Third River. She conducted a limited soil investigation at the site and determined a residual source remains at the site. She is currently designing a remedial action by excavation and disposal of unsaturated contaminated soil and then blend potassium persulfate in saturated soil. As the LSRP for the Brookdale South site, she oversees semi-annual groundwater Sampling and RAPRs. She completed a soil investigation at three Areas of Concern (AOCs) and will complete a RAR and issue RAOs for these AOCs. She is assisting the NJTA in review and coordination with Phillips 66, who retains the environmental liability for several of the AOCs at the Site.



**CHURCHILL CONSULTING ENGINEERS**

**Michael C. Dorio, PLS**  
**Survey Department Manager****Education**

BS, Engineering Technology, NJ Institute of Technology,  
Newark, NJ

BS, Biology, Ramapo College, Mahwah, NJ  
Hunterdon Central High School, Flemington, NJ, HS Diploma

**Professional Certifications**

Professional Land Surveyor in New Jersey

Michael Dorio has over 35 years of experience in surveying and drafting. His surveying experience includes both field and office work on projects that include boundary surveys, topographic surveys, right-of-way survey resolutions, as well as surveys that involve highway and bridge projects, sanitary sewer projects, storm sewer projects, and various site improvement projects. Mr. Dorio has extensive experience in the use of the latest technological data collection methods, such as the global positioning system (GPS), static survey and real time survey, as well as traditional survey and data collection methods. Additional survey experience includes title surveys, construction layout, as-built surveys, and control surveys. Mr. Dorio's CADD Designer experience includes property locations, tax map preparation, GIS mapping, aerial and field surveyed base mapping, contouring and digital terrain modeling, profiling and cross-sections, grading, drainage, tie sheets, baselines, monuments, construction layout verification, as-built survey, calculations for earthwork quantities, and data reduction from network GPS (total stations and digital levels). He is proficient with and regularly uses AutoCAD, Civil 3D, ESRI GIS, and Softdesk, Leica, Carlson, Eagle Point, Terramodel and other survey and CADD programs. Using these programs, Mr. Dorio performs leveling, traverse closures and plots, reference system data transformations, and other survey data calculations and reporting. He coordinates survey data for the CAD design work with Churchill's Professional Land Surveyors and survey crews.

**DPMC T0664-00 New Fabric Covered Salt Storage Structures for Hackettstown Maintenance Yard;** 12/2022-Present; Survey Department Manager, as a subconsultant to NV5 Architecture, provided surveying, environmental, and utility engineering services for the NJDOT Hackettstown Maintenance Yard. The project involved construction of a new fabric covered salt storage structure, demolishing the existing salt pole barn and storage buildings, installation of a new generator, and installation of adequate lighting for the entire site. As a subconsultant, Churchill provided site surveys and prepared a base map for the site. This included a topographic survey to set horizontal and vertical control points which were surveyed on NAD 83/NAVD 88 datum and scaled to the New Jersey State Plane Ground based coordinate system. All visible physical features for the maintenance yard were located, all visible utilities from above ground were located, boring locations were staked, and all utility mark-out were completed prior to field survey. A survey control report containing the details of survey

methodologies was created to document procedures utilized in establishing the basis of the survey data for future use of construction. As Survey Department Manager, responsibilities included providing topographic mapping, baseline surveying and field survey to establish ROW limits for design of salt storage shed construction. *Reference: NV5, Bryan VanderGheynst, PE, CFM (973) 946-5706*

**DPMC Project No. T0572-00 Salt Storage Structure NJDOT Folsom Maintenance Yard, Folsom, Atlantic County, NJ;** 2018-present; Survey Lead, as a sub-consultant to Gannett Fleming, for this project that included constructing a fabric covered salt storage structure to store 15,000 tons of road de-icing salt at the NJDOT Folsom Maintenance Yard. The project also consisted of installing a generator to back-up the entire site and to provide adequate site lighting for the entire site. Churchill provided boundary and topographic surveying services for mapping, site/civil and stormwater design, and environmental permitting. Established property limits with locating existing monuments and reference to an existing survey. Horizontal positions were calculated, checked and adjusted onto localized ground datum based on the New Jersey State Plane Coordinate system, NAD83 (adjusted 2007). The vertical control was adjusted to elevations in the North American Vertical Datum 1988. The topographic survey included locating all on-site physical features including existing improvements in the proposed work area, edge of pavements, fence and tree lines, drainage, and utilities. *Reference: NJ DPMC, Ed Hedger (609) 984-6238; NJDOT, Debby Hatzisavvas (609) 530-2029*

**NJDEP Morris County & Mercer County Stream Studies;** 8/19-4/20; Survey Department Manager, teamed with Michael Baker International as part of a NJDEP/FEMA stream study located in Morris and Mercer County. Churchill provided stream section surveys for nearly 30 miles of streams and at each crossing structure that hydraulically could affect flow of each of the six (6) streams studied. As per FEMA guidelines, the sections were taken at natural locations at distances no greater than 500 feet apart and at each crossing structure for the length of each stream. Control points were established as necessary along the survey reaches. Utilizing Leica's HEXAGON's Smartnet RTN system, control points were set throughout the stream corridors on an on-the-go basis as needed. At the completion of each stream reach surveyed, Churchill provided a complete and verified copy of the tabulated survey data with appropriate cross-sections per the Data Capture Standards Technical Reference. Deliverables also included ASCII point files, required photos at each section and structure, bench marks and CAD survey sketches. Horizontal positions were calculated, checked and adjusted onto localized ground datum based on the New Jersey State Plane Coordinate system, NAD83 (adjusted 2007). The vertical control was adjusted to elevations in the North American Vertical Datum 1988. All survey was performed according to FEMA's Data Capture Standards Technical Reference (Draft), dated May 2013. *References: Michael Baker International, Lori Wade (609) 807-9538*



## **DVRPC FY2020 Burlington County Local Concept**

### **Development Study, Mill Street over the South Branch of Rancocas Creek, Township of Southampton; 1/21-1/21;**

Served as Survey Department Manager, teamed with Michael Baker International, to provide Topographic Survey, ROW Surveying, and Base mapping for this project located in Southampton Township, New Jersey as part of the Burlington County LCD Study. The field surveyors performed an on-site field survey for base mapping for Mill Street over the South Branch of Rancocas Creek. Utilizing a combination RTK GPS, conventional total station, and high definition laser scanning, our team was able to identify and locate existing features (i.e. signs, fences, ground surface types, building types, etc.). The bridge survey included locating deck joints, gutter line, top of curb, lane/shoulder lines, centerline, and base of parapet and top of parapet. Stream sections were performed at 25 LF intervals for the first 50 LF upstream and downstream of each fascia. Sections were extended to 500 LF from each fascia at 100LF intervals. Each section was approximately 250 LF wide from each side of the centerline of the stream. The surveying was performed using NAD83/NAVD88 datum. *References: Michael Baker International, Thomas DiBiase PE, 973-776-7429*

## **NJTA P3460 Final Design Services for the Facilities Improvement Program Maintenance Districts - Parkway North; 7/14-7/21;**

Survey Coordinator/ CAD Designer for this project that consisted of updating and renovating 3 maintenance yards along the northern section of the Garden State Parkway. These maintenance districts included Telegraph Hill, Clifton, and Paramus. The facility improvements at each maintenance yard consisted of the construction of new or renovated multiuse buildings, salt storage sheds, salt brine facilities, vehicular parking, yard security and access improvements. Responsible for coordinating design field surveying, mapping edits, surveying calculations and Right-of-Way services. The project involved surveying photo control locations for previously flown aerial photography at each site. Field edits, utility locations and as builts were performed. ROW and property limits were surveyed for each property. Geotechnical boring locations and wetlands locations were also performed. Updates to digital terrain models were done as the field conditions warranted. *Reference: NJTA, John M. Keller, PE, PMP (732) 750-5300 x8263*

## **NJTPA Morris and Bergen Counties Local Concept**

**Development Studies FY2018; 8/18-6/19;** Churchill Consulting Engineers teamed with Michael Baker International to advance services in providing a Concept Development (CD) phase for engineering design services for the North Jersey Transportation Planning Authority (NJTPA). Churchill was responsible for Right-of-Way mapping, setting project control benchmarks and aerial mapping targets, baseline survey, and preparation of a Survey Control Report. Mapping was produced by aerial flight for each bridge. As Survey Task Leader, he was responsible for supervising the horizontal and vertical control throughout the limits of this project. Churchill was responsible for field editing the maps and supplemental topographic surveying locating all above ground utilities and visible pavement markings. All sidewalks and existing features in the vicinity of each ramp were

surveyed to determine its ADA compliance. Tasks also included bathymetric surveys of Hackensack River and Whippany River. Also responsible for preparing and reviewing a Survey Control Report, which documents the control survey and data used to establish primary control, in accordance with NJDOT standards. Horizontal positions were calculated, checked and adjusted to the North American Datum of 1983/(2011), NJ State Plane Localized Ground Coordinate System. The vertical control was adjusted to elevations in the North American Vertical Datum 1988. This project survey was conducted in accordance with the NJDOT Survey Manual and Article 44 Subsection A and Article 51. *Reference: NJTPA, Sarbjit Kahlon, Principal Environmental Planner (973) 639-8400*

## **DPMC P1115-00 Boundary Survey for Land Acquisition -**

**Various Parcels, Woodbridge, Middlesex County; 9/14-2/15;** Survey Coordinator/ CAD Designer for the property survey of 92 lots located in Woodbridge Township, Middlesex County, NJ. In conjunction with the NJDEP's Green Acres program, the surveys were performed at designated blocks and lots that were prone to flooding due to Superstorm Sandy. Responsibilities included coordinating design field surveying, mapping edits, surveying calculations and ROW services of the traveled way and embankment rehabilitation of each property. Establishing property limits required extensive research of Public and Commission records. Horizontal positions were calculated, checked and adjusted onto localized ground datum based on the New Jersey State Plane Coordinate system, NAD83 (adjusted 2007). The vertical control was adjusted to elevations in the North American Vertical Datum 1988. The topographic survey included locating all on-site physical features including general improvements on each individual lot, edge of pavements, sidewalks, drainage, and utilities. Deliverables were to NJDEP's Green Acres standards and included plans, legal descriptions, surveyor certifications and an overall composite map. *Reference: DPMC, Walter Fernandez (609) 575-2204*

## **SJTA Airport Grassland Conservation & Management Area**

**Relocation; 11/20-4/21;** Served as Survey Coordinator, teamed with AECOM, to perform surveying services for a topographic survey of two (2) adjacent properties in Hamilton Township, Atlantic County totaling approximately 240 acres. The project consisted of setting traverse control to horizontally (and vertically) tie together all the properties and above ground improvements to be located via aerial photography and subsequent field edits. Each called property corner was located. Aerial mapping was utilized to cover the complete limits of the properties with overlap into adjoining lots. Wetlands locations flagged by others were located and mapped on the base mapping. *References: AECOM, Anthony Velazquez (732) 564-3228*

**James J. Mellett, P.E., C.F.M.**  
**Drainage/Stormwater Management****Education**

MS, Environmental & Water Resource Engineering,  
Rutgers University, 2005  
BS, Civil Engineering, Rutgers University, 2003  
NSPE-NJ Stormwater Management in NJ Pinelands Review,  
2022  
HEC-RAS: Intensive Three-Day Workshop, 2019  
NJDOT Scour Evaluation Model for NJ Bridges, 2019  
NJDEP Stormwater Management Design Review, 2017, 2021  
NJDEP Flood Hazard Area Control Act Rules, 2006, 2016  
NJDEP Stormwater Management Rules and BMP  
Manual Update, 2010  
Wetland Delineator Program, 2006  
Stormwater Management for Engineers, 2005

**Professional Certifications**

Professional Engineer in New Jersey  
Certified Floodplain Manager

Mr. Mellett has 20 years of experience and currently serves as President of Churchill. He is considered an expert in environmental permitting and water resources design. As Hydrologic and Hydraulic Engineer, he is experienced in the use of best management practices for stormwater management systems; design of stormwater inlets; hydraulic calculations for the size and layout of piping; scour analysis/countermeasure design; hydrologic calculations to establish basin dimensions; design and implementation of soil erosion and sediment control measures; and in the preparation of Stormwater Management Reports. Mr. Mellett is also the lead environmental consultant to the New Jersey Turnpike Authority under the General Consulting Engineering (GCE) contract. In this role, he has fostered relationships with regulatory agencies and developed a firm understanding of regulatory issues as they relate to public development.

**NJTA A3584/A3785 General Consulting Engineering Services;** 2016-Present; Environmental/Water Resources Lead for NJTA's General Consulting Engineer (GCE) contract as a sub-consultant to HNTB. In this role, his responsibilities include:

- Serving as a liaison between the Authority and NJDEP, and assisting with resolving permitting issues when required
- Updating the NJTA on new regulations
- Identifying ways to streamline permitting on Authority projects such as obtaining a NJDEP Statewide Permit and developing standard procedures
- Peer review of Authority projects for permitting compliance
- Review of complex drainage and flooding issues experienced on the Authority's mainline and facility properties
- Providing consultation to senior Authority personnel regarding permitting and water resources related issues

- Assisting the Authority with compliance with NJDEP Highway Agency Stormwater General Permit requirements

*Reference: NJTA, Lamis Malak, PE (732) 750-5300 x8247*

**DPMC T0572-00/01 NJDOT Folsom Maintenance Yard Feasibility Study and Final Design Services, Folsom Borough, Atlantic County, New Jersey Department of Property Management and Construction;** 2017-2020; Civil/Environmental Engineer, as a sub-consultant to Remus Architecture (T0572-01) and Gannett Fleming (T0572-00), providing feasibility analysis, design engineering and construction phase services for this project. A feasibility analysis was first performed to evaluate the ability to situate a 50,000-ton salt storage building on the existing maintenance facility property while maintaining other existing operations and meeting permitting requirements (e.g., Pinelands, NJDEP). Following the feasibility study, final design was completed for a 15,000 ton salt storage facility and other site appurtenances. Stormwater management facilities were also required to accommodate the improvements and other activities completed previously on site. Mr. Mellett was responsible for site/civil design services including stormwater management, and environmental permitting. The services included preparation of design plans, specifications, and cost estimates and engineering services during construction. The stormwater management design was prepared in accordance with the Pinelands Commissions requirements. Approval of the Pinelands Development application was received in 90 days. Churchill also prepared an EO 215 Environmental Assessment Report, SESC plans and applications, and an NJPDES Construction Activity General Permit 5G3 application. *Reference: DPMC, Ed Hedger (609) 984-6238*

**DPMC T0544-01 NJDOT Secaucus Maintenance Facility Feasibility Assessment Study;** 2016; The New Jersey Department of Transportation (NJDOT) operates a maintenance yard in the Town of Secaucus that incurred significant flood-related damage in October 2012, as a result of Hurricane Sandy. The NJDOT proposed a redevelopment project that involved the construction of a new Crew Building, a Salt Storage Shed, a Vehicle Storage Building, and other support facilities and structures to restore and modernize the 1.8 acre yard. Responsibilities included the preparation of an Environmental Assessment (EA) of the proposed project to demonstrate that the Secaucus Maintenance Yard could be redeveloped to meet the DOT's needs, while complying with the various environmental permitting requirements. *Reference: DPMC, Ed Hedger (609) 984-6238*

**NJDOT TP110 Route 57 over Lopatcong Creek Culvert Replacement, Structure No. 2105-151;** 2019-Present; Environmental/Water Resources Lead responsible for managing the water resources tasks for this culvert replacement in Warren County. Churchill served as a subconsultant for TY Lin for Preliminary and Final Engineering services. Mr. Mellett was responsible for managing the hydrologic and hydraulic analysis for the existing and proposed culvert structures, including preparation of hydrologic and hydraulic models (HEC-RAS), and

an H&H Engineering Report to address compliance with the NJDEP's Flood Hazard Control Act Rules. He was also responsible for keeping the project design in compliance with the New Jersey Stormwater Management Rules. The project objectives were able to be achieved without triggering the "major development" requirements of the Rules. Modifications to the existing drainage system were proposed to address the roadway widening and modifications to the profile. *Reference: NJDOT, Sunay Pandya, PhD, PE (609) 963-1095*

**NJTA P3633 Design Services for Contract No. P200.427, Express E-ZPass Improvements at New Gretna Toll Plaza;** 2017-2018; Environmental Engineer, teamed with Gannett Fleming, to perform environmental permitting, utility conflict and survey services for this design contract. The project involved improvements to the existing New Gretna Toll Plaza to include Express E-ZPass collection lanes. Churchill was responsible for coordinating and preparing the necessary environmental permits for the project, including Pinelands Commission Public Development approval and compliance with Executive Order 215 (Environmental Assessment). Churchill Consulting Engineers teamed with Gannett Fleming to design improvements to the existing New Gretna Toll Plaza to include Express E-ZPass collection lanes. Mr. Mellett was responsible for coordinating and preparing the necessary environmental permits for the project, including Pinelands Commission Public Development approval and compliance with Executive Order 215 (Environmental Assessment). Approval from the Pinelands Commission was obtained within 90 days. *Reference: NJTA, Sima Jasani, PE (732) 750-5300*

**NJTA A3584 NJDEP Stormwater Management Rule Proposal Consultation;** 2019-2020; Environmental/Water Resource Lead for the NJTA as part of their GCE team during a negotiation process with NJDEP and NJ's four major transportation agencies (NJTA, NJDOT, NJT and SJTA) regarding proposed amendments to the Stormwater Management Rules, N.J.A.C. 7:8, which required the use of small-scale green infrastructure to meet the performance standards of the Rules. Mr. Mellett was one of the main voices providing direction to the common goals of the transportation agencies. The negotiations were successful in creating an MOU that will serve as the basis for a subsequent rule proposal that will establish an alternate set of green infrastructure standards for all linear transportation projects. *Reference: NJTA, Lamis Malak, PE*

**NJTA T3463-SCN 24 Pre-Engineered Metal Building at TMD1, Swedesboro, NJ;** 2019-2020; Environmental Engineer/Churchill's Project Manager, as a sub-consultant to Gannett Fleming, responsible for survey, permitting and site/civil design for redevelopment of the TMD1 maintenance facility. Most notably, Churchill formulated an approach for exemption from EO-215 for the project, based upon the ability to qualify for a Categorical Exclusion under NEPA. This approach saved a significant effort from being required for preparation of an EO-215 document on this project, but also set precedent for many future NJTA projects that take place within the existing

operational right-of-way. *References: NJTA, Joseph Livingston, PE (732) 750-5300 x8276*

**NJTA P3460-SCN 18 Two Pre-Engineered Metal Buildings at PMD5, Telegraph Hill;** 2017-Present; Civil/Environmental Engineer, as a sub-consultant to TY Lin International, Mr. Mellett was responsible for the site design, grading and drainage, and stormwater management design. Two stormwater management basins along with manufactured treatment devices were utilized for stormwater management. Mr. Mellett was also responsible for overseeing the permitting effort, including floodplain mapping, NJDEP permits, and riparian zone mitigation along a Category One waterway located on site, to compensate for disturbances to riparian zone vegetation that had taken place without being properly permitted. Churchill is currently performing a five-year monitoring of the mitigation area for compliance with the NJDEP permit. *Reference: NJTA, Joseph Livingston, PE*

**NJTA P3460/T3463 Final Design Services for the Facilities Improvement Program Maintenance Districts - Parkway North/Turnpike South;** 2013-2016; Civil/Environmental Engineer, as a sub-consultant to TY Lin and Gannett Fleming, provided environmental permitting, stormwater management and site/civil design for redevelopment of ten maintenance facilities located on the Turnpike and Parkway. Mr. Mellett was responsible for completing drainage and stormwater management design at two of the maintenance facilities, at Turnpike Exit 1 and GSP Essex Toll Plaza. He was also responsible for the preparation of Environmental Assessment and Environmental Impact Statements conforming to New Jersey EO-215 requirements for review and approval by the NJDEP. Responsibilities also included evaluation of site conditions and the preparation and submission of environmental permits including NJDEP Flood Hazard Area, NJDEP Freshwater Wetlands, NJDEP Stormwater, NJDEP Reforestation, and USDA SCD Soil Erosion and Sediment Control Permitting. *Reference: NJTA, Lisa Navarro, PE (732) 750-5300 x8273*

**NJTA A3584/A3785 Facilities and Infrastructure Inspection and Evaluation;** 2016-Present; Served as Churchill's Project Manager as part of the NJTA's GCE team, provided services as part of the NJTA's annual Review of Facilities and Infrastructure Condition Report for years 2016, 2017, 2018, 2019, and 2022. Churchill inventoried and inspected all stormwater management BMPs, located on the Turnpike and Parkway, i.e., basins and water quality treatment devices (533 total) and stormwater outfalls, which required inspection and maintenance under the NJDEP Phase II Stormwater Management Rules. An inspection protocol was developed in accordance with NJDEP requirements and incorporated into an application-based inspection program hosted on ArcGIS Online, a cloud-based GIS. The inspection findings were incorporated into the Authority's Enterprise GIS (eGIS) system. *Reference: NJTA, Lamis Malak, PE*





**MILLER REMICK**



# Stephen J. Favieri, PE

*Senior Structural Engineer*

## **Licenses:**

Licensed Professional Engineer:

- New Jersey
- Florida

## **Number of Years with Firm:**

- 4 Years

## **Education:**

Bachelor of Science in Structural Engineering, Rutgers University

Masters in Structural Engineering,

## **ROLE**

Mr. Favieri is a Structural Engineer with over 24 years' experience in the engineering and construction industry and is a licensed engineer in the State of NJ. He is the head of M-R's structural department. His responsibilities including management of the structural department, developing client relationships, coordinating and mentoring the Structural staff.

## **EXPERIENCE**

Mr. Favieri has held technical leadership and project management positions of increasing responsibility, formerly serving as Senior Structural Engineer of the Structural department at Jacobs, responsible for staff and project management. Mr. Favieri holds a Master's degree in Structural Engineering from the University of Illinois, and a Bachelor's degree in Structural Engineering from Rutgers. His responsibilities include client relationships, as well as, coordinating and mentoring the structural staff. He has extensive experience with technical leadership, staff management, and delivering structural designs on major Justice, Healthcare, Educational and Historic design projects.

His prior experience includes technical leadership and project management positions of increasing responsibility with organizations such as Jacobs, Vitetta, and The Harman Group.

## **TECHNICAL SKILLS**

RAM Structural Systems, RISA, STAAD, REVIT, AutoCAD, MicroStation Experience with IBC, ASCE, ACI, AISC, PCI, NDS, SJI, MSJC/NCMA



# Anthony D. Pacaro, Jr., PE

*MEP Principal in Charge*

## **Licenses:**

Licensed Professional Engineer:

AR, CT, DE, FL, GA,  
IL, KS, KY, LA, MA,  
MD, MI, MO, MN, NC,  
NJ, NY, OH, OK, PA,  
RI, TN, TX, VA, WV,  
Wash. DC

## **Number of Years with Firm:**

- 24 Years

## **Education:**

Bachelor of Science in  
Mechanical  
Engineering, Villanova  
University

## **Associations:**

ASHRAE –American  
Society of Heating,  
Refrigerating and Air-  
Conditioning  
Engineers

ICC – International  
Code Council

NFPA – National Fire  
Protection Association

NSPE – National  
Society of  
Professional  
Engineers

## **ROLE**

Mr. Pacaro is our Senior Vice President and Mechanical Principal in Charge. He directs teams of Architects, Engineers and Construction professionals to successfully deliver complex design solutions for a diverse array of facility types including hospitals, K-12 and higher education, corrections and human services institutions, government centers, military bases, and industrial facilities.

## **EXPERIENCE**

Mr. Pacaro is a well-respected Mechanical Engineer and Operations Manager with over 38 years of experience in engineering and construction, project management, and corporate management. Mr. Pacaro directs Miller-Remick's federal, state and local practices, and has successfully delivered over \$3 billion in capital projects. Mr. Pacaro is one of the driving forces behind Miller-Remick's success.

Mr. Pacaro has delivered complex multi-phase projects including hospital renovations, central boiler/chiller plants, campus piping infrastructure and utility systems, cogeneration and energy audits, security systems, needs assessments, and emergency design and construction projects. He has designed complex HVAC systems for healthcare, research laboratories, government buildings, and institutional, commercial, retail and manufacturing facilities.

Previously, Mr. Pacaro directed engineering and construction management operations for a company with 65 heavy industrial facilities across North America. Responsible for all engineering, project management, capital construction projects, purchasing, cost control, contract negotiations, proposal development, operations audits and new technology development.

Prior to joining Miller-Remick, Mr. Pacaro, oversaw projects ranging from \$10 million to \$550 million with staff responsibility for up to 80+ cross-functional personnel in the areas of power and steam generation, materials handling, and solid waste and sludge management. He was recognized for outstanding project management and engineering performance.

## **RECOGNITION**

Broward County, Florida - Resource Recovery Project Award  
Florida Institute of Consulting Engineers - Grand Award  
American Society of Civil Engineers - Award of Merit  
Westchester County, New York - Materials Recovery Facility Award  
New York State Society of Professional Engineers - Project of the Year Award  
American Concrete Institute - Outstanding Achievement Award





**RICHARD GRUBB & ASSOCIATES**



YEARS OF EXPERIENCE

With this firm: 2012-Present

With other firms: 1

EDUCATION

MS 2012

University of Pennsylvania

Historic Preservation

BA 2006

Temple University

Art History, *Summa Cum*

*Laude*

PROFESSIONAL TRAINING

Advisory Council on Historic

Preservation, Section 106

Essentials Training Course

PROFESSIONAL AFFILIATIONS

Member of the Vernacular

Architecture Forum

Member of the Pioneer America

Society: Association for the

Preservation of Artifacts and

Landscapes

Member of the American Alliance

of Museums

**LYNN ALPERT**

**PRINCIPAL SENIOR ARCHITECTURAL HISTORIAN (36 CFR 61)**

Lynn Alpert's experience includes historical research and writing, architectural surveys and analysis, preparation of National Register of Historic Places nominations, and Historic American Buildings Survey (HABS)/Historic American Engineering Record (HAER) documentation. She has prepared and directed cultural resources surveys in accordance with Section 106 of the National Historic Preservation Act, as amended, NEPA, and other municipal and state cultural resource regulations. Ms. Alpert's educational and professional experience exceed the qualifications set forth in the Secretary of Interior's Standards for an Architectural Historian [36 CFR 61].

REPRESENTATIVE PROJECT EXPERIENCE:

Marlboro Psychiatric Hospital, Marlboro Township, Monmouth County, NJ (Sponsor: New Jersey Division of Property Management and Construction) As Architectural Historian assisted with the preparation of the photographic component of an Historic American Buildings Survey (HABS) of the Marlboro Psychiatric Hospital. In one of the largest projects of its type, the interior and exterior of approximately 85 structures were comprehensively photographed in accordance with the standards and guidelines set forth by the National Park Service for HABS recordation. Approximately 1,400 images of the hospital have been taken. Primary and secondary sources were also consulted as part of the research, including original plans prepared by the State of New Jersey's Division of Architecture and Construction, Department of Institutions and Agencies.

West Orange Public Library, Township of West Orange, Essex County, NJ (Sponsor: U.S. Department of Housing and Urban Development) Principal Investigator for an intensive-level historic architectural survey of the West Orange Public Library. The project included demolition of the West Orange Public Library and the survey was required to comply with Section 106 of the NHPA due to funding from HUD. As a result of the survey, the library was recommended not eligible for listing on the NRHP.

Federal Community Development Block Grant Disaster Relief Program, Various Locations, New Jersey (Sponsor: U.S. Department of Housing and Urban Development) Conducted intensive-level historic architectural surveys as part of environmental assessments performed in connection with the HUD Federal Community Development Block Grant Disaster Relief Program. Project tasks included assessing the National register-eligibility of each resource and the potential for the projects to effect significant resources.

Holtec Technology Center, City of Camden, Camden County, NJ (Sponsor: Holtec International) Participated in the intensive-level historic architectural surveys for the proposed Holtec Technology Center on the former site of the New York Shipbuilding Corporation in the City of Camden. As a result of the survey, the New York Ship Historic District was recommended eligible for the National Register of Historic Places for its associations with shipbuilding technology in the United States and with ship production during World Wars I and II; and locally for its impact on Camden's economy through much of the twentieth century. Mitigation measures included the recordation of the district, comprised of 33 buildings, a historic waterfront and a largely intact industrial landscape to HABS/HAER standards.



## PAUL J. MCEACHEN

### PRINCIPAL SENIOR ARCHAEOLOGIST (36 CFR 61)

#### YEARS OF EXPERIENCE

With this firm: 1998-Present

With other firms: 3

#### EDUCATION

MA 1996

Memorial University  
Anthropology

BA 1993

University of Windsor  
Anthropology and Classics

#### PROFESSIONAL TRAINING

CRM Essentials: Restoring  
Your Skills

Section 106 Workshop

Section 106: Principles and  
Practice

Advanced National Register  
Workshop

#### PROFESSIONAL REGISTRATION:

Register of Professional  
Archaeologists

#### PROFESSIONAL AFFILIATIONS

Archaeological Society of New  
Jersey

Society for American  
Archaeology

Eastern States Archaeological  
Federation

Middle Atlantic Archaeological  
Conference

Paul J. McEachen, Director of Archaeological Services, provides technical oversight on archaeological projects undertaken in New Jersey and throughout the eastern United States. Mr. McEachen has served as a Principal Investigator on all phases of archaeological investigations and specializes in prehistoric archaeology. Mr. McEachen has prepared and directed cultural resources surveys in accordance with Section 106 of the National Historic Preservation Act, NEPA, and various municipal and state cultural resource regulations. He exceeds the qualifications set forth in the Secretary of Interior's Standards for Archaeologists [36 CFR 61].

#### REPRESENTATIVE PROJECT EXPERIENCE:

**NJDOT Folsom Maintenance Yard**, Borough of Folsom, Atlantic County, NJ (Sponsor: New Jersey Division of Property Management and Construction) Provided oversight to the Principal Investigator, Senior Archaeologist for the Phase IA historical and archaeological survey performed in connection with the NJDOT's proposed Folsom Maintenance Yard, Borough of Folsom. The purpose of the survey was to determine if documented archaeological resources existed within Area of Potential Effects (APE), to assess the potential for the APE to contain undocumented prehistoric and historic archaeological sites, and to make management recommendations for further study if necessary. Background research and a pedestrian survey determined that the APE had a low sensitivity for prehistoric and historic archaeological resources due to previous disturbance from prior mining activities and the subsequent use of the property as a maintenance yard. No additional archaeological survey was recommended.

**Utility Upgrades at Monmouth Battlefield State Park**, Manalapan Township, Monmouth County, NJ (Sponsor: New Jersey Division of Property Management and Construction) Provided oversight to the Principal Investigator/Senior Archaeologist during the completion a Phase IA archaeological survey for a proposed utility upgrade project located within the New Jersey and National Register-listed Monmouth Battlefield State Park and Historic District. As a result of the survey and consultation with the HPO and representatives of the Monmouth Battlefield State Park, archaeological monitoring was recommended within selected areas of the APE where proposed utility trenching excavations had the potential to impact significant archaeological resources.

**DeMott Lane Bridge, Delaware & Raritan Canal State Park**, Franklin Township, Somerset County, NJ (Sponsor: New Jersey Division of Property Management and Construction) Provided oversight to the Principal Investigator/Senior Archaeologist for the Phase IA/IB archaeological survey conducted within the Area of Potential Effects (APE) for the replacement of the DeMott Lane Bridge over the Delaware and Raritan Canal in Franklin Township. No significant prehistoric or historic archaeological resources were identified during the archaeological surveys. Since the proposed bridge was located within the New Jersey and National Register-listed Delaware and Raritan Canal Historic District, RGA also prepared of an Application for Project Authorization in accordance with the New Jersey Register of Historic Places Act.

**Island Beach Sanitary Sewer**, Island Beach State Park, Berkeley and Ocean Townships, Ocean County, NJ (Sponsor: New Jersey Division of Property Management and Construction) Providing technical oversight to the Principal Investigator, Senior Archaeologist for a Phase IA historical and archaeological survey within the Area of Potential Effects (APE) for a proposed new sanitary sewer located on Island Beach State Park within a 7.9-mile stretch of Shore Road. The purpose of the survey, which includes background research, consultation with interested parties, and an archaeological field reconnaissance, is to assess the potential for significant archaeological resources to be affected by the proposed undertaking.

DBE/WBE/SBE CERTIFIED

HEADQUARTERS | 259 Prospect Plains Road | Building D | Cranbury, New Jersey 08512 | 609-655-0692 | [www.rgaincorporated.com](http://www.rgaincorporated.com)





# **COLLIERS ENGINEERING/TESTING**

## Resume

### Education

B.C.E. Civil Engineering,  
Villanova University

M.S.C., Geotechnical  
Engineering, University of  
Wales, U.K.

### Professional Certifications

Professional Engineer:  
Delaware  
Maryland  
New Jersey  
New York  
Pennsylvania  
Virginia

AWS Certified Welding  
Inspector (CWI)

NJ Department of Community  
Affairs (DCA) Special Inspector  
Certification, Concrete  
Placement, Reinforced  
Concrete, Pre-Stressed  
Concrete, Structural Masonry,  
Spray-Applied Fireproofing,  
Structural Welding, Structural  
Steel & Bolting, Exterior  
Insulating Finishing Systems  
(EIFS)

ICC Special Inspector, Soil,  
Structural Bolting

## Eduardo M. Freire, PE

Principal Associate | Regional Manager | Geotechnical



### Experience

Mr. Freire has over 25 years of engineering, construction inspection, and material testing experience. Mr. Freire's responsibilities include supervising Colliers Engineering & Design, Inc.'s engineering division as well as preparing and reviewing reports.

### Representative Projects

#### Jefferson Health Expansion – Phase 2

##### Cherry Hill, Camden, NJ

Observation of all staff performing construction inspection and material testing services on the construction of a 7 story, 230,000 sq. ft. pavilion, campus transformation project, with an overall \$250 million construction cost.

#### Jefferson Health Patient Tower

##### Washington Township, Gloucester County, NJ

Observation of all staff performing construction inspection and material testing services on the construction of a 7 story, 240,000 sq. ft. patient tower and 8 level parking garage, with an overall \$222 million construction cost.

#### Jersey Shore University Medical Center Hope Tower

##### City of Neptune, Monmouth County, NJ

Observation of all staff performing construction inspection and material testing services on the construction of a 10-story, 300,000 sq. ft. medical office building, with an overall \$265 million construction cost.

#### Children's Hospital of Philadelphia Buerger Center

##### City of Philadelphia, Philadelphia County, PA

Observation of all staff performing construction inspection and material testing services on the construction of a 12-story, 700,000 sq. ft. medical facility building, with an overall \$600 million construction cost.

#### Rowan College of Engineering Building

##### Borough of Glassboro, Gloucester County, NJ

Observation of all staff performing construction inspection and material testing services on the construction of a 3-story, 90,500 sq. ft. addition to the college, with an overall \$71 million construction cost.

#### Rowan Rohrer College of Business Building

##### Borough of Glassboro, Gloucester County, NJ

Observation of all staff performing construction inspection and material testing services on the construction of a 4-story, 98,300 sq. ft. facility building, with an overall \$63.2 million construction cost.

Accelerating success.

**Resume****Stockton University, Classroom and Science Buildings****Township of Galloway, Atlantic County, NJ**

Observation of all staff performing construction inspection and material testing services on the construction of a 3-story, 54,000 sq. ft. facility building, with an overall \$28.6 million construction cost.

**Ocean Casino Resort (formally Revel)****Atlantic City, Atlantic County, NJ**

Observation of all staff performing construction inspection and material testing services on the construction of a 47-story, 6.3 million sq. ft. facility building, with an overall \$2.4 billion construction cost.

**Hard Rock Hotel & Casino****Atlantic City, Atlantic County, NJ**

Supervised the geotechnical soil, concrete reinforcement, concrete, and structural steel material testing services on the on the construction and renovation of the former Taj Mahal Casino and Resort, a 41-story, 4 million sq. ft. facility building, with an overall \$400 million construction cost.

**Welsbach/GGM Superfund Site****Gloucester City, Camden County, NJ**

Supervised the geotechnical soil, concrete and asphalt material testing services for the superfund site remediation operations, with an overall \$460,000 project cost. The site includes two former incandescent gas mantle manufacturing facilities, as well as nearly 1,000 residential, commercial, industrial and recreational properties. After site investigations, immediate actions were taken to protect human health and the environment.

**Various Army Corps of Engineer Projects****Fort Dix/McGuire/Lakehurst Joint Base, Burlington County, NJ**

Supervised the advanced geotechnical soil testing for multiple Army Corps of Engineer Projects at Fort Dix/McGuire/Lakehurst Joint Base Facility.

**The Rail Luxury Apartments****Red Bank, Monmouth County, NJ**

Observation of all staff performing construction inspection and material testing services on the construction of a 4-story, 98,300 sq. ft. apartment/mixed use retail building, with an overall \$17.5 million construction cost.

**Group S14D State Owned Sign Structures****Various Locations, New Jersey**

Observation of all staff performing construction inspection and material testing services on the construction of various sign structures for the state of New Jersey,

**Group F18B Fracture Critical State-Owned Bridges****Various Locations, New Jersey**

Observation of all staff performing construction inspection and material testing services on the construction of various bridge structures for the state of New Jersey,



Resume

**Garden State Parkway Bridge Repairs and Resurfacing  
Various Locations, New Jersey**

Observation and supervision of all staff performing construction inspection and material testing services on the construction of various bridge structures, located on the Garden State Parkway for the state of New Jersey.

**Proposed Building & Tank Silos, Project Renegade  
Millville, Cumberland County, New Jersey**

Responsible for the oversight of the subsurface exploration that included and preparation of geotechnical engineering report, for the construction of a new commercial building located at 4 Gorton Road in Millville, New Jersey. The proposed single (1)-story building will have a footprint area of approximately 72,000 square feet and will be supported on shallow foundations. Five (5) pads are also proposed to support a total of twenty-two (22) tank silos, some to be constructed now and some part of future development.

# KEY PERSONNEL RELEVANT EXPERIENCE MATRIX

The following Matrix highlights our key personnel's relevant experience with the various criteria essential for the scope of work for Term Contract CMF 004.

Key Personnel	PROJECT ELEMENTS																				
	Program Management	Environmental Documentation / Permitting	Coastal Flood Mitigation & Resiliency Planning	Site Investigation / Remediation	Right Of Way/Real Estate Acquisition	Architecture / Site / Civil Engineering	Stormwater Management	Dams / Levees / Bridges / Walls	Geotechnical Engineering	Traffic Engineering	MEP Engineering	Utilities & Coordination	Value Engineering	Constructability Reviews	Construction Management/ Inspection	Building Commissioning	Claims Analysis	DCA Coordination	CPM Scheduling	Cost Estimating	Grant Compliance Management
<b>Contract Executive</b> Gilberto R. Bosque, P.E.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<b>Senior Project Manager</b> Peter Senus, PMP	X	X			X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X
<b>Project Manager</b> Sean Kahn, P.E.	X	X				X			X	X		X	X	X	X	X		X	X	X	X
<b>QA/QC Manager</b> Rebecca Lyne, PWS, CE	X	X	X	X			X						X	X	X					X	X
<b>Environmental Planning</b> Jessica Jahre, AICP, CFM	X		X																		X
<b>Permit Coordinator/Expediter</b> Ebony Washington		X	X	X			X												X	X	
<b>Design Engineer</b> Joseph Danyo, P.E., P.P.	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X		X	X	
<b>Architect</b> David Tudryn, AIA George Hibbs, AIA (CCH)	X					X			X		X	X	X	X		X	X	X	X	X	
<b>Superintendent – Construction Management &amp; Inspection</b> William Snook, P.E.		X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
<b>CPM Scheduler</b> Juan Uribe/Michael Grosso						X								X			X		X		
<b>Cost Estimator</b> Jeffery Weiss/Michael Grosso	X					X								X						X	

SUCCESS FOR THE DPMC'S PROJECTS WILL REQUIRE CM EXPERIENCE, EFFICIENT PLANNING, SKILLFUL EXECUTION, AND STRONG COMMUNICATION BETWEEN ALL OF THE PARTIES AFFECTED BY THE CONSTRUCTION. WHILE SAFETY IS ALWAYS PARAMOUNT, COMPLETING HIGHEST QUALITY WORK ON-TIME AND WITHIN-BUDGET ARE ALSO BAKER'S PRIORITIES AND ARE ADDITIONAL MARKS OF A SUCCESSFUL PROJECT. BAKER EMPLOYS THE FOLLOWING STRATEGIES TO ACHIEVE PROJECT SUCCESS:

- Holistic Approach
- Understanding the program
- Deploying the right staff at the right time
- Staff Mobilization
- Project staff on-boarding process
- Project Planning
- Development of a sound work plan
- Project Management approach
- Work Quality & Safety
- QA/QC Plan
- Health and Safety Plan

# KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

The following are the "Key Member Project Experience Data Sheets" for Levels 5 thru 7 as requested.

## KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

**Name: Peter Senus, PMP**

**Title: Sr. Project Manager**

**Firm: Michael Baker International**

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
CMF003-WO 03 – Flood Hazard Risk Reduction and Resiliency Grant Program Location: Statewide, NJ Prof. Srv. Fee:\$2.5M	Multiple A/E Firms where used for tis Program (RVE, Mott MacDonald, Arthur Ponzio Co., OnBoard USA)	CM	Sr. Project Manager	89	20%	2016-Present	NJDCA -Nancy Diehl 609-954-4475 NJDEP - Joseph Ruggeri, P.E., (609) 292-2296
CMF003-WO 15 – Atlantic City Resiliency Grant Program Location: Atlantic City, NJ Prof. Srv. Fee: \$1.2M	Multiple A/E Firms where used for tis Program (RVE, Mott MacDonald, Maser)	CM	Sr. Project Manager	38	30%	2020-Present	NJ DCA -Nancy Diehl 609-954-4475 NJ DCA - Samuel Viavattine 609-633-7308
Atlantic City Expressway (ACE) Third Lane Widening Program Mgmt. Consultant Contract Location: Atlantic City Expressway, NJ Construction Cost: \$200M	WSP and STV	CM	Construction Manager	3	10%	2023	SJTA - Stephen Mazur P.E., (609)-561-6643
Atlantic City Int'l Airport Deicing Facility (Phases 1-4) Location: Egg Harbor Twp., NJ Construction Cost: \$37M	Michael Baker International	CM	Construction Manager	50	15%	2019-Present	SJTA - Susan Lubrano (856)-340-1855 SJTA - Stephen Mazur P.E., (609)-561-6643
Atlantic City Int'l Airport – Phases 1-5 Airport/Terminal Road & Amelia Boulevard Widening Reconstruction Location: Egg Harbor Twp., NJ Construction Cost: \$4.5M	WSP and STV	CM	Construction Manager	22	60%	2017-2019	SJTA - Susan Lubrano (856)-340-1855 SJTA - Stephen Mazur P.E., (609)-561-6643
Replacement of the NJ Turnpike's District 6 Maintenance Facility and 3 State Police Stations Location: Statewide, NJ Construction Cost: \$60M	Gannett Fleming	CM	Asst. Construction Manager	24	100%	2013-2015	NJTPK David DeConde, (732)-750-5300 x8220

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



## KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

Name: Sean Kahn, PE

Title: Project Manager

Firm: Michael Baker International

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
CMF003-WO 03 – Flood Hazard Risk Reduction and Resiliency Grant Program Prof. Service Fee: \$2.5M	Multiple A/E Firms where used for tis Program (RVE, Mott MacDonald, Arthur Ponzio Co., OnBoard USA)	CM	Project Manager	42	50%	2016-Present	NJDCA -Nancy Diehl, (609) 954-4475 NJDEP - Joseph Ruggeri, P.E., (609) 292-2296
CMF003-WO 15 – Atlantic City Resiliency Grant Program Prof. Service Fee: \$1.2M	Multiple A/E Firms where used for tis Program (RVE, Mott MacDonald, Maser)	CM	Project Manager	38	25%	2020-Present	NJ DCA -Nancy Diehl, (609) 954-4475 NJ DCA - Samuel Viavattine, (609) 633-7308
Atlantic City Expressway (ACE) Third Lane Widening Program Mgmt. Consultant Contract Const. Cost: \$200M	WSP and STV	Cost Estimating	Project Constrols Manager	14	10%	2023	SJTA - Stephen Mazur P.E., (609) 561-6643
Atlantic City Int'l Airport Deicing Facility (Phases 1-4) Const. Cost: \$37M	Michael Baker International	Cost Estimating	Deputy Project Manager - Design	24	10%	2019-Present	SJTA - Susan Lubrano, (856) 340-1855 SJTA - Stephen Mazur P.E., (609) 561-6643

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

## KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

**Name:** William Snook, P.E.

**Title:** Construction Manager/Superintendent

**Firm:** Michael Baker International

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
PATCO Station Enhancements Construction Cost \$9.4 M	TranSystems	CM	Project Manager and Resident Engineer	33	50%	2/2020-Present	Delaware River Port Authority Adam Jacurak, P.E. 856-968-2000
SEPTA Sharon Hill Flood Mitigation, Fee \$400,000	Jacobs	CM	Project Manager and Resident Engineer	11	10%	12/2022-Present	SEPTA - Mariano Oropeza-Tellez 215-580-7800
Garden State Parkway Interchange 38 - Atlantic City Expressway Bridge 20WB Widening Construction Cost \$15 M	STV	CM	Project Manager and Resident Engineer	24	100%	2017-2019	New Jersey Turnpike Authority Joe Johnson, P.E. 732-753-5300
Commodore Barry Bridge Joint and Bearings Replacement Construction Cost \$1 M	WSP and RK&K	CM	Project Manager and Resident Engineer	7	50%	2018-2019	Delaware River Port Authority Adam Jacurak, P.E. 856-968-2000
Replacement of Hanover Street Bridge over N. Branch Rancocas Creek - Construction Cost \$6 M	Dewberry	CM	Project Manager and Resident Engineer	12	100%	2019-2020	Burlington County Engineering Justin Lozano - 856-642-3700
City of Camden Wastewater Pump Station Rehabilitation Construction Cost \$12 M	Remington & Vernick Engineers	CM	Senior Project Manager and Resident Engineer	25	100%	2014-2016	City of Camden - Orion Joyner, P.E. (856)-757-7680
Mosaic Development Partners Eastern Village -Fee:\$500K	Interface Studio Architects	CM	Construction Manager	6	50%	2016	Mosaic Development Partners - Greg Reaves (215)-921-8107
Philadelphia Housing Authority - West Park Elevator Replacement Construction - Fee \$240,000	PZS Architects	CM	Project Manager	12	20%	2015-2016	Philadelphia Housing Authority - Nicole Ward, AIA 215-684-4000
Princeton University Green Hall Renovations Fee \$250K	Nalls Architecture	CM	Assistant Project Manager	12	20%	2000-2001	HSC Builders - Brian Hammond 610-280-0200
Einstein Hospital Center One Fee \$500K	Francis Cauffman Architects	CM	Assistant Project Manager	8	20%	2000	HSC Builders - Brian Hammond 610-280-0200
Air Blown Fiber Optic - Betsy Ross and Commodore Barry Bridges Fee \$500K	Delaware River Port Authority	CM	Project Manager and Resident Engineer	12	75%	2018	Delaware River Port Authority Wayne Quesada 856-968-2000

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

## KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

NAME Joseph Danyo, P.E., P.P.

TITLE Design Lead

FIRM Michael Baker International, 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
Scudder Falls Bridge Replacement; Mercer County, NJ & Bucks County, Pa Fee \$32M; Const. Cost \$390M	Michael Baker	Prel & Final design for the SFB Replacement incl'd 4.4 miles of reconst, 1850' bridge over the Del. River & 7 ramp bridges & a 4 story security & AET bldg.	Deputy Project Manager (Design) & Project Manager (Construction)	84 months	75% (Design) & 20% Construction	2014 - 2021	Delaware River Joint Toll Bridge Commission Kevin Skeels, P.E. 267-394-6711
Facilities Improvement Program, Turnpike North Const. Cost \$70M	Michael Baker	Final design for 6 new bldgs & 5 rehabilitation of numerous maintenance facilities	Project Manager	48 months	10%	2013-2017	New Jersey Turnpike Authority Lisa Navarro, P.E. 732-750-5300 x8273
Replacement of GSP Str.Nos. 28.0S & 28.5S over Great Egg Harbor Bay, NJ Fee \$3M	Michael Baker	Prel design and EIS studies in support of a NEPA documentation for new parallel bridge.	Project Manager	12 months	40%	2010-2011	New Jersey Turnpike Authority William Wilson, P.E. 732-750-5300 x8279
NJ Turnpike Interchange 15X, Sections No. 1&2, Secaucus, NJ Const.Cost \$180M	Gannett Fleming	Prel & Final design for Interchange 15X including new roadway & bridge construction; 9 lane Toll Plaza & 4,000SF Utility Bldg.	Project Manager	36 months	40%	2001-2004	New Jersey Turnpike Authority Lisa Navarro, P.E. 732-750-5300 x8273
Merion Park Drainage & Roadway Improvements; Ocean City, NJ Const Cost \$12M	City of Ocean City, NJ	Prel & Final Design for stormwater mitigation and resiliency; includes CAFRA & other NJDEP & ACOE permits	Project Manager	24 months	10%	2021-2023	City of Oean City, NJ Vince Bekier 856-905-0836
NJ Turnpike Interchange 6-9 Widening, Section 3 Const.Cost \$160M	Michael Baker	Final design and environmental support/compliance with permit and EIS documents.	Project Director	36 months	25%	2007-2010	New Jersey Turnpike Authority Lisa Navarro, P.E. 732-750-5300 x8273

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

## KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

**Name: Ebony Washington**

**Title: Permitting Coordinator**

**Firm: Michael Baker International**

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
Atlantic City Offshore Wind O&M Facility, Atlantic City, NJ	Worley	Environmental Permitting	Project Manager	10	80%	2021-2022	Orsted - Katharine Perry (857) 354-1002
Ocean Wind 2 Construction and Operations Plan and Permitting, Monmouth County, NJ	Worley	Environmental Permitting	Project Manager	10	20%	2021-2022	Orsted - Katharine Perry (857) 354-1002
Facilities Improvement Program Maintenance District TMD 4	Michael Baker International	Environmental Permitting	Environmental Task Lead	8	15%	2016	New Jersey Turnpike Authority Lisa Navarro, P.E. 732-750-5300 x8273
Scudder Falls Bridge Improvement Project	Michael Baker International	Environmental Permitting	Environmental Task Lead	12	40%	2016-2017	Delaware River Joint Toll Bridge Commission Kevin Skeels, (267)-394-6711
County Road 530 Roadway Rehabilitation	Michael Baker International	Environmental Permitting	Environmental Specialist	17	30%	2015-2017	Burlington, County Mike Nei (856)-642-3700
Route 130 Westfield Avenue to Main Street Pavement Reconstruction Project	Michael Baker International	Environmental Permitting	Environmental Specialist	18	25%	2014-2017	NJDOT Omar Hameed 609-963-1049

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



## KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

**Name:** Jessica A. Jahre, AICP, CFM

**Title:** Environmental Coordinator

**Firm:** Michael Baker International

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
CMF-003 WO12: Expansion of Resilient NJ, Climate Change Interagency Council Advisory Group Facilitation Statewide, NJ Fee: \$600K	Michael Baker International	Planning and Program Management	Project Manager	66	5%	2018-Present	NJDEP Becky Hill - 609-292-9236
CMF-004 WO4: Resilient NJ Program Statewide, NJ Fee: \$1.5M	Michael Baker International and Tetra Tech, Inc	Planning and Program Management	Project Manager	68	5%	2018-Present	NJDEP Carmen Valentine - 609-292-9236
New Jersey State Hazard Mitigation Plan Update	Michael Baker International and Tetra Tech, Inc	Planning	Project Manager	14	25%	2022-Present	NJOEM Dinan Amin -908.723.0121
Hoboken Building Design Guidelines Addendum	Michael Baker International	Planning	Project Manager	6	10%	2022	City of Hoboken Caleb Stratton 201.420.2000 X8201
Climate Resilience Independent Review	Michael Baker International	Planning	Deputy Project Manager	23	10%	2021-Present	PANYNJ Josh DeFlorio - 212-435-6221

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

## KEY TEAM MEMBER PROJECT EXPERIENCE DATA SHEET

Name: Juan Uribe

Title: CPM Scheduler

Firm: Michael Baker International

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
Corridor H Deisgn Buld and P3 Karens to US 219 Connecor Randolph & Tucker Counties, West Virginia. Cost: \$222,486,490.37	WEST VIRGINIA DEPARTMENT OF HIGHWAYS (WVDOH)	Scheduling CPM, Monitor due dates, critical Path activities, revised baselines, updates and time Impact analysis	Scheduler	94	15%	01-JAN-2016 to Present	WEST VIRGINIA DEPARTMENT OF HIGHWAYS Tom J. Collins Phone: 304-546-1455
Corridor H Deisgn Buld and P3 US 219 Connecor to WV 72 Interchange Connector Randolph & Tucker Counties, West Virginia. Cost: \$173,783,327.61	WEST VIRGINIA DEPARTMENT OF HIGHWAYS (WVDOH)	Scheduling CPM, Monitor due dates, critical Path activities, revised baselines, updates and time impacat analysis. Review CPM Specifications	Scheduler	52	15%	08-JUL-2019 to Present	WEST VIRGINIA DEPARTMENT OF HIGHWAYS Tom J. Collins Phone: 304-546-1455
Corridor H: WV 72 I/C to Parsons West Virginia. Cost: \$49,488,493.69	WEST VIRGINIA DEPARTMENT OF HIGHWAYS (WVDOH)	Scheduling CPM, Monitor due dates, critical Path activities, revised baselines, updates and time Impact analysis	Scheduler	15	5%	29-AUG-2022 to Present	WEST VIRGINIA DEPARTMENT OF HIGHWAYS Tom J. Collins Phone: 304-546-1455
Corridor H: Cheat River Brdige West Virginia. Cost: \$148,030,390.00	WEST VIRGINIA DEPARTMENT OF HIGHWAYS (WVDOH)	Scheduling CPM, Monitor due dates, critical Path activities, revised baselines, updates and time Impact analysis	Scheduler	23	5%	23-DEC-2021 to Present	WEST VIRGINIA DEPARTMENT OF HIGHWAYS Tom J. Collins Phone: 304-546-1455
Corridor H: Paving Kerens to WV 72 Interchange West Virginia. Cost: \$29,970,49.46	WEST VIRGINIA DEPARTMENT OF HIGHWAYS (WVDOH)	Scheduling CPM, Monitor due dates, critical Path activities, revised baselines, updates and time Impact analysis	Scheduler	32	5%	17-MAR-2021 to Present	WEST VIRGINIA DEPARTMENT OF HIGHWAYS Tom J. Collins Phone: 304-546-1455
CSO-GC-SFS-OH CP1 Facilities for Gowanus Canal Construction Package 1 – OH-007 Cost: 38,400,000.00	The City of New York Department of Environmental Protection (NYDEP) Bureau of Engineering Design and Construction	Scheduling CPM, Monitor due dates, critical Path activities, revised baselines, and updates	Scheduler	6	5%	31-MAY-2023 to Present	NYDEP Michael Hoaching Phone: 317-563-2404
Route I-78 Bridges over Route 202/206 and Washington Valley Road, Townships of Bedmister and Bridgewater, New Jersey Cost: \$27,847,792.04	Subconsultant to Techniquet, Corporation	Scheduling CPM, Monitor due dates, critical Path activities, revised baselines, and updates	Scheduler	49	5%	31-OCT-2019 to Present	New Jersey Department of Transportation (NJDOT) Rakesh Seth, Phone:908-393-6533 Techniquet Corporation, James Henry Phone: 732-310-5900

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## **SECTION 2: CMF EXPERIENCE ON CONTRACTS/PROJECTS OF A SIMILAR SIZE AND NATURE**

# CMF EXPERIENCE ON CONTRACTS/PROJECTS OF A SIMILAR SIZE & NATURE



The Michael Baker Team is thoroughly familiar and more importantly highly successful with assisting the DPMC with large scale Indefinite Delivery and Indefinite Quantity (IDIQ) contracts (i.e. CMF 003 WO 3, 4, 12 & 15) requiring construction management, resiliency planning and multidisciplinary design support. For example, and most recently, Michael Baker was selected for the CMF 03 term agreement, that dealt with the catastrophic damage to New Jersey from Super Storm Sandy. Michael Baker quickly proved that they were the “go to” Team to not only navigate the complex HUD CDBG grant requirements, but to be the State’s eyes and ears on variety of projects that included large scale pump stations, 60” outfall pipes, bulkheads, building flood proofing, municipal stormwater upgrades, flood gates, and much more. **Michael Baker is the workshop that has the right tool for the right job.** Michael Baker knows it is not enough to just assist the DPMC in administering the programs, but to be the **experts** in all facets. Since our involvement with the previous CMF 003 IDIQ, we have developed all the manuals, standard operating procedures, and protocols to carry directly over into CMF 004 with a seamless transition for potential projects under this program that might have already started or just gearing up. Michael Baker is ready **RIGHT NOW** to run with any assignment.

During Michael Baker’s 80 plus years of providing professional services, our approach to multi-tasked, multi-discipline assignments has proven effective. More specifically, Michael Baker brings forward over 35 years of working in New Jersey on some of the most important infrastructure projects in the State. This experience will directly benefit the State of New Jersey on this contract. Michael Baker’s successful oversight and involvement in a variety of construction and program management contracts provides a wealth of on-call task order expertise to execute successful assignments. Our clients select Michael Baker because of our logical approach to meeting project objectives in a cost-effective manner, while providing high-quality technical expertise from our full service Hamilton, New Jersey office supported by other Michael Baker offices and our subconsultants. A critical factor considered in assembling the Michael Baker Team is a shared culture devoted to customer service and rapidly adapting to address client needs that change as a result of funding and/or schedule changes. A large part of our team’s previous successes working together is a result of each individual firm’s dedication to customer service.

Michael Baker creates value for our clients by delivering innovative and sustainable solutions for infrastructure and the environment. We recognize that the execution of task order contract assignments requires a broad range of expertise and are confident that the depth of Michael Baker’s resources, familiarity with governmental processes, and history of successfully working on similar projects in New Jersey and nationally will confirm that Michael Baker consistently provides outstanding support in the execution of even the most challenging assignments. Specific threads of good construction and project management are seen in each of Michael Baker’s successes. Among them are: active management of the project on behalf of the client; experienced leadership; knowledgeable and seasoned subject matter experts; experienced design, permitting and construction professionals; open, honest communication among all involved in the day-to-day; timely decision making based on experience and prudent professional judgment; and a common goal to solve problems and keep the project moving to completion. The result invariably is a high-quality project completed on time and at a reasonable cost.

Michael Baker will work with the State of New Jersey to integrate our personnel into each work order we staff and respond to the individual needs of each assignment through careful selection of personnel best qualified for the project. Michael Baker’s philosophy in serving clients revolves around three basic tenets: strong project management and staff, quality assurance/quality control, and effective field administration. To complement our strengths, The Baker Team’s expertise will be enhanced with the inclusion of key specialty firms like Miller Remick, LLC and many **SBE firms** such as Churchill Consulting Engineers, Clarke Caton Hintz, M & E Engineers Inc., BEM System Inc., and Richard Grubb & Associates, Inc. These firms have multi-disciplinary capabilities that will assist during all phases of the program, which allows Baker to fully utilize their talents toward delivering a quality project. These firms will add value to the team by providing specialty disciplines like building commissioning, MEP engineering, architectural and even environmental remediation assistance, should work orders issued under this term agreement require these specialty disciplines.





RELEVANT PROJECT EXPERIENCE MATRIX

The following matrix highlights the Michael Baker Team’s relevant project experience with the various criteria essential for the scope of work for Term Contract CMF 004.

PROJECT ELEMENTS																					
Project	Program Management	Environmental Documentation / NEPA	Coastal / Sea Level Rise	Hydraulics / Hydrology	Stormwater Management	Site Investigation / Remediation	Right Of Way	Environmental Permitting	Roadway / Site / Civil Engineering	Dams / Levees / Bridges / Walls	Geotechnical Engineering	Traffic Engineering	Landscape Arch. / Architecture / Urban Planning	Utilities	Construction Management/ Inspection	Value Engineering	Claims Analysis	Building Commissioning	CPM Scheduling	Cost Estimating	Risk Management
Michael Baker International, Inc.																					
CMF003-WO 03 – Flood Hazard Risk Reduction and Resiliency Grant Program	X	X	X	X	X	X	X	X	X	X	X			X	X	X	X		X	X	X
CMF003-WO 15 – Atlantic City Resiliency Grant Program	X	X	X	X	X	X		X	X	X	X			X	X	X	X		X	X	X
Hoboken Northwest Resiliency Park		X		X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X
CMF 003 WO 04 Resilient New Jersey		X	X	X				X												X	X
CMF 003 WO 12 New Jersey Climate Change Resiliency Strategy & Coastal Resilience Plan		X	X	X				X												X	X
Atlantic City Expressway (ACE) Third Lane Widening Program Mgmt. Consultant Contract	X	X		X	X	X	X	X	X	X	X		X	X	X	X	X		X	X	X
Scudder Falls Bridge Replacement		X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Atlantic City Int’l Airport Deicing Facility		X		X	X	X		X	X	X	X			X	X	X	X	X	X	X	X
Route 52 Causeway Replacement		X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X
NJTA Facilities Improvement Program		X		X	X	X	X	X	X	X	X					X	X	X	X	X	X
World Trade Center Water Intrusion Protection Plan & Resiliency Designs			X	X	X	X	X		X	X	X		X	X					X	X	X
Post-Katrina Enterprise ProjectWise Data Management System	X																		X	X	X
New York City Rapid Repairs Program, Residential Damage Assessments	X		X			X								X	X			X	X	X	X
Trenton Train Station Rehabilitation						X			X		X		X	X	X	X	X	X	X	X	X
Wilmington Station Restoration and Renovation						X			X		X		X	X	X	X	X	X	X	X	X
Replacement of the NJ Turnpike’s District 6 Maintenance Facility and 3 State Police Stations	X					X					X		X	X	X	X	X	X	X	X	X
Rehabilitation of the NJ Turnpike's Toll Plaza Utility Buildings and Tunnels	X					X					X		X	X	X	X	X	X	X	X	X
Clarke Caton Hintz																					
Ernest Mario School of Pharmacy		X										X				X			X	X	
School of Nursing & Graduate School		X										X				X			X	X	
Boilerhouse At Trenton Central High School		X										X				X			X	X	
Miller Remick, LLC																					
Richard J. Hughes Justice Complex														X		X		X		X	X
M & E Engineers																					
Facilities Improvement Program Engineering & Commissioning														X		X		X		X	
NJ Department of Transportation On-Call HVAC Engineering														X							
Central Printing Facility HVAC Upgrades														X							
NJDOT South Region Headquarters Fire Protection														X							
Batsto Mansion Geothermal Renovations														X							
NJDOT Regional Headquarters EV Charging Stations														X							

PROJECT ELEMENTS																					
Project	Program Management	Environmental Documentation / NEPA	Coastal / Sea Level Rise	Hydraulics / Hydrology	Stormwater Management	Site Investigation / Remediation	Right Of Way	Environmental Permitting	Roadway / Site / Civil Engineering	Dams / Levees / Bridges / Walls	Geotechnical Engineering	Traffic Engineering	Landscape Arch. / Architecture / Urban Planning	Utilities	Construction Management/ Inspection	Value Engineering	Claims Analysis	Building Commissioning	CPM Scheduling	Cost Estimating	Risk Management
NJ State Police Facilities Engineering & Commissioning														X				X			
State Police Headquarters Campus Measurement & Verification														X				X			
Multiple K - 12 Schools																		X			
Churchill Consulting Engineers																					
A3559 Facilities Improvements Swainton and Herbertsville															X						
A3803 On-Call Supervision of Construction Services															X						
T0664-00 New Fabric Covered Salt Storage Structures for Hackettstown Maintenance Yard		X					X							X							
T0572-00 Salt Storage Structure NJDOT Folsom Maintenance Yard					X		X								X						
BEM Systems																					
Underground Storage Tanks Removal and Replacement, Statewide, NJ						X															
New Jersey Transit Corporation, Superstorm Sandy Resilience Program	X					X															
Richard Grubb Associates																					
Cultural Resources Survey Bass River State Forest		X																			
Cultural Resources Consulting Fort Mott State Park Seawall Rehabilitation and Sluice Gate Repair		X																			
Phase I Archaeological Survey Port Mercer Canal House		X																			

## MICHAEL BAKER

### Project: CMF 003 WO#03 - Program Management for Flood Hazard Risk Reduction and Resiliency Grant Program (2016-Present)

*Location: Multiple Municipalities, New Jersey*

Client: NJ Department of Property Management and Construction (DPMC)/  
NJ Department of Environmental Protection (NJDEP)

Program Budget: \$50 million



Michael Baker was selected as the Program Manager for the Flood Hazard Risk Reduction and Resiliency Grant Program (Grant Program) for the State of New Jersey. Under this Grant Program, the NJDEP is funding projects that will continue the efforts to protect vulnerable communities from the impacts of future storms along flood prone areas. **There are a total of seven projects involved in the program: Wildwood NJ Pacific Ave. Pump Station & Outfall, N. Wildwood Hereford Inlet Pump Station, Atlantic City Baltic Ave. Pump Station, Brigantine 3 Pumps Stations, Belmar Lake Como Outfall Pipe, Spring Lake Wreck Pond Outfall Pipe, and Little Ferry Losen Slote Tide Gate.** Due to Michael Baker's extensive construction management and design experience with large multi-faceted construction and resiliency projects, our team was selected to assist the NJDEP with monitoring and oversight tasks for selected resiliency projects throughout coastal New Jersey.

Key tasks include:

- Monthly Reporting
- Design Oversight
- Bidding/Procurement Reviews
- Contractor Deliverable Reviews
- Bi-weekly Field inspections
- Independent Cost Estimating
- Master Project Scheduling and Forecasting
- HUD Reporting and Compliance
- Contractor Recordkeeping Compliance Assistance
- Assist with Integrity Monitoring

Accountability for project submittals and issue resolution are diligently tracked and recorded to guard against delays and minimize the NJDEP's liability in the event of a claim. Baker is actively communicating with the NJDEP and tracking project correspondence from preconstruction through closeout by maintaining detailed logs and checklists that enable us to assign and track ball-in-court responsibility for Subrecipients and project deliverables. Michael Baker is providing timely reviews of invoices and progress reports with proper record keeping to match pace with the Subrecipient's contractor deliverable submission schedule. These tasks are being accomplished through

the use of a "uniform" deliverable tracking system. The tracking system provides overall monitoring of all schedules, invoices, progress reports, HUD compliance forms and project closeout documentation. In addition to this mandatory tracking, Michael Baker is offering more robust document management solutions. Michael Baker is successfully hosting a SharePoint site as an electronic document library for this project. As such, Michael Baker understands the importance of confirming all record keeping are up-to-date with construction projects and contract milestones.

Under the Grant Program, Michael Baker is also providing Independent Cost Estimates (ICEs) for Subrecipient contractor agreement amendments (change orders). Performing ICEs is a primary example of providing the proper "checks and balances" for the local government contractor. Michael Baker's Licensed Professional Engineers have extensive experience preparing ICEs for all types of construction projects. Michael Baker uses a wide variety of estimating tools that includes comprehensive life-cycle analysis, tracking trends and historical indexes, bid analysis and assessing the risks and probability of high-impact events and their influence on cost.

Michael Baker is developing CPM Schedules for the NJDEP to keep projects on-time and within budget. The development of master construction schedules is very dynamic and the Michael Baker Team is helping to ensure the overall program's schedule path is clear of obstacles and optimizes the project delivery process to ensure all contracts are completed on time. The schedules are being developed in Microsoft Project and organized by key tasks with subtasks and milestones built-in. Dependent tasks are also being tracked and visually presented through Microsoft Project's presentation methods. Michael Baker is also preparing forecasts for grant fund utilization through September 2022 for grant fund reimbursement and grant program project delivery.



Since the Grant Program is funded through the Federal Department of Housing and Urban Development (HUD), specialized compliance and monitoring, end-to-end policy development, on-site compliance training with Subrecipients, and operational implementation are required. Michael Baker is experienced in HUD compliance monitoring and a thorough understanding of Federal Labor Standard regulations including Davis-Bacon and Related Acts, Hatch Act, and Section 3 to comply with HUD grant funding requirements. Michael Baker is utilizing an extensive compliance "toolbox" containing regulatory, operational, and financial processes for use on HUD-funded Community Development Block Grant Disaster Recovery (CDBG-DR) programs. These templates are assisting in "quick start" program compliance.

Michael Baker is providing streamlined program management to the NJDEP through effective communication, timely reviews of invoices and deliverables, comprehensive and consistent record keeping, independent cost estimating, scheduling and HUD compliance monitoring.

## Project: CMF 003 WO#15 Program Management for Atlantic City Resiliency Program (2020-Present)

*Location: Atlantic County, New Jersey*

Client: NJ Department of Property Management and Construction (NJ DPMC)/ NJ Department of Community Affairs (NJDCA)

Program Budget: \$20 million

Michael Baker was selected as the Program Manager for the Atlantic City Resiliency Program for the State of New Jersey. Under this Hurricane Sandy CDBG-DR Grant Program, the NJDCA is funding projects that will continue the efforts to protect vulnerable communities from the impacts of future storms along flood prone areas. **There are a total of seven projects involved in the program: Traffic Signal Equipment Upgrades, City Hall Flood Proofing, Check Valve Replacements, Lower Chelsea Bulkheads, South Blvd. Bulkheads, Gardner's Basin Dredging & Bulkheads, and Chelsea Bulkhead projects.** Due to Michael Baker's extensive construction management and design experience with large multi-faceted construction and resiliency projects, our team was selected to assist the NJDCA with monitoring and oversight tasks for selected resiliency projects throughout coastal New Jersey.

Key tasks include:

- Monthly Reporting
- Design Oversight
- Bidding/Procurement Reviews
- Contractor Deliverable Reviews
- Bi-weekly Field inspection
- Independent Cost Estimating
- Master Project Scheduling and Forecasting
- HUD Reporting and Compliance
- Contractor Recordkeeping Compliance Assistance
- Assist with Integrity Monitoring



Accountability for project submittals and issue resolution are diligently tracked and recorded to guard against delays and minimize the NJDCA's liability in the event of a claim. Baker is actively communicating with the NJDCA and tracking project correspondence from preconstruction through closeout by maintaining detailed logs and checklists that enable us to assign and track ball-in-court responsibility for Subrecipients and project deliverables. Michael Baker is providing timely reviews of invoices and progress reports with proper record keeping to match pace with the Subrecipient's contractor deliverable submission schedule. These tasks are being accomplished through the use of a "uniform" deliverable tracking system. The tracking system provides overall monitoring of all schedules, invoices, progress reports, HUD compliance forms and project closeout



documentation. In addition to this mandatory tracking, Michael Baker is offering more robust document management solutions. Michael Baker is successfully hosting a SharePoint site as an electronic document library for this project. As such, Michael Baker understands the importance of confirming all record keeping are up-to-date with construction projects and contract milestones.

Under the Grant Program, Michael Baker is also providing Independent Cost Estimates (ICEs) for Subrecipient contractor agreement amendments (change orders). Performing ICEs is a primary example of providing the proper "checks and balances" for the local government contractor. Michael Baker's Licensed Professional Engineers have extensive experience preparing ICEs for all types of construction projects. Michael Baker uses a wide variety of estimating tools that includes comprehensive life-cycle analysis, tracking trends and historical indexes, bid analysis and assessing the risks and probability of high-impact events and their influence on cost.

Michael Baker developed CPM Schedules for the NJDCA to keep projects on-time and within budget. The development of master construction schedules is very dynamic and the Michael Baker Team is helping to ensure the overall program's schedule path is clear of obstacles and optimizes the project delivery process to ensure all contracts are completed on time. The schedules are being developed in Microsoft Project and organized by key tasks with subtasks and milestones built-in. Dependent tasks are also being tracked and visually presented through Microsoft Project's presentation methods. Michael Baker is also preparing forecasts for grant fund utilization through September 2022 for grant fund reimbursement and grant program project delivery.

Since the Grant Program is funded through the Federal Department of Housing and Urban Development (HUD), specialized compliance and monitoring, end-to-end policy development, on-site compliance training with Subrecipients, and operational implementation are required. Michael Baker is experienced in HUD compliance monitoring and a thorough understanding of Federal Labor Standard regulations including Davis-Bacon and Related Acts, Hatch Act, and Section 3 to comply with HUD grant funding requirements. Michael Baker is utilizing an extensive compliance "toolbox" containing regulatory, operational, and financial processes for use on HUD-funded Community Development Block Grant Disaster Recovery (CDBG-DR) programs. These templates are assisting in "quick start" program compliance.

Michael Baker is providing streamlined program management to the NJDCA through effective communication, timely reviews of invoices and deliverables, comprehensive and consistent record keeping, independent cost estimating, scheduling and HUD compliance monitoring.



## Project: Hoboken Northwest Resiliency Park (2019-2023)

*Location: City of Hoboken, New Jersey*

**Client: City of Hoboken**

**Project Cost: \$47M**

Michael Baker is providing full-time construction management for the construction of a 5.4 acre interactive urban park in the city of Hoboken, which incorporates sustainable design and extensive stormwater management features, including collection and storage of all storm runoff into an underground, one-million -gallon stormwater storage tank. As part of the project, Michael Baker oversees extensive soil sampling and testing of the former industrial site, coordination with local sewer authority for pump station construction, and management of construction of numerous park features, including play equipment, building structures, athletic facilities, and other interactive features. Michael Baker will perform utility coordination, supervise the construction of a stormwater sewer system, and manage the construction of a park building and community room. Additionally, it will oversee the attainment of SITES v2 sustainability certification, conduct public engagement, update the project website, and complete and submit all close-out documents.

The Northwest Resiliency Park sits on 5.4 acres of land that was previously used by the Henkel Chemical plant, which closed in 2007. Before that, it was a marshland that had been filled in during the late 19th and early 20th centuries and was subject to frequent flooding. Following Superstorm Sandy in 2012 the U.S. Department of Housing and Urban Development and the City's 2014 Green Infrastructure Strategic Plan identified the area as a potential flood management park. The site was remediated to EPA standards, capped in 2016, and used as a temporary pop-up park starting in 2017.

The project called for the implementation of several landscaped basins around the perimeter of the park, as well as stormwater basins under the basketball court and athletic field. The most significant component, located 25 feet underground, is a precast one-million -gallon stormwater storage tank and retention system that combats (loading by storing and filtering rainwater. Michael Baker supervised the installation of the tank and the supporting excavation system, which is comprised of fully braced, 80-foot sheet piles and a perimeter of 700 linear feet. Approximately 30,000 cubic yards of excavation to subgrade will occur next, followed by the installation of 98 H-piles, dense-graded aggregate, a mud slab, and the tank. Throughout construction, substantial dewatering of groundwater will occur. Following construction of the tank, the site will be turned over to the local sewer authority, which will construct a pump station that will control the release of stored stormwater into the local stormwater network.



## Project: CMF 003 WO#04 Resilient New Jersey (2018-Present)

Location: Statewide, New Jersey

Client: NJ Department of Property Management and Construction (NJ DPMC)/ NJ Department Environmental Protection

The State of New Jersey received \$10,000,000 in National Disaster Resilience (NDR) competition funding to support the creation of Resilient NJ to help regions and communities that experience significant flooding to undergo a comprehensive planning process to identify vulnerabilities due to increased flooding risk. Michael Baker is assisting the New Jersey Department of Environmental Protection with program management, monitoring and oversight for Resilient NJ throughout the project's 5-year lifecycle.

Resilient NJ seeks to fund up to six planning projects within multi-municipal regions within the nine Sandy-impacted counties in New Jersey: Bergen, Hudson, Essex, Cape May, Middlesex, Monmouth, Ocean, Atlantic, and Cape May. Planning grants will fund multi-municipal Regional Planning Units (RPU) to undergo a comprehensive process to identify and address vulnerabilities to increased flood risk, protection of environmental resources, and promotion of sustainable/smart growth development.

The Michael Baker Team is also creating program guidance on a regional planning process to build resilient response scenarios to climate change. These response scenarios included short- and long-term elements for the time horizons of 2030, 2050, and 2100. The goal of these scenarios is to improve regional resiliency while also creating equitable outcomes for socially vulnerable populations.

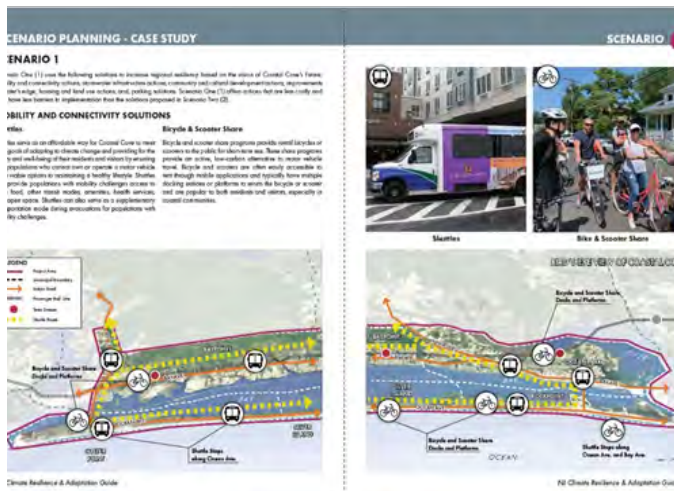
## Resilient NJ



Michael Baker is coordinating, arranging, and facilitating an outreach campaign with local public engagement events with NJDEP to support the program. The goal of this effort is to make communities in the nine Hurricane Sandy-impacted counties aware of the program and to actively engage the public in the planning and decision-making process. Michael Baker's outreach strategy is inclusive and comprehensive with a focus on low income, socially vulnerable populations.

In response to the EO-89 mandatory requirement of Plan Endorsement, the Michael Baker team assisted DEP in the creation of the Resilient NJ: Local Planning of Climate Change Toolkit to assist municipal and county governments to meet their obligations for the Municipal Land Use Law, State Hazard Mitigation Plan, and Plan Endorsement requirements. This toolkit guides municipalities through the process of creating a climate change-related vulnerability assessment and developing local climate resilience strategies as required by New Jersey's Municipal Land Use Law since February 2021. The toolkit is also designed to guide communities through implementing a robust community engagement process and stresses the importance of assessing the needs and integrating the voices of socially vulnerable populations to help communities integrate equity considerations into climate resilience planning.

The team compiled a library of over 100 resources and tools to inform the creation of the toolkit and gathered almost 300 Resilience and Adaptation Action examples from around the country to create the Local Resilience Actions Matrix to provide municipalities with a robust and easy-to-use database of example actions they can take to combat climate change in their communities.



## Project: CMF 003 WO#12 New Jersey Climate Change Resiliency Strategy & Coastal Resilience Plan (2020)

*Location: Statewide, New Jersey*

**Client: NJ Department of Property Management and Construction (NJ DPMC)/ NJ Department Environmental Protection**

Michael Baker is assisting New Jersey Department of Environmental Protection (DEP) through an expansion of Resilient NJ to create New Jersey's first Climate Change Resilience Strategy and Coastal Resilience Plan. As required through Executive Order 89, the State's Chief Resilience Officer, with the support of the Interagency Council on Climate Resilience, will deliver a Statewide Climate Change Resilience Strategy and Coastal Resilience Plan to the Governor to promote the long-term mitigation, adaptation, and resilience of New Jersey's economy, communities, infrastructure, and natural resources throughout the State. Michael Baker is supporting DEP by graphically branding the strategy through designing DEP's social media campaign, outreach materials, website design, and the graphical layout of the reports, including New Jersey's first scientific report on climate change, the coastal resilience plan, and the resiliency strategy.

## Project: Atlantic City Expressway (ACE) Third Lane Widening Program Mgmt. Consultant Contract (2022- Present)

*Location: Gloucester County and Camden County*

**Client: South Jersey Transportation Authority / Gloucester County and Camden County**

**Construction Budget: \$200,000,000.00**

Michael Baker is currently providing Program Management Services to facilitate the advancement of design and construction contracts for the ACE Third Lane Widening. SJTA is widening the remaining 13 miles of ACE to improve capacity and overall traffic operations. As a toll road, the travelers on the ACE expect a safe and efficient roadway to get to their destinations. Project improvements consist of widening 13 lanes of highway, including the interchange improvements at Route 42, widening and reconstructing four mainline bridges, lengthening and reconstructing 16 pipe culverts, regulated activities requiring coordination (NJDEP, NJ Pinelands, NPS, NJSHPD, USFWS, and Soil Conservation Districts), signing and striping, and MPT and constructability solutions. The ACE Third Lane Widening Program is split into multiple design and construction contracts, requiring coordination with a wide variety of professional service consultants, subconsultants, vendors, contractors, and stakeholders. Michael Baker is developing and monitoring clear tools for the various consultants to use and ensure project deliverables are consistent between contracts. As the Program Manager, Michael Baker is responsible for establishing clear and concise processes and procedures for project controls, maintaining a master program schedule, overall program budget, overseeing project administration, overall coordination of project activities, managing risk and potential claims, ensuring environmental and design compliance, construction management oversight, stakeholder relations, public involvement, and coordination with the project team to ensure invoicing and procedures follow SJTA's standards throughout the life of the program.







## Project: Scudder Falls Bridge Replacement

*Location: Route 295 NJ/PA Border*

**Client: Delaware River Joint Toll Bridge Commission**

**Construction Budget/Fee: \$325,000,000.00/ \$33,626,659**

Michael Baker provided final design and post-design services for the Scudder Falls Bridge Replacement project. The existing four-lane bridge over the Delaware River is functionally obsolete and needed to be replaced to alleviate recurring current peak-period and emergency-incident traffic congestion and projected future traffic. Numerous commuter safety and operational upgrades are also needed at the bridge and adjoining highway segments and interchanges in both New Jersey and Pennsylvania.

The project involved replacement of the existing four-lane bridge with a twin-span structure carrying six lanes of through traffic (three in each direction), two auxiliary northbound lanes for entry/exit travel, and one auxiliary southbound lane for entry/exit travel. The project also included complete reconstruction of the deficient Route 29/175 interchange on the New Jersey side and reconfiguration of the Taylorsville Road interchange in Lower Makefield, Pennsylvania, to improve the safety and efficiency of the interchange. Two roundabouts are introduced on the New Jersey side to improve the efficiency and safety of the interchange. Their design followed Federal Highway Administration (FHWA) Roundabouts: An Informational Guide, and NCHRP 672. Roadway work also includes widening of approximately 2 miles of I-95 on both approaches of the bridge. The effort included evaluation of existing guide rail and design of the appropriate roadside protection for the proposed improvements. A key element of the design is the roundabouts within the Route 29 Interchange.

Michael Baker's scope of work also included drainage upgrades and other improvements along the approach highway between the Route 29/175 interchange and Bear Tavern Road in New Jersey, and widening of the Pennsylvania approach highway between the Route 332 exit and the bridge by adding an additional lane in each direction. Michael Baker also designed a bicycle/pedestrian walkway connecting the recreational canal paths on both sides of the river. New bridge inside shoulders are sized to allow for future mass transit service. Michael Baker also designed a new all electronic tolling (AET) collection system in the southbound direction, consisting of high-speed E-ZPass tag readers and video cameras to identify license plates for purposes of collecting tolls by mail from motorists who do not have E-ZPass. Noise-abatement walls are designed along the approach roadways leading to and from the bridge.

Additionally, Michael Baker designed an intelligent transportation system (ITS) equipment building for the installation of the AET equipment. The building is sized to house the proposed AET system equipment with consideration for possible future equipment needs. Equipment housed in the toll building includes lane controller cabinets; E-ZPass reader equipment cabinets; and electrical, HVAC, generator control/monitoring, and network cabinets. The client currently uses a leased fiber optic system for connectivity between toll collection facilities. The provider of the leased fiber optic system will extend its service to the new building. Space will be included in the toll equipment building for other leased communications systems for T1 connectivity, such as video surveillance systems, and for vendor demarcation and their associated equipment. A stand-by generator was provided to support the AET equipment and associated building systems in the event of power failure. The generator and automatic transfer switch is located adjacent to the toll equipment building in a secure, weatherproof enclosure. Annunciation for remote alarm monitoring is provided. The distribution system for the generator included an uninterruptible power supply (UPS) system to eliminate disruption in AET system service. The UPS maintains power during generator start-up.





## Project: Atlantic City Int'l Airport Deicing Facility (2013-2024)

Location: Egg Harbor Twp., New Jersey

Client: SJTA

Project Cost: \$37M

SJTA enlisted Michael Baker to complete the design and perform the construction inspection of a new deicing pad and the associated airfield infrastructure at ACY. SJTA proposes to construct a centralized deicing pad adjacent to Taxiway P. This frees up valuable space on the terminal apron (where deicing currently occurs) and allows the aircraft to be closer to the departing runways to reduce holdover times. A Part 77 airspace analysis was performed to ensure no aircraft will penetrate the imaginary surface. Adjacent to the deicing pad is a paved area that will house the (clean) deicing fluid tanks, filling lanes for the deicing vehicles, a deicing control building, spent glycol fluid collection pump and lift station, and a parking area for the deicing vehicles and support staff. A line of sight analysis was performed to ensure there were no issues from the air traffic control tower (ATCT). Runoff from the deicing pad will be collected in a trench drain, and then directed, with the use of diversion chambers, to a glycol collection system. Michael Baker coordinated closely with SJTA to obtain approvals from the NJ Pinelands. This included identifying grassland and New Jersey Pollutant Discharge Elimination System (NJPDES) 5G3 Request for Authorization. A 10,000-gallon oil/water separator will also be provided to prevent oil-laden contaminants from entering the stormwater system, as fueling operations are planned for the pad. Michael Baker also provided geotechnical services to develop the pavement design. The Michael Baker team met with representatives from SJTA, OPS, and FBO Midlantic Jet to gather information on existing deicing activities and to further refine the goals and conceptual layout of the project. Michael Baker has provided bid documents, procurement support, construction administration services, and record drawing preparation for Phases 1-4 for both Base Bids and Add Alternates. Michael Baker is actively providing CM/CI for all Phases. The CM/CI includes reviewing monthly schedule updates, reviewing extra work items, preparing change orders and independent cost estimates (ICE), reviewing submittals, responding to Request for Information (RFIs), as-built plan preparation, final quantities and approving Contractor monthly pay applications with certified payrolls (Davis Bacon and Related Acts).





## Project: Route 52 Causeway Replacement (2002-2012)

*Location: Ocean City and Somers Point, NJ*

**Client: New Jersey Department of Transportation**

**Project Cost/Fee: \$400M**

Michael Baker led the effort for alternatives analysis, preliminary design, environmental services, final design, and construction support for this multi-faceted, 3-mile transportation improvement project over Great Egg Harbor in NJ. This Michael Baker design project is one of the largest projects undertaken by the New Jersey Department of Transportation (NJDOT), with a construction cost exceeding \$400M. The Route 52 Causeway is located in an environmentally sensitive area and provides a vital link between the two shore communities of Somers Point and Ocean City, NJ. The project consists of approximately 10,000 ft. of dual concrete bridge structures (20,000' total) between high level, low level, and curved bridge alignment sections, which also includes a continuous 10' wide multi-use path on the bridge. The project also includes approximately 7,000 ft. of new and widened roadway construction.

The design included many complex structural features including continuous spliced girder designs, post-tensioned segmental concrete structures, Cast In Place post-tensioned continuous concrete structure, precast concrete elements, bulkheads and cofferdams in extreme tidal zones. In-depth analyses were performed for ship/vessel collisions, ice loadings, scour, and a site specific seismic response spectrum and seismic foundation stiffness matrix was developed. The subsurface exploration program included extensive lab testing of the soil properties leading to an optimal (shorter) pile length reducing construction costs and duration of pile driving activities. The project involved preparing bid documents for two alternative designs for each of Contracts A and B. Michael Baker further implemented an innovative strategy of preparing partial alternative design bid packages to save time and cost.



## Project: NJTA Facilities Improvement Program, Final Design Services (2013-2020)

Location: NJ Turnpike North

Client: New Jersey Turnpike Authority

Project Cost/Fee \$70M/\$8.9M

Michael Baker's Hamilton Office provided Final Design Services for Contract Nos. T500.356 and T500.363 which included the design of three new multi-use buildings (TMD 4, 6, & 9), one new prefabricated materials storage building (TMD 9), two new salt sheds (TMD 4 & 9), and the rehabilitation of five existing maintenance buildings (TMD 4, 6, 7, & 10). Facility scope included full architectural space programming and design, structural design, Department of Community Affairs (DCA) permitting, MEP and fire protection design, design of building security components, design of back-up generators, CSI specifications, and post design/construction administration. Site/civil design included full site lighting, parking lot layouts, engine block heaters, MgCl upgrades, brine station relocation, geotechnical engineering (building and site), retaining walls, pavement, fencing/gates, SWM / basin design, utilities engineering, and site power/communications. Environmental approvals/permits included NJ Executive Order (EO) 215 EIS and EA documentation for five sites, hazmat investigations, Soil Erosion and Sediment Control (SESC), Freshwater Wetlands permits, and Flood Hazard permitting. All of the projects require the development and preparation of construction documents for full compliance with NJDCA.



## Project: World Trade Center Water Intrusion Protection Plan & Resiliency Designs (2015)

Location: New York, NY

Client: Port Authority of New York and New Jersey

Fee: \$3M

Michael Baker developed a comprehensive water intrusion protection plan for the new World Trade Center. Michael Baker's services included a complete flood risk assessment and analysis, the development of hazard mitigation strategies, order-of-magnitude cost estimates, and stakeholder coordination. When complete, the new World Trade Center will include five new skyscrapers, the National September 11 Memorial and Museum, a multistory transportation hub, 550,000 square feet of retail space, and a 1,000-seat performing arts center. The water intrusion protection plan is designed to protect all completed World Trade Center facilities from water intrusion under severe conditions. The plan is based on a complete flood risk assessment and analysis, including thorough evaluations of site-wide and project-specific vulnerabilities, hazard mitigation strategies, and improvement alternatives to provide a level of protection that will allow the complex to maintain operations following a storm surge event and subsequent flooding, like Hurricane Sandy in 2012.



Despite the accuracy reflected within the Federal Emergency Management Agency's newly drafted coastal flood elevations, there was no assessment of future conditions, including sea-level rise, within these analyses. Water levels measured at the Battery indicated that sea level has risen at a rate of one inch per decade. Many studies of future conditions note this rate as a minimum and forecast accelerations in this rate in the future. Michael Baker's expertise in understanding these scenarios and advising on mitigation actions to combat these rising water levels were vital to the risk assessment. The incorporation of sea-level rise scenarios provides a clear understanding of the range of possible flooding risks during the coming decades. Quantifying these future scenarios will also allow proactive choices about the proper level of protection.

The plan includes project-specific and site-wide achievable hazard mitigation implementation strategies and recommendations with an estimated order-of-magnitude cost for each recommendation. The plan provides for an evaluation of the economic feasibility of each proposed mitigation strategy and identifies cost-effective mitigation strategies and actionable steps to achieve their implementation. Michael Baker devised mitigation strategies for implementation as either retrofit work or, where feasible, as part of ongoing or future construction.

As many entities occupy the World Trade Center complex, it was critical to obtain input regarding the implementation of the strategies. Michael Baker met with on-site stakeholders to coordinate the proposed mitigation strategies and their effect on the aesthetics and operations of the site. With the planning phase efforts for site-wide flood resiliency completed, Michael Baker scoped additional work to initiate advanced design for site-wide mitigation efforts through the further development of a bollard protection system. Additionally, professional architectural and engineering services are required to advise the Port Authority on design coordination among other independent mitigation efforts that are being undertaken by the Port Authority and external stakeholders at the World Trade Center.



## Project: Post-Katrina Enterprise ProjectWise Data Management System (2008-2009)

*Location: New Orleans, Louisiana*

**Client:** U.S. Army Corps of Engineers, New Orleans District

**Fee:** \$544K

Michael Baker provided on-site support services for the implementation of an enterprise ProjectWise information management system. The district had implemented the Bentley ProjectWise engineering data content management software in its engineering division. After Hurricane Katrina, a system integrated without disruption to ongoing operations was necessary to respond quickly to external requests for information. Michael Baker assisted in implementing an integrated content management system for all district offices and divisions.

Program Coordination Plan included coordination with the district's IT staff to make recommendations for prioritizing data; tools from Project-Wise suite; integrating data; hardware, software, storage devices, facilities, and other resources; support requirements; and program performance measures. Data Content Needs Assessment consisted of interviews with personnel from all six divisions regarding data types and formats to be managed. Metadata Model Development and Digital Data Loading Plan, PCM-XM2, was built using the most recent ProjectWise and agency-wide model. Michael Baker collected existing digital data from a division not using ProjectWise and performed a test conversion to the new model as a proof-of-concept.

Following the proof-of-concept test, Michael Baker made a plan to convert and integrate data from all divisions into the new system without disruption to operations, scanning 1,000 pages and Mylar drawings for digital conversion. Aerial Film and Metadata Capture Plan required special processes, such as using high-resolution roll-feed film scanners. Michael Baker scanned 1,000 aerial film images and collected and processed the metadata for inclusion in the enterprise ProjectWise system, using the sample to develop a process to retrieve and digitize aerial imagery film along with a template for collecting required metadata. Developed a georeferencing and indexing scheme for aerial films by flight line or block of photography, a method to capture 2-D wraps using U.S. Geological Service quadrangle maps, and a plan to restore films to their original packing after scanning. Used a quality control process for scanned film and digital files. Systems and Systems Component Infrastructure Plan included analysis of architecture, hardware, and software requirements for the enterprise ProjectWise system.

Michael Baker prepared detailed plans and specifications to fulfill the district's requirements and developed a phased implementation plan for a scalable architecture to allow expansion. Documentation and Training and Integration of Other Systems included the software, system operations and maintenance, hard-copy and film scanning procedures, and digital file procedures. Michael Baker evaluated the technical and economic feasibility of integrating the system with other in-use software, such as DrChecks and the agency's resident management system, and planned a desktop data center to provide division-specific documents and web-based interface to provide data to the general public, contractors, and other external users for viewing and downloading information. Implementation Plan included plans for program coordination, ProjectWise deployment, hardware and software systems and data backup, ProjectWise geospatial implementation, system integration, digital data loading, aerial film and hardcopy document and metadata capture, training, and finances and budget, as well as results of the needs assessment, portal design and implementation, folder structure, security system and protocol, and implementation timeline.



## Project: New York City Rapid Repairs Program, Residential Damage Assessments (2012-2013)

*Location: Staten Island, New York*

**Client:** New York City Department of Environmental Protection

**Fee:** \$925K

As part of a consultant team, Michael Baker scheduled and conducted more than 2,000 Staten Island residential home damage assessments and developed respective work orders as part of the New York City Rapid Repairs Program implemented by the New York City Mayor's Office in response to Superstorm Sandy. A first in New York City's history, a special task force consisting of New York City Department of Environmental Protection and New York City Department of Design and Construction employees was assembled to solicit and manage six construction contractors to provide free emergency repair assistance to residential property owners who were affected by the massive storm on October 29, 2012. The emergency repairs allowed New York City residents to return to and stay in their homes so that they can then complete more permanent repairs and finishes. Emergency repairs included permanent or temporary exterior and interior restoration of heat, electrical power, and hot water and other limited repairs to protect a home from any further significant damage.

Twenty-one employees from Michael Baker's offices in White Plains, New York; Hamilton and Newark, New Jersey; Rocky Hill, Connecticut; and Norwood, Massachusetts, were immediately mobilized and deployed the day after Thanksgiving to the borough of Staten Island for a 14-hour-per-day, seven-day-per-week field operation, which lasted throughout the entire holiday season and ended in mid-February. Michael Baker's primary duties included coordinating, scheduling, and leading three-person teams of experienced electrical and mechanical-plumbing assessors in performing visual residential damage assessments, including high-priority assessments; quickly developing respective construction work orders with substantial material quantity estimates for each affected home after the inspections; reviewing damage assessments and work order quality; monitoring the budget; coordinating staffing and time reporting; preparing invoices and daily progress reports; and coordinating with contractors.



Additional responsibilities included adding work order status updates to the contractor's cloud-based project management database and verifying assessment status; developing supporting documents, including checklists, assessment scope definitions, and maps, for use by residential damage assessment crews; and developing a prototype electronic damage assessment application for tablet computer use.

## Project: Trenton Train Station Rehabilitation (2004-2009)

*Location: Trenton, New Jersey*

**Client:** New Jersey Transit

**Project Cost:** \$55M

Michael Baker provided construction management and inspection services to NJ Transit for the \$55 Million rehabilitation of the Trenton Train Station. The project entailed full reconstruction of the 1970s-era main station headhouse, including adding a second floor, attic, retail space, and expanded office space for NJ Transit station management and ticketing, NJ Transit Police with detention facilities, Amtrak ticketing and communications/signals personnel. The existing 1920s concourse over the Northeast Corridor was renovated, including structural repairs to support columns, and a second headhouse was added at the rear entry to the station. The project included complete replacement of HVAC systems, plumbing, electrical distribution, CCTV, public address, passenger information displays, and fully reconstructed driveways, bus canopies, loading docks, plazas, stairways, retaining walls and landscaping. All work was performed while maintaining full station operations, including retail vendors. Michael Baker served as liaison for NJ Transit for all NJDCA plan reviews and acquisition of permit modifications and variations, and coordinated NJDCA subcode inspections for Building, Electrical, Plumbing, Fire Protection, and Elevators, temporary and final Certificates of Occupancy for NJ Transit and its station tenants. Michael Baker also coordinated with Amtrak for scheduling multiple track outages and flag protection for work on platforms and on the overhead concourse, requiring close coordination with three separate railroads (NJ Transit, Amtrak, and SEPTA) while maintaining regular rail operations 24/7.





### **Project: Wilmington Station Restoration and Renovation (2008-2012)**

*Location: Wilmington, Delaware*

**Client: AMTRAK**

**Project Cost/Fee: \$31M**

Michael Baker provided construction management and inspection services to Amtrak for the \$31 Million restoration and renovation of the historic Wilmington, Delaware Train Station. The project entailed exterior restoration of the original masonry facades and wood platform canopies, and complete renovation of the station interior, ticketing services, replacement of Amtrak police facilities including locker rooms and holding cells, and expanded and enhanced retail spaces. HVAC, electrical, CCTV, public address, and passenger information display systems were all replaced during this project. Since Amtrak is exempt from local permit and subcode inspections, Baker performed all relevant inspections of building components.

### **Project: Replacement of the Turnpike's District 6 Maintenance Facility and (3) State Police Stations (2013-2015)**

*Location: Newark, Moorestown, and Galloway Township, New Jersey*

**Client: New Jersey Turnpike Authority**

**Project Cost/Fee: \$60M**

Michael Baker is providing construction management and inspection services for approximately \$60 Million of construction associated with Contract Nos. T500.192, T500.272, and A500.274. The antiquated Troop D Stations will be brought up to contemporary law enforcement agency standards to meet today's requirements and future needs. The improvements include new buildings, expansion of parking and site development, new

underground motor fuel tanks, new utility services (electrical, water, sewer, etc.) including emergency generators, HVAC, and a helipad at Moorestown. The new District 8 Maintenance Facility building will provide updated equipment, expanded capabilities, and contemporary amenities for Turnpike Maintenance personnel to replace the overcrowded and obsolete facility. This is the prototype for the proposed improvements and replacement buildings for the Turnpike and Parkway maintenance yards. Michael Baker proactively maintains continuous lines of communication with the Authority (maintenance, construction, & engineering) to maintain the yard's operational functions and address design changes originating from field conditions and engineering as the program evolves. Michael Baker is managing multiple, concurrent sites, and coordinating with the NJDCA and utilities. Work on these sites will be substantially complete prior to the bulk of the current facility design sites going into construction and our staffing plan adequately addresses this transition.

### **Project: Rehabilitation of the Turnpike's Toll Plaza Utility Buildings and Tunnels (2013-2015)**

*Location: Various Locations on the NJ Turnpike*

**Client: New Jersey Turnpike Authority**

**Project Cost/Fee: \$15.5M**

Michael Baker is completing construction management and inspection services for the rehabilitation of 25 Toll Plaza Utility Buildings spread across 3 contracts: South, Central and North on the NJ Turnpike. These contracts address the toll plaza's immediate needs for functionality such as stand-by power (utility building & ETC huts), public health (water, sewer, etc.), improved working conditions for the employees (HVAC, waterproofing, avoidance of mold, asbestos abatement), electrical/lighting, security upgrades (doors windows, lighting, etc.), and structural repairs (slab replacements/repairs, tunnel repairs, roofs, etc.). Michael Baker proactively shifts resources between the 25 discreet sites to manage a spectrum of issues while keeping toll plaza operations unaffected. Work on the toll utility buildings will be complete this year.





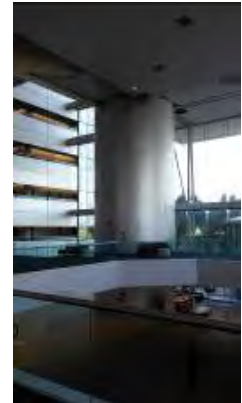
# Richard J. Hughes Justice Complex

## Quick Facts:

**Size:** Entire  
Complex, 1,080,000  
SF, 11 Floors

**CCE:** \$4 M

**Dates of Service:**  
2018 – 2021



## HVAC CONTROLS UPGRADE

Miller-Remick is providing A/E design and specifications to replace the existing building HVAC control system, to optimize energy conservation and employee comfort. The new system is addressing the following items:

- Outside air temp variable setback
- Variable water temperature based on outside air temp
- Compliance with automatic fault detection and diagnostics routines of ASHRAE 36P
- Integration with lighting controls (installed in 2012) including occupancy sensing for lighting and HVAC
- Scheduling by Zone Groups with individual parameters for
  - Occupied mode
  - Unoccupied mode
  - Setback/Setup (night setback) with OA adjustable limits
  - Warm-up/Cool-down (optimal start)
- Demand response
  - Cooling/Heating demand limit set point adjustment
  - Load shedding
- Compliance with the ventilation rate procedure of ASHRAE 62.1
  - Demand ventilation for appropriate spaces such as courtrooms, jury holding areas
  - Economizer mode with enthalpy sensing
- Compliance with the trim and respond setpoint reset logic of ASHRAE 36P (conditional on State standards equal or tougher)
- Supply air temperature reset
  - Supply air static pressure reset
  - Hot water temperature reset (Hot water temp is controlled by Veolia)
  - Secondary pump differential pressure reset
- 5 levels of alarm with hierarchical alarm suppression
  - Level 1: Critical/life safety
  - Level 2: Significant equipment failure
  - Level 3: Non-critical equipment failure/operation
  - Level 4: Energy conservation monitor
  - Level 5: Maintenance indication, notification

## Point of Contact:

Anthony Mazzella  
State of NJ DPMC  
Trenton, NJ 08608  
(609) 203-5593





**Client:** New Jersey Turnpike Authority  
**Project:** Facilities Improvement Program  
Engineering & Commissioning  
**Location:** Various, NJ

The NJ Turnpike Authority has embarked on a \$500 million dollar Facility Improvement Program (FIP) to build new and upgrade many of its facilities. These include four new 19 Multi-use Buildings for its Maintenance Districts, a Central Inventory Facility and a Back-up Traffic Management Center.

M&E is served as the Commissioning Authority for all of the FIP projects and is in charge of standardizing the BMS system. Systems being Commissioned include typical systems such as HVAC, Plumbing, and Generators, as well as some atypical systems such as vehicle lifts, cranes and vehicle wash systems.

M&E also provided electrical engineering services for several new multi-use and maintenance buildings at four sites in Swedesboro, Moorestown, Crosswicks, and Milltown, and helped develop a prototype that meets the client's requests for current and future needs.







## STATE OF NEW JERSEY

### **NJ Department of Transportation On-Call HVAC Engineering**

M&E is in its third term as the on-call HVAC engineer for NJDOT. Over twenty-five projects have been completed thus far, which have typically included furnace, air conditioning and air handling unit replacements for various DOT facilities. M&E also completed engineering for an air-cooled air conditioning unit for each IT room at the NJ-DOT Headquarters Complex.

### **Central Printing Facility HVAC Upgrades, Trenton, NJ**

M&E provided engineering services for the replacement of seven rooftop units and rooftop chiller with new air cooled chiller and chilled water cooled air handlers at the Treasury Print Shop.

### **NJDOT South Region Headquarters Fire Protection, Cherry Hills, NJ**

M&E provided engineering services for an automatic sprinkler and fire detection system to provide sprinkler coverage to the entire building. A clean agent fire suppression system was required for the Traffic Operations and Data Center.

### **Batsto Mansion Geothermal Renovations, Hammonton, NJ**

M&E provided engineering services to convert an existing geothermal system from an open loop system to a new closed loop system.

### **NJDOT Regional Headquarters EV Charging Stations**

Engineering for 150 electric vehicle (EV) charging stations at three (3) NJDOT Regional HQ Complexes in Ewing, Mt Arlington, and Cherry Hill.





**Client:** New Jersey Turnpike Authority

**Project:** NJ State Police Facilities  
Engineering & Commissioning

**Location:** Various Locations, NJ

The New Jersey Turnpike Authority replaced (4) four prototypical State Police facilities. Two facilities are located on the New Jersey State Parkway and two on the New Jersey Turnpike. The buildings have been designed as prototypical facilities, but are flexible so they may be adapted to each site location. The barracks were built to LEED standards. Cost of construction of all four buildings is approximately \$65.5M and square footage is 92,000.

M&E Engineers served as the mechanical, plumbing and fire protection engineer for the project. An energy model was created at the start of the project to evaluate a variety of HVAC approaches. The mechanical systems included two basement air handlers with energy recovery, five packaged rooftop units (two with energy recovery), a gas-fired condensing boiler, and air distributed through a combination of variable-air-volume (VAV) boxes and constant volume systems. M&E also implemented the Commissioning Process for the energy consuming systems.





**Client:** State of New Jersey  
**Project:** State Police Headquarters Campus  
Measurement & Verification  
**Location:** West Trenton, NJ

The State of NJ contracted with an Energy Services Company (ESCO) to develop an Energy savings Plan (ESP) to be implemented through a customized Energy Savings Improvement Program (ESIP).

The NJ State Police Headquarters campus includes 23 buildings totaling 368,000 square feet. ESIP includes the following components: lighting, HVAC, plumbing, building automation system, electrical system, solar PV (3MW), building envelope, incentives, and training.

The Energy Savings Improvement Program requires that Measurement and Verification be performed per the International Performance Measurement and Verification Protocol (IPMVP). M&E is administering the IPMVP protocol being performed by the ESCO contracted for this project (including verifying projected energy savings, validating measurements, and analyzing incentives), and is providing Third Party Technical Review of engineering proposals being put forth by the ESCO.







**Client:** NJ Schools Development Authority

**Project:** Multiple K - 12 Schools

**Location:** Various Locations, NJ

**Dates:** 2014 to 2022

M&E Engineers has provided Commissioning services for seven design-build projects through the NJ Schools Development Authority (SDA) with various architects and contractors. Services were performed in accordance with SDA specifications and LEED requirements. All schools are targeting or achieved LEED certification.

- Dayton Ave Educational Campus, Passaic, NJ — 448,000sf (2017-Present)
- Camden High School, Camden, NJ — 270,026sf (2018-Present)
- Madison Ave Elementary School, Irvington, NJ — 73,000sf (2017-2020)
- Vineland Middle School, Vineland, NJ — 98,750sf (2014-2017)
- South Street Elementary School, Newark, NJ — 103,000sf (2016-2019)
- Quarter Mile Lane Elementary School, Bridgeton, NJ — 124,000sf (2014-2017)
- Buckshutem Elementary School, Bridgeton, NJ — 40,300sf (2014-2017)





## CHURCHILL CONSULTING ENGINEERS

### Project: A3559 Facilities Improvements Swainton and Herbertsville (2015-2016)

*Location: Swainton & Herbertsville, New Jersey*

**Client:** NJTA

**Project Cost:** \$35M

Churchill Consulting Engineers served as a subconsultant to Hill International for this project to construct a new multi-use building, salt shed and to complete plumbing and electrical upgrades to an existing multi-use building at Parkway Maintenance District 1-Swainton and Parkway Maintenance District 4-Herbertsville. Work items included demolition of existing salt dome, sign shop and water pump station, construction of new multi-use building and salt shed, and completion of site improvements include utility upgrades, improved field equipment, construction of a staff parking lot, site lighting upgrades. Construction Inspection duties included conducting daily inspection of contractor work to assure compliance with plans and specifications, tracking all site material deliveries and inspection to assure material is approved; verifying and tracking all material quantities and all work performed for contractor pay reports, updating Cap Ex reports, preparation of daily reports outlining work performed, equipment used, manpower and including work progression photos.

**Reference:** NJTA, Lisa K. Navarro, P.E., (732) 750-5300, ext. 8273; Hill International, Dreux Doyle (609) 410-1932

### Project: A3803 On-Call Supervision of Construction Services (2021-Present)

*Location: Statewide, New Jersey*

**Client:** NJTA

Churchill Consulting Engineers was selected by the Authority' Maintenance Department to perform supervision of construction services for various Task Orders as a part of this on-call project. These Task Orders included oversight of various types of construction including selective demolition/disposal activities, asbestos abatement, mechanical/plumbing installation, equipment pad installation, electrical installation, utility coordination, equipment testing, new power routed to support the new mechanical equipment, replacement of electrical panels, removal of existing lighting system, disposal of regulated materials, multiple lighting wire, directional drilling, cables, conduits and connection kits, meter cabinets, junction boxes/foundations, lighting standards, luminaires, and coordination of commissioning activities in addition to replacement of air-cooled chillers, air handling units, VAV boxes, boilers, associated ductwork and piping. Construction Inspection duties included conducting daily inspection of contractor work to assure compliance with plans and specifications, tracking all site material deliveries and inspection to assure material is approved; verifying and tracking all material quantities and all work performed for contractor pay reports, updating Cap Ex reports, preparation of daily reports outlining work performed, equipment used, manpower and including work progression photos.

**Reference:** NJTA, Daniel Hesslein (732) 750-5300 x8544

Task Orders included:

- A500.565 2020 HVAC Improvements at Various Locations
- P200.532 GSP Interchange 114 Lighting Improvements (close-out)
- P200.533 Lightning Improvements at Interchange 98;
- P200.537 Lighting Improvements at Interchange 117 & 118
- P200.566 Lighting Improvement at Interchange 102 and 105
- P200.610 Interchange 120 Lighting Improvements

### Project: T0664-00 New Fabric Covered Salt Storage Structures for Hackettstown Maintenance Yard (2022-Present)

*Location: Hackettstown, New Jersey*

**Client:** NJ DPMC

Churchill Consulting Engineers was retained by NV5 Architecture to provide environmental, utility, and surveying services for the NJDOT Hackettstown Maintenance Yard. The project involved construction of a new fabric covered salt storage structure, demolishing the existing salt pole barn and storage buildings, installation of a new generator, and installation of adequate lighting for the entire site. As a subconsultant, Churchill provided site surveys and prepared a basemap for the site. This included a topographic survey to set horizontal and vertical control points which were surveyed on NAD 83/NAVD 88 datum and scaled to the New Jersey State Plane Ground based coordinate system. All visible physical features for the maintenance yard were located, all visible utilities from above ground were located, boring locations were staked, and all utility mark-out were completed prior to field survey. A survey control report containing the details of survey methodologies was created to document procedures utilized in establishing the basis of the survey data for future use of construction. Churchill was also responsible for reviewing the environmental constraints for both sites, including formal wetland delineations, and developing memos detailing the findings. The project also requires compliance with EO-215 and Churchill developed a letter detailing the rationale for the project's exemption from completing an Environmental Assessment. Additionally, the Hazlet Maintenance Yard is located within the Highlands boundary. However, Churchill developed a memo explaining how the project meets the criteria for a permit exemption.

**Reference:** NV5, Bryan VanderGheynst, PE, CFM (973) 946-5706

## **Project: T0572-00 Salt Storage Structure NJDOT Folsom Maintenance Yard, (2018-Present)**

*Location: Folsom, New Jersey*

**Client: NJ DPMC**

Churchill Consulting Engineers served as a sub-consultant to Gannett Fleming, providing design engineering and construction phase services for this project. The project included constructing a fabric covered salt storage structure to store 15,000 tons of road de-icing salt at the NJDOT Folsom Maintenance Yard, install a generator to back-up for the entire site, and to provide adequate site lighting for the entire site. As a sub-consultant, Churchill provided design services for survey and mapping, site/civil and stormwater design, and environmental permitting. The services included preparation of design plans, specifications, and cost estimates and engineering services during construction. Churchill prepared the stormwater management design in accordance the Pinelands Commissions requirements and subsequently prepared and submitted a Pineland Development application. Churchill is preparing an EO 215 Environmental Assessment Report, SESC plans and applications, and an NJPDES Construction Activity General Permit 5G3 application. Churchill provided property and topographic surveying services for mapping, site/civil and stormwater design, and environmental permitting. Established property limits with locating existing monuments and reference to an existing survey. Horizontal positions were calculated, checked and adjusted onto localized ground datum based on the New Jersey State Plane Coordinate system, NAD83 (adjusted 2007). The vertical control was adjusted to elevations in the North American Vertical Datum 1988. The topographic survey included locating all on-site physical features including existing improvements in the proposed work area, edge of pavements, fence and tree lines, drainage, and utilities.

Reference: NJ DPMC, Ed Hedger (609) 984-6238; NJDOT, Debby Hatzisavvas (609) 530-2029



View from Campus

# ERNEST MARIO SCHOOL OF PHARMACY

RUTGERS UNIVERSITY, BUSCH CAMPUS - Piscataway, NJ

The Rutgers Ernest Mario School of Pharmacy expansion redefines the experience of this high-performing School at the Rutgers Busch Campus. An addition provides a new main entry for the school adjacent to the main campus walk. The first floor allows for views into the new community practice suite, lecture halls, and a centralized day-lit “commons” space which links the existing building to the

new construction. The second floor includes a clinical and hospital simulation suite, mock admixture rooms, additional classroom spaces, and the administrative suite. In addition to the new construction, the entire existing facility is fully sprinklered and some office suites were renovated and modernized. The addition was designed to meet LEED Silver Certification Criteria.

**Design Architect:** Ellenzweig

## **Client**

Rutgers University

## **Program**

New Student Commons, Two Lecture Halls, Classrooms, Community Practice Suite, Student Affairs Suite, Clinical and Hospital Simulation Labs and Central Administrative Suite

## **Cost**

\$275 Million

**Clarke Caton Hintz**





View from Campus



Exterior (Before)



Classroom (Before)



Corridor (Before)

# SCHOOL OF NURSING & GRADUATE SCHOOL

MONTCLAIR STATE UNIVERSITY - Montclair, NJ

Partridge Hall is an existing four-story, 49,000SF building located at the heart of Montclair State University's campus in Montclair, NJ. The project entails a complete interior renovation providing state-of-the-art facilities for the University's burgeoning nursing program as well as their graduate studies program.

Three floors will be dedicated to the school of nursing clinical training program. Work includes a modern nursing skills laboratory,

simulation labs with observation rooms, a mock quarantine room, debriefing rooms, anatomy and physiology labs, support and prep space as well as renovations to existing tiered lecture halls and faculty offices. Student amenity space is being augmented to include vastly improved lounge space for impromptu student get-togethers and study sessions. The building is being improved to comply with current accessibility standards.

## Client

Montclair State University

## Program

Nursing Labs, Classrooms, Lecture Halls, Skills Lab, Simulation Labs, Physiology and Anatomy Labs, Computer Labs, Offices, Student Lounges

## Cost

\$19 Million

Clarke Caton Hintz





View from Trenton Central High School



View from Trenton Central High School (Before)



View from Athletic Fields (Before)



Interior (Before)

# BOILERHOUSE AT TRENTON CENTRAL HIGH SCHOOL

TRENTON PUBLIC SCHOOLS - Trenton, NJ

With the completion of the new Trenton Central High School, the former boilerhouse became defunct, allowing for much needed storage space as well as classroom and laboratories to support a new Small Learning Community.

The exterior of the boilerhouse was rehabilitated, including masonry cleaning,

repainting, a new roof and beautiful historically appropriate industrial windows. Work also included a new dramatic entrance canopy. Within the interior, new floors were added allowing for three levels of educational spaces. The aesthetic is colorful and bold, balancing the existing industrial character with modern classrooms.

## Client

Trenton Public Schools

## Program

(12) Classroom Small Learning Community

## Cost

\$6.7 Million

Clarke Caton Hintz



**CULTURAL RESOURCES SURVEY  
BASS RIVER STATE FOREST  
TOWNSHIP OF BASS RIVER, BURLINGTON COUNTY, NEW JERSEY**

**CLIENT:**

LAN ASSOCIATES

**CLIENT CONTACT:**

CHRIS GUDDMI

845-615-0350

XXXXXXXX@XXXXXX.COM

**PROJECT SPONSORS:**

THE STATE OF NEW JERSEY

DIVISION OF PROPERTY

MANAGEMENT

**REVIEW AGENCY:**

NEW JERSEY HISTORIC

PRESERVATION OFFICE

**DURATION:**

09/2020 – 01/2021

**PROJECT STAFF:**

**PAUL McEACHEN**

PRINCIPAL SENIOR

ARCHAEOLOGIST

**ALLISON GALL**

ARCHAEOLOGIST

**RGA PROJECT COST:**

\$5,350.00



**Richard Grubb & Associates, Inc. (RGA)** completed a Stage IA cultural resources survey on behalf of The State of New Jersey, Division of Property Management and Construction (DPMC)'s proposed construction of a new beach recreation complex in Bass River State Forest. This project required approvals under Executive Order (EO) 215 from the New Jersey Department of Environmental Protection (NJDEP), as well as compliance with the New Jersey Pinelands Comprehensive Management Plan (CMP) for Historic Period Sites.

Background research consisted of communication with the New Jersey State Museum and a review of pertinent secondary sources (such as historic maps, atlases, and local and county histories). This research indicated that no known pre-Contact or historic archaeological sites were located within or adjacent to the project area. The project area was located within the Bass River State Forest Historic District, a NRHP-eligible historic district but it did not fall within an area designated as an archaeologically sensitive grid block. Based on available resources, it was determined that no survey involving archaeological testing had been previously conducted within or adjacent to the project area. A prior cultural resources survey had completed for the previously completed widening of the Bass River State Forest entrance near the project area, but the survey did not identify any cultural resources. A follow-up pedestrian field survey noted that ground disturbance was present within the project area, likely associated with the construction of the existing bathhouses and related facilities during the mid-twentieth century. The topographical setting, soil typology, hydrology, and amount of previous disturbance suggested that the project area had a low- to moderate-sensitivity for Pinelands Designation-eligible pre-Contact archaeological resources. Additionally, the project area had a low sensitivity for Pinelands Designation historic archaeological resources. As such, no additional cultural resources survey was recommended within the project area.

**DBE/WBE/SBE CERTIFIED**

HEADQUARTERS | 259 Prospect Plains Road | Building D | Cranbury, New Jersey 08512 | 609-655-0692 | [www.rgaincorporated.com](http://www.rgaincorporated.com)





**CULTURAL RESOURCES CONSULTING**  
**FORT MOTT STATE PARK SEAWALL REHABILITATION AND SLUICE GATE REPAIR**  
**TOWNSHIP OF PENNSVILLE, SALEM COUNTY, NEW JERSEY**

**CLIENT:**

GZA GEOENVIRONMENTAL  
 INC.

**CLIENT CONTACT:**

HAMID FALLAH  
 973-774-3338  
 HAMID.FALLAH@GZA.COM

**PROJECT SPONSORS:**

NEW JERSEY DEPARTMENT  
 OF PROPERTY MANAGEMENT  
 AND CONSTRUCTION

**REVIEW AGENCY:**

NEW JERSEY HISTORIC  
 PRESERVATION OFFICE

**DURATION:**

09/2020 - PRESENT

**PROJECT STAFF:**

**MICHAEL GALL**

PRINCIPAL SENIOR  
 ARCHAEOLOGIST

**ADAM HEINRICH**

SENIOR ARCHAEOLOGIST

**ALLEE DAVIS**

PRINCIPAL SENIOR  
 ARCHITECTURAL HISTORIAN

**RGA PROJECT COST:**

\$42,870.00



**Richard Grubb & Associates, Inc. (RGA)** prepared an archaeological monitoring plan on behalf of GZA GeoEnvironmental, Inc. in preparation for P031 Archaeology and P034 Historic Preservation/Restoration tasks associated with the rehabilitation of the seawall and repairs to the sluice gate at Fort Mott State Park. The project site is located within the Fort Mott and Finn's Point National Cemetery Historic District, specifically within the Fort Mott State Park, which is a contributing element to the historic district.

The project has been, and continues to be, funded by the New Jersey Department of Property Management and Construction (NJDPMC). As such, it necessitates compliance with the New Jersey Register of Historic Places Act (NJRHPA) and required the completion of an Application for Project Authorization (APA) for review by the New Jersey Historic Preservation Office (NJHPO), which RGA has also completed. The project also requires compliance with New Jersey Waterfront Development (WD) permit rules, which necessitates that archaeological, historical, and architectural resources listed in the New Jersey Register (NJR) and the National Register of Historic Places (NRHP) or eligible for listing in the NRHP must be identified in order to determine if the project will adversely affect such resources.

This archaeological monitoring plan included provisions for monitoring during construction, identification of key personnel responsible for ensuring that the monitoring takes place, and a chain of command for key personnel. The design phase of the project is currently ongoing, and RGA anticipates providing support during design consultation prior to construction. Monitoring efforts will be provided by RGA once plans are approved and construction begins.



# PHASE I ARCHAEOLOGICAL SURVEY PORT MERCER CANAL HOUSE TOWNSHIP OF LAWRENCE, MERCER COUNTY, NEW JERSEY

## CLIENT:

SUBURBAN CONSULTING  
ENGINEERS

## CLIENT CONTACT:

DOUGLAS CHABRAK  
(973) 398-1776  
DCHABRAK@SUBURBANCONSULTING.  
COM

## PROJECT SPONSOR:

STATE OF NEW JERSEY,  
DIVISION OF PROPERTY  
MANAGEMENT AND  
CONSTRUCTION

## REVIEW AGENCY:

NEW JERSEY STATE HISTORIC  
PRESERVATION OFFICE

## DURATION:

08/2022-02/2023

## PROJECT STAFF:

### MICHAEL GALL

PRINCIPAL SENIOR  
ARCHAEOLOGIST

### MATTHEW CRAIG

ARCHAEOLOGIST



**Richard Grubb & Associates, Inc. (RGA)** completed a Phase I archaeological survey within the Area of Potential Effects (APE) for a proposed sewer connection project between the Port Mercer Canal House in Lawrence, New Jersey, and an existing manhole approximately 550 feet to the south of it. The Port Mercer Canal House is located within the Delaware and Raritan Canal State Park and the New Jersey Register (NJR) and National Register of Historic Places (NRHP)-listed Delaware and Raritan Canal Historic District. The project is also located within the Camden and Amboy Railroad Branch Line Historic District, within the Port Mercer Historic District, and adjacent to the Lewis Gordon House Historic Place. Because the project was located within an NJR-listed historic district, it required compliance with the New Jersey Register of Historic Places Act (NJRHPA), necessitating the submission of an Application for Project Authorization (APA) to the New Jersey Historic Preservation Office (NJHPO) to determine if the proposed undertaking would be considered an encroachment to an NJR-listed historic property.

The Phase I archaeological survey consisted of background research, an assessment of archaeological sensitivity, a pedestrian reconnaissance, and subsurface testing. 126 historic artifacts were recovered from the APE, with deposits potentially representing an extension of the previously identified Port Mercer Canal House Site. After fieldwork was completed, project plans were changed and the NJHPO determined that the proposed project would not constitute an encroachment on the Delaware and Raritan Canal Historic District. RGA's work was then submitted to the New Jersey Division of Property Management and Construction (NJDPMC) to serve as an internal document for future planning purposes.

DBE/WBE/SBE CERTIFIED

HEADQUARTERS | 259 Prospect Plains Road | Building D | Cranbury, New Jersey 08512 | 609-655-0692 | [www.rga-incorporated.com](http://www.rga-incorporated.com)



## BEM SYSTEMS

### **Project: Underground Storage Tanks Removal and Replacement**

*Location: Statewide, NJ.*

**Client: NJ DPMC.**

BEM was awarded a fixed price contract by the NJ Department of the Treasury, Division of Property Management and Construction (DPMC) for removal and replacement of approximately 120 heating oil underground storage tank (UST) systems at 45 state-owned facilities throughout the entire state. The project included conducting geophysical soil borings; collecting and analyzing geophysical soil samples; performing topographic and geophysical surveys; preparing engineering design plans, schedule, construction specifications and cost estimates, and bid documents for the removal and replacement of UST systems; evaluating and selecting multiple contractors; obtaining required permits; and, providing engineering construction oversight during tank removals and installations to ensure compliance with engineering designs. BEM also prepared the UST closure plans; developed and executed sampling plans for the delineation of site contamination; and, performed environmental remediation, asbestos abatement, and archaeological monitoring survey.

### **Project: New Jersey Transit Corporation, Superstorm Sandy Resilience Program,**

*Location: Statewide, NJ.*

**Client: New Jersey Transit Corporation (NJ TRANSIT)**

In the aftermath of Superstorm Sandy, BEM Systems, Inc. (BEM) was hired by New Jersey Transit Corporation (NJ TRANSIT) as the Superstorm Sandy Recovery and Resilience Program (SSRRP) Environmental Program Manager. BEM is responsible for providing comprehensive environmental services for a 50+ program of projects (POP) related to repair, rehabilitation, and resiliency of the critical assets impacted by Superstorm Sandy in 2012. BEM has assisted NJ TRANSIT in developing a roadmap for each of these projects in the following categories: 1) Whether the nature of the damages each asset suffered, and the plans for restoring and/or mitigating against future damages, would trigger the federal National Environmental Policy Act (NEPA) and/or the State-equivalent Executive Order (EO) 215, and/or land use regulations; 2) A procedural framework for how NJ TRANSIT would develop and implement NEPA, historical/cultural, and permitting compliance strategy; and, 3) Developing environmental performance commitments for anticipated construction contracts.

The BEM environmental compliance process started during the early project planning stage and concept design. The compliance process continued through various design stages (10%, 30%, 60%, 90%, and Final Design) and through construction (as-built confirmation). By maintaining environmental compliance from early in the project through post construction, BEM's role ensured compliance with the following aspects of the project; NEPA; Section 106 of the National Historic Preservation Act with NJ State Historic Preservation Office (NJ HPO); New Jersey Department of Environmental Protection (NJDEP); the United States Army Corps of Engineers (USACE); land use regulation compliance and permit acquisition; environmental construction monitoring; monitoring of compliance with approved regulatory permit conditions; site remediation; and resiliency planning and flooding vulnerability assessments. BEM provided flood analysis for projects to ensure compliance with the NJ TRANSIT Flood Elevation Design Criteria (May 2014), New Jersey's Uniform Construction Code (N.J.A.C. 5:23), Bulletin 13-1B (DCA, September 2013), Special Adoption Elevation of an Existing Building (October 2014), and American Society of Civil Engineers (ASCE) 24-14. The freeboard approach, climate science approach, and/or 500-year elevation approach were also reviewed during the planning stage to ensure protection of the project assets using the best available science data.

To inform NJ TRANSIT during the environmental review process, BEM prepared environmental screening reports to assess the potential for impacts to land use and zoning, community facilities, flood hazard areas, threatened and endangered species, hazardous materials, historic resources, tidal and freshwater wetlands, and environmental justice for each of the projects. To guide NJ TRANSIT with incorporating resiliency and vulnerability as part of project design, including sea level rise considerations, BEM developed research summaries, tracked key legislation and governmental initiatives, and has served as key advisors coordinating with the regulatory and academic communities. BEM coordinated and developed the ongoing environmental program plan for 54 projects with 48 Categorical Exclusions (CE) completed and approved by the Federal Transit Administration (FTA), 46 NJHPO approvals, and reviewed 74 design packages that resulted in substantial cost savings and expedited NEPA approvals to drawdown money from FTA for design and construction. For multiple projects along linear rail corridors, BEM prepared corridor wide Environmental Screening Reports (ESRs) to identify any required environmental requirements.

# **SECTION 3: PROJECT APPROACH/MANAGEMENT PLAN FOR POTENTIAL PROJECTS**

# PROJECT APPROACH/MANAGEMENT PLAN FOR POTENTIAL PROJECTS

## PROJECT UNDERSTANDING

### ADAPTING TO UNPRECEDENTED WORLD EVENTS

Over the past few years, New Jersey, like the rest of the world, has been significantly impacted by the COVID-19 pandemic. In late 2020, when businesses closed and residents entered a period of quarantine, over 700,000 jobs were lost in New Jersey alone. This sudden massive job loss had a multitude of long-lasting impacts on various sectors of society and exposed some drawbacks in our health, education, and transportation infrastructures. As part of the Government's response to the pandemic, The American Rescue Plan Act of 2021 (ARPA) and The Coronavirus Aid, Relief, and Economic Security (CARES) Act was passed by Congress and signed into law in March 2020. The CARES Act implemented a variety of programs to address issues related to the COVID-19 pandemic, including the \$150 Billion Coronavirus Relief Fund. These funds can be used to improve the health care and education system infrastructures in some of New Jersey's most vulnerable communities.

In addition to the COVID-19 pandemic, New Jersey was impacted by Hurricane Ida in September 2021, which caused devastating flooding across 12 New Jersey counties. In response to the devastating impacts from the COVID-19 pandemic and Hurricane Ida, New Jersey has been given many Federal and State grants to help mitigate the damaging lingering effects of these events as well as planning for future disasters, climate change and pandemics. Funds include the HUD Community Development Block Grant Disaster Recovery (CDBG-DR), which Michael Baker is very familiar with via the CMF 003 WO#03 - Program Management for Flood Hazard Risk Reduction and Resiliency Grant Program and the CMF 003 WO#15 Program Management for Atlantic City Resiliency Program. Michael Baker will use the skills and procedures

developed during these two programs to ensure the success of the Hurricane Ida Action Plan and associated upcoming programs such as "Resilient Communities" and other programs through the American Rescue Plan such as the "Boardwalk Preservation Fund." Michael Baker has already developed the "Key" standard operating procedure manuals and checklists for activities identified in this Scope of Work such as bidding and procurement for both professional services and contractors, invoicing reviews, independent cost estimating, statement of assurances compliance and project Close-Out. These manuals were developed for the current CMF 003 IDIQ program directors (PD) such as the Department of Community Affairs (DCA) and Department of Environmental Protection (DEP) to make running these future programs uniform, seamless and "by the book."

### DPMC NEEDS AND THE ROLE OF THE CMF

Throughout the feasibility phase, design phase, and construction phase of projects of this magnitude, there is a large amount of coordination, scheduling, reviews, oversight, inspection, and cost considerations that need to be completed. The DPMC needs a skilled multi-disciplinary team of experienced professionals to rely upon for these tasks, paying close attention to quality, schedule, and costs. The CMF Consultant will be the DPMC's and assigned Project Director's (PD) representative and maintain their expectations and goals as the primary objective.

The CMF consultant will be asked to take on assignments on short notice and provide the complete range of services needed by the DPMC and PD through the various phases of the project. The DPMC and PD need an experienced and capable consultant team that can maintain and monitor high-quality projects following the design standards and requirements while working with limited oversight by the assigned PD's staff. The Michael Baker Team is well versed in these topics and possesses the technical experts needed to fulfill these requirements throughout the phases of the projects.

### SERVICES PROVIDED BY THE CMF

Professional, Technical, Administrative, and Clerical services are provided throughout the phases of a project. In general, those services include:

- Scheduling & Organizing Progress Meetings;
- Design Reviews;
- Budget & Cost Reviews;
- Agency Coordination;
- Compliance Reporting per funding source (i.e. HUD, FEMA, etc.);
- Construction Management & Inspection; and
- Project Close Out





Due to the nature and complexity of the work, the Michael Baker Team understands that additional more specific services will be needed. Those services will be dependent on the task order assignments and the scope of the projects. The Michael Baker Team is ready to handle the most complex and expansive projects that the DPMC hopes to complete.

The Michael Baker Team is thoroughly familiar with assisting large state agencies in the management of their capital plans. Michael Baker has been delivering HUD CDBG-DR and FEMA funded flood mapping, training and community outreach services to the DCA, NJDEP and DPMC for the past 8 consecutive years via the CMF 003 IDIQ. The unique partnering of three complimentary firms with local expertise led by Michael Baker out of their Hamilton, New Jersey operation will provide the DPMC with the levels of assistance that they will need to complete this program.

The feasibility assessment portion of the projects will be a critical time to harness the ideas into a clearly defined project with sensible limits. The Michael Baker Team understands the environmental complexities with construction projects and as such is well versed in planning, designing, and shepherding projects through construction. The Michael Baker Team brings the requisite skills to provide meaningful suggestions to the design teams leading to a constructible project. We also realize that this phase of the project will be the time to consider the regulatory permitting and benefit-cost requirements to keep the project to a practical and approvable undertaking.

As the projects move into final design, the Michael Baker Team will be ready to review design calculations, review permit submissions, schedule and facilitate coordination between stakeholders, and maintain oversight on the budget and schedule of the job as a whole among other tasks. Due to the complex nature of the work, the ecosystems that the work will be occurring within, and the public scrutiny of the projects, the Michael Baker Team was built with an aim at being able to review the many aspects of the project while leveraging **leading experts from New Jersey** who know the communities.

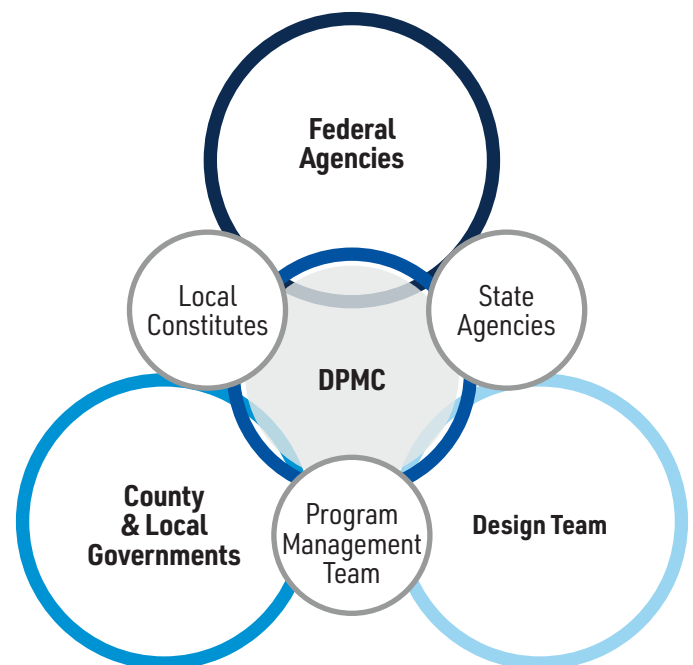
The successful CMF firm will be able to maintain a consistent team throughout the lifecycle of the projects into the construction phase of the work. The Michael Baker Team is built with that mindset. The combined experience of the team members marries the construction administration, construction inspection, scheduling,

and oversight with the technical leaders of New Jersey to deliver the quality expected of a project of this importance.

Successful construction management and construction inspection that the DPMC expects requires thorough monitoring, coordination, time management, and creativity that the Michael Baker Team has built through many years of successfully delivering New Jersey's and the nation's largest infrastructure projects. Safety is the number 1 priority during any construction project. Project budget, schedule, and quality are other prime components that the Michael Baker Team is prepared to manage. The DPMC needs a consultant with the knowledge and expertise in delivering projects of this magnitude with a track record of safety and reliability. In the following sections, the Michael Baker Team will demonstrate why this team is the right one for this opportunity.

The Michael Baker Team greatly understands that resiliency infrastructure projects and building renovation projects are a major capital program undertaking for the DPMC. As such, key challenges associated with this project have the potential to evolve into risks that could undermine the success of the project unless they are properly managed and mitigated in a proactive manner. These challenges include:

## AN INTEGRATED APPROACH



### **Right-Sizing Proposed Solution and Obtaining Record of Decision**

- Each potential program and project may demonstrate a visionary approach to a more resilient New Jersey. However, funding constraints and engineering feasibility need to be considered in "right-sizing" the preferred alternative expeditiously and moving forward in completing NEPA documentation and obtaining a Record of Decision.

**Effectively Managing Stakeholders** - Competing requests and demands from multiple stakeholders add complexities that can impact project scope, schedule, and cost. While this project is focused on flood risk reduction, the stakeholders will want their objectives met as well. Developers will want their projects to be incorporated, municipalities will want the neighborhoods improved with better infrastructure, utility companies will want their assets



protected, and the list will go on. These diverse interests will require the Michael Baker Team's continuous coordination with the DPMC and designers in the development of balanced resolutions that meet the State's project objectives and gain stakeholder support for intended improvements.

**Successfully Securing Environmental Permits** – The Michael Baker Team will be responsible for streamlining the project through the required environmental reviews and securing the required permits. Permit reviews by the agencies can be time consuming and can cause delays in project authorization. Additionally, unforeseen timing restrictions and permit conditions can impact the construction schedule. Early and on-going coordination with the regulatory agencies can aid in fostering an understanding of the project, identifying concerns to be addressed in the applications, and obtaining insight on anticipated conditions to streamline the review process and account for minimization/avoidance of environmental resources in the contract specifications and construction schedule. Internal environmental oversight during the design process is imperative to identifying opportunities to minimize/avoid adverse environmental impacts, reducing the overall mitigation obligation, and demonstrating to the regulatory agencies that the DPMC is actively seeking solutions that result in less harm to environmental resources.

**Performing Schedule-Sensitive Design** – Adherence to the project schedule for both design development and construction is best served through early identification of critical and near critical path design activities and construction processes. Prompt determination of the project footprint, required utility relocations, and ROW and access impacts will support timely initiation of utility relocations, ROW acquisitions, and access impact mitigation plans. Evaluation of construction methods that support expedited installations, shortened construction durations, and techniques with less environmental impacts can benefit aggressive scheduling to meet the necessary completion date. By instituting these activities into the design process, schedule delays will be abated, allowing the Michael Baker Team to meet the DPMC's timeline objectives.

**Assessing Constructability and Traffic Maintenance** – Shortsighted development of construction staging plans that underestimate traffic maintenance needs and work zone requirements will risk significant impacts to project-area mobility and introduce increased potential for construction claims. Alternatively, comprehensive evaluation of construction traffic impacts at critical roadway segments and intersections can identify estimated operational deficiencies, allowing for staging plans to be refined. This type of evaluation will be necessary at multiple known locations due to the population densities throughout the Rebuild by Design projects. Comprehensive assessments for this project will consider construction equipment operating needs, material deliveries and vehicles entering and exiting the work zone, traffic maintenance, and safety requirements in support of construction staging plans for key project elements that have traffic and schedule risk associated with them.

**Coordinating with Other Projects** – This is necessary to maintain construction consistency with adjacent projects, which can impact construction staging, uniformity and interface of materials, structural integrity, and construction traffic travel time and safety. Additionally, temporary traffic impacts created by staging and detour plans of adjacent projects may disproportionately overload ramp and roadway segments if such impacts are disregarded. Most notably for the Rebuild by Design projects, the

municipalities where these projects are taking place are advancing stormwater management programs, roadway improvements, green infrastructure designs, and transit upgrades that need to be closely coordinated with the design of these larger projects.

**Minimizing Utility Impacts** – Advanced utility relocations clear the way for downstream construction activities to proceed without delay. Requesting and finalizing utility agreements for such relocations typically involves extended, up-front coordination with affected utility agencies. Therefore, it is imperative to establish the project footprint and resultant utility impacts early in design in order to enable utility plans to be prepared and agreement requests to be initiated in a timely manner in support of the project schedule.

**Expediting Right-of-Way (ROW)** – Impacts to stakeholder property in a region undergoing major economic development has the potential to result in protracted ROW negotiations with uncooperative owners. Risking project delays associated with unavailable ROW is clearly neither in the project's nor the DPMC's interest. Expedited plan development, thus extending the available negotiation period for the DPMC that can mitigate this risk and get the parcels secured prior to advertisement.

**Minimize Construction Risk** – Multiple large scale concurrent construction contracts will be on-going through this program. DPMC needs experienced, local New Jersey, talent to effectively manage these projects ensuring that construction stays on schedule, quality inspections are performed meeting standards, change orders are minimized, and construction costs stay in check. The Michael Baker Team has been assembled with all of these parameters in mind. We offer a depth and breadth of construction personnel and Risk Management tools with a long history of delivering projects in New Jersey.

The DPMC will benefit greatly on these complex assignments from a deeply experienced consultant that does not rely on guidance for the handling of administrative items. Just as we will with technical project issues, the Michael Baker Team will drive administrative items so the DPMC can focus on strategic project discussions without distraction. In addition to the periodic progress/coordination meetings, Michael Baker can develop a project SharePoint site, similar to the SIROMS site used for the previous CMF 003 IDIQ if required to share information and maintain administrative documents (see the Approach section for more details). For some of the assignments it will be critical that Michael Baker prepare monthly reports identifying progress, man-hour expenditures, a schedule showing the percent complete of each design effort/task, and estimated task completion date for submission.

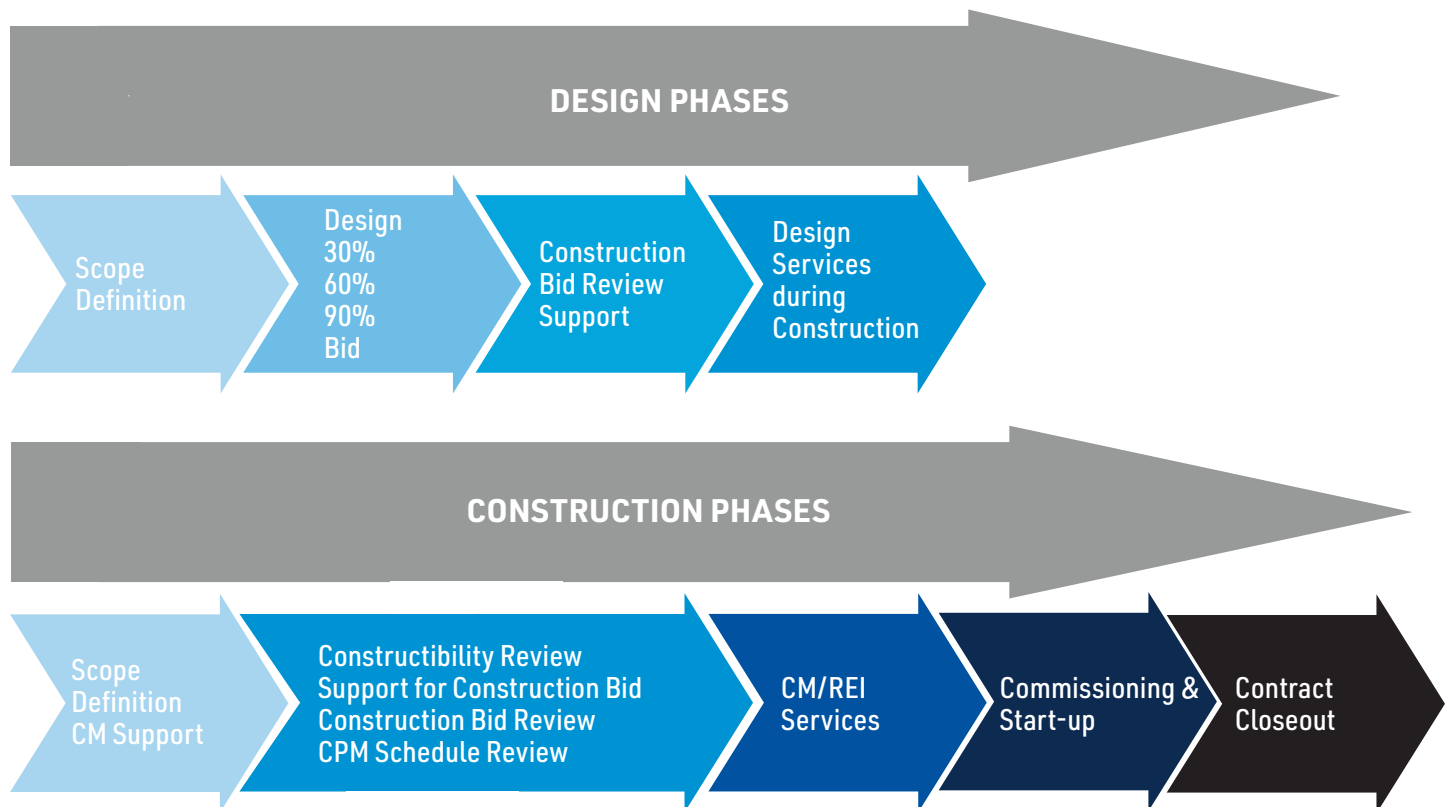
### A TEAM WITH DPMC'S CONSTITUENTS IN MIND

Michael Baker understands its responsibility to drive project administrative duties with its own energy so as to create an environment where the NJDEP may spend its valuable time focusing on strategic project discussions without distraction.

# PROJECT APPROACH

The CMF is responsible for the project life cycle from Feasibility/NEPA through final design and ultimately through construction. Our approach is to guide these projects through all of the steps by providing professional management, quality control, and administrative support to keep these projects on budget and schedule while achieving the ultimate goal of a more resilient New Jersey. Key transitions occur throughout the project life cycle (Feasibility/NEPA to Final Design to Construction). A team that can successfully navigate through these transitions while maintaining continuity of project knowledge is key to achieving the DPMC's goals. The Michael Baker Team proposes a project organizational structure and New Jersey based staffing that centralizes the project history such that the key personnel are involved throughout the project life cycle yielding great benefit to the project's delivery.

The Michael Baker Team will furnish monthly reports detailing the project schedule, budget, and work plan for the next month. The Michael Baker Team will notify the DPMC and assigned PD of all issues brought to the attention of the design consultant, and of the design consultant's response to each comment throughout the project. We review the design consultant's submissions and if they appear inadequate or incomplete, will notify the designer, the PD, and the DPMC. Issues that have the potential to significantly impact or jeopardize the project goals and objectives will be prioritized. While the technical design aspects are paramount for a successful construction project; the design schedule can drive the overall duration of project's life-cycle. If the design schedule extends, a risk to achieving the overall completed construction schedule may be in jeopardy. To mitigate this schedule risk, we will monitor the designer's schedule and as potential schedule slippages are identified during our weekly schedule reviews, we will advise the PD and the designer with recommendations to recover the



## FEASIBILITY AND DESIGN PHASE SERVICES

The Michael Baker Team shall assist the DPMC during the concept, feasibility, and design phases by coordinating with the designer and managing feasibility, programming and design development phase scope. Michael Baker's Senior Project Manager, Peter Senus, will leverage a dedicated staff of professionals to address the duties of the CMF consultant. At Pete's reach will be technical experts for performing study and design reviews. Pete will also have a team of schedulers and project controllers to review, analyze, and forecast budgets and schedules. Pete will use his experience of running the New Jersey operation and overseeing complicated infrastructure projects to assist the DPMC with problem resolution.

schedule. Issues will be documented in the monthly reports and made clear at monthly (or more or less frequent depending on the client preferences) project meetings.

The Michael Baker Team will make recommendations to the design consultant to correct design issues, constructability issues, or other problems that are observed during the program oversight. However, Michael Baker will not take any action that infringes on the design consultant's professional and contractual responsibilities for the project design.

## PREDESIGN CONFERENCES

Michael Baker will schedule a predesign conference with the project design consultant (at the request of the DPMC). This meeting will facilitate a detailed review of the scope of the design services to be provided by the designer. The conference should be convened before the design effort starts.

## DESIGN PROGRESS MEETINGS

As stated above, design progress meetings will be held monthly. Michael Baker will prepare agendas for these meetings that cover minutes of the last meeting, outstanding issues, and new business. Included in these agenda items will be key discipline activities as well as the project controls. These meetings will be one of many mechanisms Michael Baker will use to identify, minimize, and manage project risks. The meetings can be held at the, DPMC's assigned PD's, design consultant's office, Michael Baker's office or via a TEAM's (whichever is most convenient for the client). Michael Baker will capture minutes from the meeting and distribute the minutes from the meeting with 5 business days following the meeting for comment. Finalized meeting minutes will be maintained on the project document management website. See the document management approach below for more information.

## BUDGET / COST CONTROL

Michael Baker will assist the State in reviewing the design consultant cost estimates and submissions to verify that project costs remain within the project budget. The Michael Baker Team has the experience with this type of work to properly estimate the man-hours required to complete the scopes that the designers will be requested to use. This specialty experience separates the Michael Baker Team from others since only few consultants have performed work with the breadth of the Rebuild by Design projects. Michael Baker's comprehensive life-cycle approach utilizes a standard process to develop estimates, tracking trends and historical indexes, analyzing bids, and assessing the risks and probability of high-impact events and their influence on cost. This includes maintaining relationships with local resources, including affiliations with contractors and construction associations. Michael Baker maintains a dedicated, multi-disciplined estimating staff, including Certified Construction Managers, cost engineers, and professional estimators. They have estimating staff certifications and affiliations from the following:

- American Society of Professional Estimators;
- Associate Value Specialists;
- Association for the Advancement of Cost Engineering;
- Certified Construction Managers; and
- LEED® Accredited Professionals

Michael Baker's cost-estimating process includes in-house building information modeling (BIM) capabilities and accredited professionals, and micro-computer-aided cost-estimating system (MCACES)-certified estimators. Construction cost estimates will be verified by leveraging construction costs of similar projects throughout the state. Various databases have been developed by state agencies to maintain records of construction bids. Michael Baker's Team of estimators leverage those databases and national cost experiences to develop estimates that consider quantity, seasonal variations, market factors, and travel timing among others.

We understand that cost control is a very important component of project delivery. A design to cost approach will be applied correlating current construction costs with available budget. Should deviations be observed, we will immediately alert and work with you to refine the design to work within the available funding. Michael Baker will report any disparities discovered in the project costs to the DPMC for resolution before proceeding on to the next phase of the design. Standard procedures will be developed by Michael Baker to systematically review, analyze, and

## BUDGET/COST CONTROLS

01 ACCURATE  
UNIT COST

02 ACCURATE  
QUANTITY TAKEOFFS

03 DESIGN ELEMENTS  
INCLUDED

04 APPROPRIATE  
LEVEL OF DETAIL

05 CORRECT  
FORMATS

06 APPROPRIATE COST  
ESCALATORS

07 BALANCE OF COSTS  
THROUGH DESIGN ELEMENTS

08 CORRECT  
MEASUREMENTS

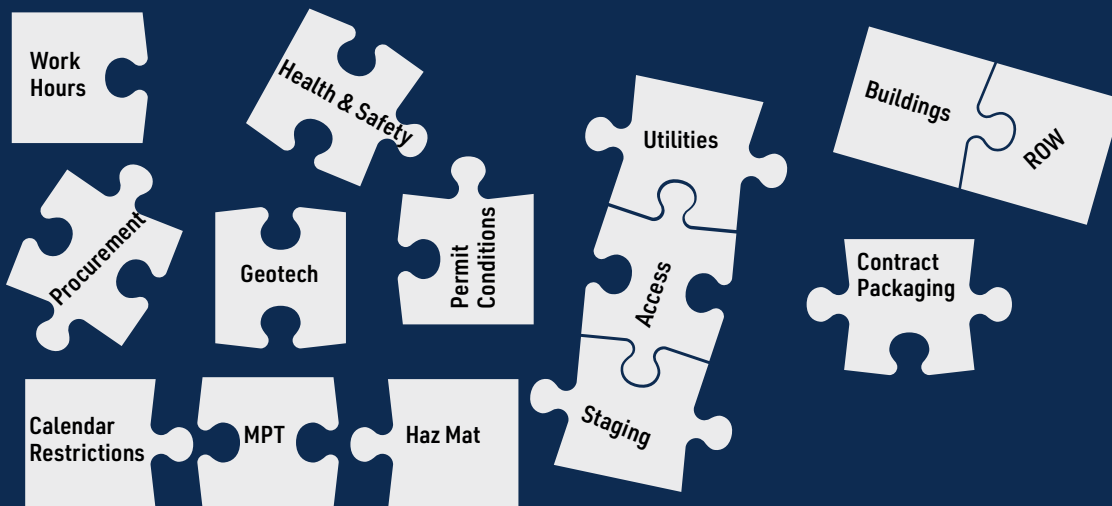
09 SCOPE MODIFICATIONS  
INCLUDED

assess estimates. This procedure will include the development of technical independent estimates, constructability input, and management concurrence. The procedure will be formalized through project specific checklists submitted to the DPMC and assigned PD with the recommendations.

## FEASIBILITY AND DESIGN SUBMISSION REVIEWS

Submissions will be reviewed to determine if the project requirements are being met. Formal design reviews are required at the completion of each design phase milestone of the project. Milestones will be developed from the scope and schedule requirements and be key agenda items during progress review meetings. Submissions will be reviewed for the following (as applicable):

- All deliverables are submitted;
- Materials and equipment are appropriate, available, and non-proprietary;
- Drawings are coordinated among disciplines and bid packages;
- Areas of conflict are eliminated;
- Site will accommodate access, logistics and storage requirements;
- Existing conditions are shown correctly and adequately;
- Selected building materials, systems and construction details are compatible, constructible, and long lead items are identified;
- Construction duration, phasing, bid packages, bid options, unit prices, and labor availability are accurate, reasonable and appropriate;
- Cost estimates are proper and within budget;
- Permit, regulatory and code compliance requirements are met;
- Documents are ready for permit review by the DCA or applicable regulatory agency; and
- Safety and security responsibilities are clear and appropriate in the contract documents.



## THE MICHAEL BAKER TEAM HAS THE RIGHT PIECES FOR PROJECT SUCCESS

The Michael Baker Team is prepared to thoroughly review the design consultant's submissions for constructability. A key element to successfully completing constructability reviews is to utilize actual construction personnel for constructability reviews. The Michael Baker Team will follow a strict review structure that is catered to construction in New Jersey. This structure describes key components of a construction project to particularly pay attention to staging, access, MPT, procurement schedule, pre-loading requirements, ROW availability, and, building commissioning, calendar and permit restrictions among others such that all the pieces of the "puzzle" work in harmony. This procedure will be shared across the projects for which Michael Baker is responsible to provide consistency.

The design review will be documented within a design review report that will be provided to the designer, and DPMC. The report will include not only the comments from Michael Baker, but those from the various reviewing agencies and the DPMC. The report will be organized by discipline. The Michael Baker Team will review all of the comments for consistency and to verify any conflicting comments. The comments will be compiled within the report with information regarding ways to address and improve the concerns.

Michael Baker approaches each comment as having a life-cycle. A comment is initiated by a reviewer, responses are provided from the consultant to the reviewer, the reviewer agrees or disagrees with the resolutions, and once agreement is reached on a resolution the comment is corrected on subsequent submissions. The Michael Baker Team recognizes that this process can be cumbersome with many reviewers and has developed protocols to address that process.

For the CMF 003 IDIQ program, Michael Baker developed an approach to manage the review process for the DPMC. This approach utilized the provided SIROMS BPM SharePoint site to track, store and verify comments throughout their life-cycle. That life-cycle is maintained on the project SharePoint site. Being able to recall old versions of the submissions will provide clarity for the complex issues that arise with projects at the scale of these flood risk reduction projects. The record keeping section below, details more of the capabilities that Michael Baker's document management approach facilitates.

Specific reviews will require certain technical specialists. The following subset of discipline reviews are a sampling of what the Michael Baker Team is prepared to handle moving forward with the various projects that the State will be undertaking.

### FEASIBILITY REVIEWS

Feasibility assessments will be advancing concurrently with the NEPA technical environmental studies. The feasibility assessments will vet the proposed resiliency and flood protection measures proposed in the Rebuild By Design competitions and "right-size" the proposed solution. In addition, proposed project phasing taking into account the independent utility of project phases needs to be finalized. In support of the feasibility assessments, the Michael Baker Team will provide peer review of those documents and associated materials. This role may include the following activities:

- Review of data collection methodology and data sets including but not limited to: Natural Features, Property Ownership, Easements, Topography, Subsurface Conditions, Zoning, Current Land Use, Existing Infrastructure, Buried Utilities, Traffic/Circulation Patterns, Environmental Resources, Historic Features, Floodplain Extents, Flood Control Structures, Waterfront Features, Critical Wildlife Habitats, Endangered and Threatened Species, Neighborhood Demographics, Economic Assessments;
- Siting and configuration of the flood protection system;
- Advancement of hydrologic modeling and environmental analysis to examine potential impacts and assist in the design of the project;
- Evaluation of the project in broader urban context of the Meadowlands District, including the assessment of mobility, economic development, and public amenities;
- Establishment of a benefit/cost methodology that considers multiple existing and potential costs and benefits, as well as the crafting of a potential funding strategy to help further advance the winning Rebuild by Design concept;





## NEPA REVIEWS

In support of the Rebuild by Design Environmental Impact Statements (EISs), the Michael Baker Team would provide technical oversight of the National Environmental Policy Act (NEPA) process. This role may include the following activities:

- Participating in the kickoff meeting for each EIS
- Participating in additional collaborative meetings to define the scopes of analysis for the individual resources to be addressed in the EIS
- Partnering technical specialists with the resource authors from the EIS team
- Reviewing and providing feedback on work plans and other materials outlining the proposed approach to the NEPA analysis
- Attending the scoping and Draft EIS public meetings
- Peer reviewing and providing comments on the following materials that are expected to be developed as part of the NEPA process:
  - » *Scoping notices*
  - » *Scoping comments and proposed approach to address each substantive comment (possibly incorporated into a scoping report)*
  - » *Project Description*
  - » *Individual resource sections prior to compilation into the internal Draft EIS deliverable*
  - » *Internal versions of the Draft EIS*
  - » *Draft EIS agency and public comments and the proposed response to each substantive comment*
  - » *Internal versions of the Final EIS*
  - » *Record of Decision*
  - » *Participating in collaborative meetings following the first internal Draft EIS and Final EIS deliverables*

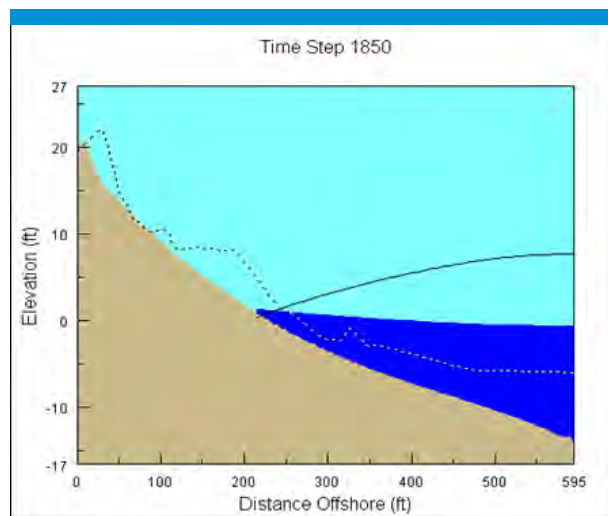
Several federal agency reviews will be required to satisfy NEPA as well as specific federal regulations administered by certain agencies or authorities. The US Army Corps of Engineers (USACE) should be included in coordination with regard to the NEPA process as this information and coordination will be relevant and help streamline Section 404 Clean Water Act permits that are administered by the USACE. As part of the NEPA review, as well as the Section 404 permit process, the National Marine Fisheries Service and US Fish and Wildlife Service will be consulted for compliance with several federal regulations and protected resources under their jurisdiction. The National Parks Service may also be consulted if National park lands are involved in any of the projects. Coordination with the USCG is also necessary for planned construction in, over, or adjacent to navigable waterways. It is important to work closely with the USCG to inform them of the scheduled construction work plan and ensure that required notifications and comment periods are administered in a timely manner to prevent construction delays and noncompliance concerns.

## MODELING REVIEWS

To understand how the construction of these projects will reduce or mitigate flooding, the design team will be implementing a series of coastal models which may include ADCIRC (Advance Circulation Model) & DELFT3D to model storm surge, WHAFIS (Wave Height Analysis for Flood Insurance Studies) XBEACH, or SBEACH (Storm-Induced Beach Change Model) to model wave impacts within each project area. The key to modelling & understanding complex systems at the local scale is to ensure that the resolution of the input data (elevation data, modeled structures, etc.) sufficiently represent the conditions "on the ground." Additionally, it will be necessary to simulate increasing magnitudes of coastal storm events (i.e. 50% to a 1% annual chance storm) to properly measure the extent to which the proposed flood mitigations eliminate or reduce a communities' damages to an acceptable level. The project team has successfully simulated the impacts of multiple storm events in coastal environments (i.e. beaches, dunes, coastal wetlands, hard structures) for past projects utilizing these models. Michael Baker is confident our review and guidance of the modelling output will considerably enhance the design and construction of these proposed projects.

## REAL ESTATE AND ACQUISITION LEGAL REVIEWS

During Michael Baker's reviews, particular attention will be made to contract negotiations for land acquisition and assemblage, including, among other things, purchase and sale agreements, easements, licenses and access agreements. To best perform these activities, frequent and close collaboration with experts in the areas of real estate planning, land use, and the appraisal of real estate is suggested. Right-of-Way acquisition requires a well thought out approach. This is particularly true in New Jersey where there are, in many cases, a multitude of municipalities proximate to one another and regional planning and environmental agencies as





## ARCHITECTURAL DESIGN

The Michael Baker team develops concept-level designs as part of each project's charrette phase to give the stakeholders a better understanding of what the scope of work encompasses. These conceptual designs can show multiple layouts on a site for the various components of a project, bubble diagrams of a facility to show adjacencies, or multiple facility layouts to help stakeholders determine a path forward. Beyond the basic 2D layouts to help determine the

broad strokes of a project before the detailed design begins, Michael Baker has used 3D models to assist the project design team in determining the looks of various finishes and exterior components prior to finalizing a design and to determine the best views for a final rendering suitable for framing.

well as State agencies that often have overlapping jurisdiction. Being mindful of each of these jurisdictional variations is key to keeping a right-of-way acquisition program moving forward in an efficient and effective manner.

### ARCHITECTURAL REVIEWS

Michael Baker and our teaming partners such as Miller-Remick and Clarke Caton Hintz have extensive expertise with all aspects of Code Analysis, and have completed these kinds of assessments for a wide variety of project types, including single family homes to multi-unit housing, civic structures, commercial buildings, educational buildings, etc. We have also completed these analyses for a wide range of project scales, for project costs starting at less than \$100,000 to over \$100 million. In addition, we are familiar with the codes addressing new construction as well as New Jersey's Rehabilitation Subcode, which addresses existing and historic structures. Our work will include reviewing design documents as well as existing conditions and how they relate to life safety, egress, construction type, building type and the full range of other building code requirements.

The Baker Team will complete Contract Document Reviews for proposed work. Our staff of experienced Project Managers and Project Architects will assess issues such as appropriateness of the building design and construction type for the site, constructability, durability, water resistance, code compliance, maintainability, efficiency, value engineering, etc. We complete these types of reviews regularly for our own design projects, as well as for other design professionals on projects not designed by our Team. In addition, CCH often provides design assessments for their municipal clients as part of their work for Land Use Boards and Historic Preservation Commissions.

The Baker Team will consolidate and assemble the code comments from the Department of Community Affairs Uniform Construction Code Unit or the DPMC Code Review Unit as necessary, and forward the comments to the State's PD for transmittal to the Design Consultant. We will review responses from the Design Consultant to ensure all code comments have been adequately revised and corrections incorporated into the plans and specifications.

### LANDSCAPE ARCHITECTURE / PLANNING REVIEWS

Similar to the Architectural Designs, Clarke Caton Hintz will complete Contract Document Reviews for proposed landscape work. Their staff of experienced Project Managers and Project Landscape Architects will assess issues such as appropriateness of plant and medium selection for the environment, flood control, constructability, durability, resiliency, regenerative design, code compliance, maintainability, efficiency, value engineering, etc. They complete these types of reviews regularly for their own projects, as well as for other design professionals on projects not designed by their firm. In addition, they often provide design assessment for their municipal clients as part of their extensive work for Land Use Boards.

Additionally, our Team has experienced urban planning professionals that can assist the design consultant with assessment and development of designs compatible with the communities within the project areas. Our urban planners have waterfront and resiliency experience including projects such as the Asbury Park Waterfront Development Plan, Hoboken Green Infrastructure Strategic Plan, Hoboken and North and Southwest Redevelopment Study, Hudson River Waterfront Walkway, Newark Minish Waterfront Park, Little Ferry Strategic Recovery Planning, and the Southern Jersey Waterfront Master Plan.

### SITE INVESTIGATION / SITE REMEDIATION

Our specialty subconsultant, BEM Systems, brings more than 30 years of comprehensive site assessment, engineering, design, and remedial action experience to these activities. BEM's Remediation Services Sector provides comprehensive investigation and cleanup-related services within the parameters of a performance-based remediation (PBR) / firm fixed price (FFP) approach. This sector consists of a group of geologists; soil scientists; environmental, mechanical, civil, and chemical engineers; biologists; wetlands ecologists; chemists; GIS specialists; and, statisticians who all specialize in environmental assessments and remedial cleanup action conducted for CERCLA- and RCRA-contaminated sites on-behalf of our commercial, state, and federal clients throughout the U.S. Their

approach combines in-depth knowledge of regulatory drivers, the ability to develop a detailed conceptual site model (CSM), the capacity for risk-based decision making, and extensive experience with the implementation of proven and innovative remediation technologies. Our remediation services include turn-key capabilities consisting of permitting, design, construction oversight, system O&M, optimization, and site closure performed by our in-house professionals and experienced field staff. Their goal is to develop a thorough technical approach that reduces each client's capital and long-term cleanup costs while meeting or exceeding each project's performance objectives—within budget and on schedule. BEM's remedial professionals are experienced with the PBR / FFP approach in developing innovative solutions to expedite regulatory site closure, promote sustainability, and eliminate short- and long-term environmental liability.

As a specialty subconsultant of the Michael Baker Team, Richard Grubb Associates (RGA) will support the DPMC through integration of an extensive portfolio of prior cultural resource management experience for flood mitigation and environmental infrastructure projects. The depth of relevant experience RGA brings to the team provides a high level of assurance to the DPMC that statewide initiatives and individual projects move through the design and feasibility stages effectively and efficiently, and construction schedules are streamlined.

RGA will use cultural resource GIS databases for risk and cost analyses and follow the process of large scale feasibility for the cooperative agencies and stakeholders in these communities. The GIS databases can integrate archaeological site information, details of the historic landscape including district boundaries and significant historic properties, environmental attributes including historical shoreline migration, LiDAR generated topography, current vegetation, tax parcel data, and mapped locations of urban fill, among other things, with the proposed Rebuild by Design plans for a defined geographical area. In the important stages of stakeholder engagement, cultural resource GIS data can be translated into effective graphic representations to streamline agency consultations and assist the public in understanding how the design and feasibility process takes into consideration historic and archaeological properties, as well as locations that may contain important and as yet undocumented cultural resources.

RGA will use this information to verify designer submissions and permitting requirement through these review processes. RGA staff offer technical expertise in all aspects of archaeology, architectural history, and preservation planning called for in this contract, as well as the larger capacity to develop and manage cultural resource specific process flow, schedule, and budget.

## FINAL DESIGN REVIEWS

The Michael Baker Team was assembled with the capability to provide subject matter experts for every discipline required for the entire project life cycle. Our Team has been designing infrastructure in New Jersey for decades. We are experts in the applicable codes and standards and have a strong understanding of the New Jersey landscape and contracting community to provide effective design reviews resulting in contract documents that can be advertised and constructed without claims and unforeseen delays. Our approach is to provide dedicated subject matter experts to perform reviews in a workshop setting. The subject matter experts to be assigned will stay with the project for the life of the project such that continuity of knowledge can be applied. Our Team is comprised of technical leaders in all applicable design components including:

- Site/Civil Engineering
- Bridge Engineering
- Drainage and Stormwater Management
- Traffic Engineering
- Geotechnical Engineering
- Dam/Levee/Retaining Wall Engineering
- Architecture
- Landscape Architecture
- Utility Engineering
- Mechanical/Electrical/Plumbing/Fire Protection
- Specifications Writers

Program Manager design reviews need to be integrated into the designer schedules. Michael Baker will vigilantly monitor the schedule and adhere to design review timelines. It is recommended that on-board review meetings be held to expedite comment distribution and resolution. We have done this on many past projects yielding great success. The face to face interaction facilitates resolution of the comments and expedites the schedule.

## RECORD KEEPING

Reviews will be maintained with the other project specific correspondence on a project SharePoint Site if required and similar to the SIROMS BPM SharePoint provided by the State for the CMF 003 IDIQ programs. The project SharePoint site can be established and maintained by Michael Baker and will serve as an electronic document library throughout the course of the study. SharePoint is a web-based Microsoft product, and as such, is accessible from mobile devices with an internet connection and integrates seamlessly with Microsoft Office 365. The SharePoint site will be made available to the Project Team and stakeholders, as appropriate. It is anticipated that the site will contain electronic copies of project documents, schedules, meeting agendas,

CMF Document Management Application			
Internal Document Management		Public Facing Document Presentation	
Design Manuals	Review Documentation	Newsletters	FAQ's
Design Schedules	Agency Reviews	Public Meetings/ Announcements	Inquires
Meeting Minutes	NJDEP/DPMC Reviews	Presentation Information	Press Releases
Reference Files	Design Submissions		



studies formal design submissions, corresponding design review reports, minutes of formal design review meetings, final accepted value engineering (VE) report, final cost estimate, modifications to the design scope of work, documentation of clarifications and decisions, general correspondence, other records and documents as required by HUD for CDBG-DR funded projects, and other records requested by the DPMC. Data will be maintained for a duration of time that is compliant with CDBG requirements.

Michael Baker is successfully hosting, maintaining and using a SharePoint site as an electronic document library for the Pulaski Skyway Rehabilitation Program. As the Skyway Program consists of five design teams, each with multiple subconsultants, a SharePoint site has proven to be an excellent tool for real-time coordination and collaboration between the design teams, the client, and utility companies. Recognizing the impacts of the Pulaski Skyway project on regional and local travelers, and the nearby communities, a site dedicated to the public outreach efforts for the program has also been developed. The figure below shows a typical organization for the SharePoint site with an optional public facing component.

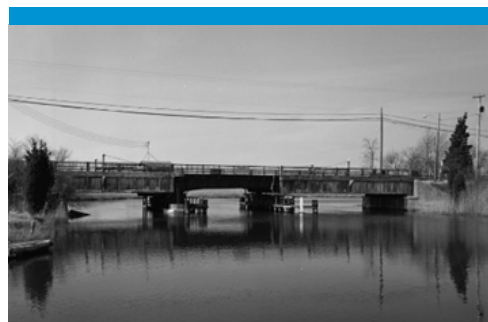
To maintain open lines of communication throughout the study, a public facing project website can be developed. The website will provide information about the project status, ongoing work, and upcoming public meetings. The website will also be used to provide community access to project online surveys and survey results, as well as project information, including fact sheets, presentations, and upcoming meeting notices. The Michael Baker Team would monitor the website's usage and traffic utilizing Google Analytics or a similar program. Google Analytics tracks and reports what website visitors are clicking and how long and how often users visit. The Michael Baker Team would report on website activity monthly.

Michael Baker has developed and/or maintained a number of public facing project websites for the Route 280/Route 21 Interchange Improvements in Newark, the Route 52 Causeway Bridge Replacement in Somers Point and Ocean City, and the Northerly Crossings Corridor Congestion Mitigation Study in Northern New Jersey.

## HUD AND OR OTHER FUNDING SOURCE SPECIFIC REPORTING

The Michael Baker Team will assist in providing required reporting and monitoring regarding the utilization of State and Federal funding. There will be various grant programs including Coronavirus Relief Funds, established by the Coronavirus Aid, Relief, and Economic Security Act (CARES), State and Local Fiscal Recovery Funds (SLFRF), established by the American Rescue Plan Act of 2021 (ARPA), HUD Community Development Block Grant Disaster Recovery (CDBG-DR), etc. Michael Baker has already developed multiple practices and procedures, including tracking logs and checklists that have been proven to ensure a successful program. These checklists are circulated to the Subrecipient, Design Consultant, Contractor, Subcontractors, and the Construction Management Teams to ensure all the correct documentation and procedures are followed throughout the life of the program. Michael Baker has developed checklists to ensure all of the Pre-Bid, Post-Bid, and Project Closeout documentation is provided. A large part of these programs are invoice reviews and ensuring the grant money is spent correctly as intended. The procedures and checklists developed by Michael Baker are used to monitor and confirm that Section 3 Reporting,

HUD-11's, Certified Payrolls, Fringe Backup, Material Tracking, any Insurance Requirements, the Schedule of Values, etc. are followed and included in all Contractor Invoices. Michael Baker's history with these programs has allowed us to develop and refine our procedures over the years to adapt to any program or funding source. Any required performance measures and other proposed accomplishments will also be recorded and updated as the projects progress. Project drawdowns and financial reporting will also be provided throughout the life of the program.



## VALUE ENGINEERING

Michael Baker is prepared to provide an independent review of the project from a value engineering perspective. The Team is committed to making the best use of our clients' investments in their facilities through value engineering and life cycle cost analyses. Each effort is tailored to the project requirements and may range from a careful cost comparison of various components and systems to a series of discussions undertaken at various design stages. Michael Baker will assemble an independent team of VE experts from the technical experts on the Team. This independent team will evaluate alternatives in terms of performance, quality, and cost impact and subsequently recommend the best design, materials or systems. Michael Baker recently worked with NJDOT and their construction contractor

to provide value engineering to the Route 50 Tuckahoe Bridge Project (pictured above), a project already in construction. The result provided the NJDOT significant reductions in risk, cost, schedule, and improved the design. Michael Baker's success with value engineering is based on the research and development of new products and building techniques, and from hands-on experience in the design of complex projects.

A typical VE session will involve the following phases and activities:

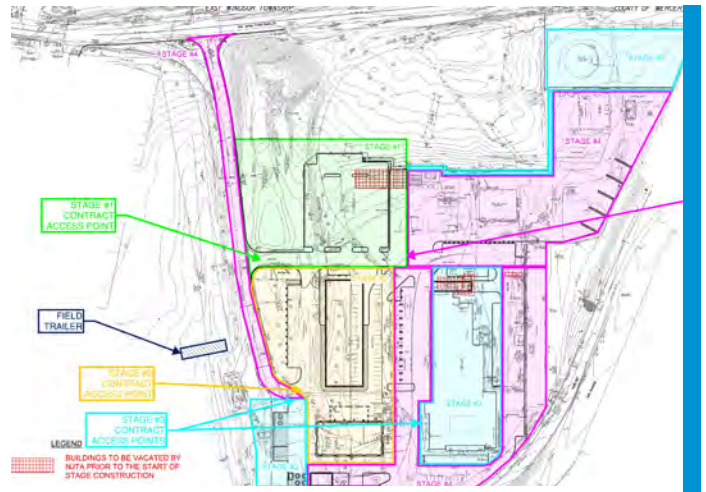
**ASSEMBLE TEAM**  
**INFORMATION**  
**PHASE**  
**FUNCTION**  
**ANALYSIS PHASE**  
**CREATIVE PHASE**  
**EVALUATION**  
**PHASE**  
**DEVELOPMENT**  
**PHASE**  
**PRESENTATION**  
**PHASE**



1. Michael Baker will assemble the VE team members (i.e., subject matter experts) based on the needs of the design component. As an example, for the construction of an levee, team members may include a geotechnical engineer, resident engineer, permitting specialist and construction cost estimator to name a few.
  2. An information phase will follow where the VE team will attend a briefing by the design team to obtain pertinent information about the project which may include, but not limited to, the purpose and needs of the project, project scope, alternatives considered so far, any constraints or commitments, cost information, etc. A cost model will be developed to identify the costly items, which have a higher potential for significant cost savings.
  3. The next step will be a functional analysis phase where the team will define functions, determine function cost and worth. A Function Analysis System Techniques (F.A.S.T.) Diagram will be used to help identify and visualize project functions and focus the team to think through all the functions a project performs. Following this effort, value opportunities will be identified.
  4. A creative phase will follow enabling innovative thinking techniques and a brainstorming session will be held with the team to identify cost-saving alternatives that can achieve the same function.
  5. Michael Baker will lead an evaluation phase to clarify and categorize each idea to develop a shared understanding and consider how ideas affect project cost and performance parameters. The team will then select and prioritize ideas for further development. A matrix analysis will be developed to help select ideas for recommendation.
  6. During the development phase, Michael Baker will prepare a written value alternative for each idea selected. Michael Baker will generate sketches and information needed to convey the concept. Life Cycle Cost Analyses (LCCA) are often employed to identify the most cost effective alternatives during the structure's design life span.
  7. Lastly, the presentation phase will be the time when study recommendations will be presented in written (VE Technical Report) and oral formats. The report will include rationale, including a discussion of trade-offs, and analysis of design revision impacts including subsequent project delays. Studies shall include maintainability and operability considerations.
- Michael Baker will provide the VE technical report to the designer for consideration and/or implementation.

## SITE UTILIZATION PLAN

Michael Baker brings an expansive history of construction optimization and staging projects. The Team will provide a proposed site utilization plan of the construction site; illustrating areas available for contractor construction access and trailer areas, access to adjacent facilities and related materials. The plan will consist of phased maps illustrating site utilization at the different construction phases. This effort will target the contractor's footprint and consider access constraints and site operations. Recently as part of the New Jersey Turnpike Authority's Facilities Improvement Program, Michael Baker staged the limited access sites while considering materials storage, sensitive environmental areas, and hazardous materials. This effort is coordinated with the permitting agencies to provide clarity on the specifics of the impacts.



## CONSTRUCTION CONTRACTOR'S SUBMITTALS

The Michael Baker Team maintains a clear understanding that Construction Administration services are a critical component to overall project success. Though our experience designing infrastructure projects in New Jersey, we have established process for administering post design services, but the key element of this process is establishing construction support as a first priority among the engineering staff. This is essential to avoiding costly schedule delays and claims during construction. We will develop a standardized procedure for design consultants to administer post-design services in a proactive and organized manner. The approach to post design services is based upon the following:

### TIMELY RESPONSES

Utilize proven tracking tools to carefully track contractor submittals and requests for information (RFIs) using the SharePoint Database mentioned above. These tools track the entire life cycle of the submissions, including the date the contractor submits to the Resident Engineer, the date the Resident Engineer forwards to the Design Engineer, assigns responsibility for submission review and due date, and the date the submission is returned to the Resident Engineer. The goal of this close monitoring is to achieve or beat a response time of five (5) days for RFIs and ten (10) days for submissions. Electronic submissions can also help expedite reviews and eliminate unnecessary printing and reproduction costs. Electronic submissions are currently being used on several large infrastructure projects in New Jersey.

Construction consultation to address field issues needs to be given the highest priority. When issues arise in the field, the design engineer needs to immediately mobilize the appropriate staff or members from the design team to the field to investigate the situation and develop recommendations for additional investigations, analyses, or actions as appropriate in coordination with the Resident Engineer.

The Michael Baker Team will monitor adherence to the schedule. Failure of design engineer to adhere to schedule and responsiveness during construction will be handled on a case-by-case basis. However, continued failure to adhere to timelines will result in reporting to DPMC.

## DOCUMENT AND TRACK SUBMITTALS

A shop drawing, submittal, catalog cut, calculation, and materials acceptance criteria matrix will be developed in concert with the designer to document all required submissions. The matrix will be included as an appendix in the project specifications. Milestone dates based upon industry intelligence pertaining to procurement lead time and association with the construction staging will be included.

## COMMUNICATION

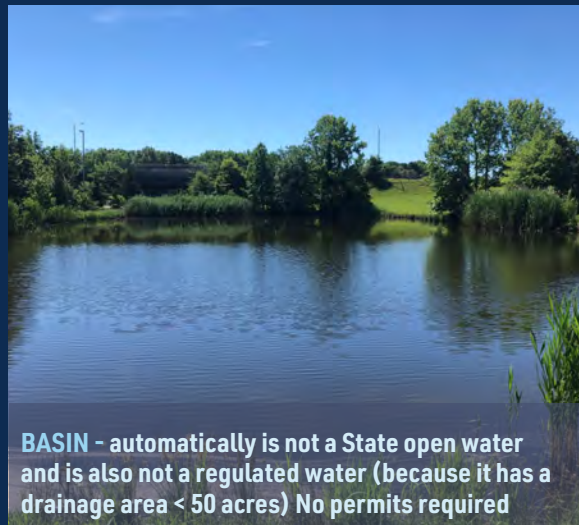
In order to stay ahead of the contractor, clear lines of communication and protocols need to be established from the start of the project. This includes one point of contact between the design team and the Resident Engineer such that the Resident Engineer can quickly get information and updates to keep the contractor moving. Standard templates for submission and RFI responses are important in maintaining a consistent response to the contractor. These templates have been established by the Michael Baker Team on past projects and include key pertinent information required for each response. Conference calls and meetings should be pursued with the contractor and/or fabricator when questions arise that could delay submission approvals. Oftentimes extensive letter writing and multiple submission rejections can be avoided with a quick telephone call or meeting, and construction can resume right away. The Michael Baker Team has successfully employed these approaches and has demonstrated success.

## PERMITS

The Michael Baker Team is knowledgeable, experienced, and can provide the full service capability that will be required to manage the coordination, preparation, submission and ultimately securing of approvals for the environmental permits, reviews, and approvals that are currently anticipated to be required. The Michael Baker Team's extensive familiarity will bring to the Program the knowledge of what each agency requires of its consultants and how best to coordinate and establish priorities.

The Michael Baker Team is very experienced in coordinating with New Jersey Department of Environmental Protection (NJDEP) during both design and construction. As we review designs, our experience with routine NJDEP concerns will be pointed out to the design consultant to incorporate prior to submission to NJDEP to streamline approvals. NJDEP review schedules will be coordinated in advance to accommodate review times and incorporation of comments such that NJDEP approvals do not hold up construction. During construction DCA inspections are critical to meeting the schedule. Michael Baker's construction professionals have worked with NJDEP on numerous projects and understand how to get the inspections scheduled, address any concerns, and obtain approvals such that construction is not held up.

The Michael Baker Team will be responsible for overall coordination and oversight of the environmental permitting, review, approval, and compliance processes. The Michael Baker Team will coordinate directly with the design consultant to ensure program understanding, completeness of documents, organizing and identifying permit fees, compliance with regulations and agency direction, and adherence to program schedules and budget criteria. We will also coordinate permit application preparation, pre-application meetings/coordination, schedules, and assist in obtaining permit approvals, building permits and special permits for permanent improvements.



**BASIN** - automatically is not a State open water and is also not a regulated water (because it has a drainage area < 50 acres) No permits required



**FLUVIAL WATER** - State open water and is a regulated water (because it has a drainage area > 50 acres) FWW and FHA permits are required



**TIDAL WATER** - State open water and is a regulated water (because it has a drainage area > 50 acres) WFD permit is required



Several NJDEP permits, reviews, and approvals will be required for anticipated project solutions. These will likely include at a minimum NJDEP Coastal permits (Waterfront Development Act), Freshwater Wetlands Act permits, and Flood Hazard Area Control Act permits. Other review and approval processes may include Landfill Disruption Permits, Treatment Works Approval, Site Remediation and Soil Reuse, consultation with the Historic Preservation Office, consultation with the Division of Fish and Wildlife, and coordination with the Green Acres Program.

The Michael Baker Team believes one of the most important roles of the Construction Manager in administering the environmental review processes will be to assist in establishing and communicating priorities for completion and submission of permit application documents as well as assisting reviewing agencies with their understanding of prioritization for review and approval of the permit applications. Our goal will be to monitor and control all of the environmental review processes to ensure that the required applications are being prepared and that the necessary studies and consultations are being completed in a timely manner while adhering to the goals and needs of the greater program.

## BID AND AWARD PHASE SERVICES

The Michael Baker Team will develop a preconstruction management plan that is consistent with the RFP, Client procurement procedures, and HUD CDBG-DR funding requirements if necessary. We will implement lessons learned and best practices from our past experience under CMF 003 IDIQ in leading and/or participating in bid and award phase workflows. One thing we learned, was that not only do the subrecipients need to be aware of the funding source requirements for payment, but the Contractor's must as well to ensure prompt payment for each pay application as an example. CDBG-DR compliance requirements can be very "tricky" and can often be overlooked in the fine print of the project specifications. As directed by the PD, we will support the DPMC Contracts & Procurement Unit to provide support during the Bid Phase of the project.

Working backwards from the targeted construction package Notice to Proceed (NTP) dates, we will coordinate with upstream parties to set the targeted dates for contract award, bid opening, pre-bid meeting, bid advertisement and the issuance of advance bid notices. These milestone dates will be captured in our master schedule and will be updated to reflect design progress and funding stream constraints if any. The master schedule will include sufficient time to:

- Assemble the Bid Packages upon the completion of design
- Issue notice of pending advertisement
- Advertise the bid
- Prepare and schedule pre-bid conference and site-walk
- Prepare the bids
- Capture/Record Procurement Correspondence and answer Q&As
- Evaluate the bids and make recommendations
- Conduct Pre-Award Conferences
- Support DPMC and assigned PD execute the contract agreement with the construction contractor
- Assisting in Project Labor Agreement (PLA) discussions and approvals

The Michael Baker Team will monitor the progress of the design effort to assure its progress aligns with all of the downstream schedule activities in order to drive the project to meet the targeted construction NTP dates. We will prepare and maintain documentation which captures this phase of the work.

The Michael Baker Team will evaluate and recommend enhancements to DPMC's non-technical specifications that will mitigate project specific risks related to quality, safety, environmental compliance, and schedule performance such that language can be reviewed and approved by DPMC and inserted into the bid documents. Close attention will be paid to HUD-grant compliance specific to the pricing bid structure to adequately capture such costs during construction. We will advertise in local sources and request qualification data from potential contractors. Interested contractors will provide information in the following areas: safety EMR rates and OSHA 300 log data including their safety plan; quality program; NJDEP and related project experience; corporate structure; key personnel to be assigned to program; staffing profile; and relevant financial viability in accordance with DPMC procurement requirements. We will evaluate submittals based on a pre-established scoring criteria and potential oral presentation to down-select a short list of contractors to bid.

## PRE-BID CONFERENCE

The Michael Baker Team will prepare pre-bid conference and site-walk agendas for construction packages. We will coordinate and develop a solicitation schedule which includes the release of the RFP, pre-bid conference and site-walk, end of Q&A period and bid due date. We will coordinate with client departments that may be speaking at the conference to assure that all presentation materials are prepared and appropriate AV equipment is available.

Our CM leads will moderate the contractor pre-bid meeting at the proposed construction site and will lead the site walks, including water-based transportation, as appropriate. During the conference our team will record minutes and questions, provide logistical or other administrative support, or assist the DPMC as otherwise instructed. We will assist the client in answering non-technical questions and will assist the design consultant to respond to technical questions asked by the bidders on the design, specifications and scope. We will prepare and coordinate bulletins with the design consultant for distribution. Our CM staff will review any technical changes to the bid documents that may be issued by the designer to assess its impact on cost and schedule as well as its constructability.

The Team recognizes that each construction package will have unique phasing requirements and logistical challenges. These requirements will be reviewed in detail along with the CPM scheduling, mandatory milestones and any mitigation/migration constraints that the project may have. We will remind the bidders that their CPM schedule and means/methods must account for natural impacts on the project such as, seasonal high or low tides, winter weather or rain events/storm surges. Experience has taught the Team over the years that it is critically important to make sure that the bidders understand the unique project requirements prior to the bid submission to mitigate either poor performance or a litany of claims and disputes.

## BID OPENING

The Michael Baker Team will attend the bid opening at the DPMC offices (or another requested location) and assist the DPMC and design consultant in evaluating the bids and proposals. Our team is experienced in preparing comparison bid tabs and evaluating bidder compliance with bid deliverable requirements. Our management plan will include a standard bid evaluation checklist that has been vetted and approved by DPMC. We have performed contractor reference checks which included some of the following attributes: schedule compliance, similar work experience, safety, quality, and change order/claim reasonableness. The bid reviews will be led by our senior CM staff and will culminate in the determination of the lowest responsible bidders.

Upon the client's receipt and opening of price proposals, we will assist in evaluating the proposals to determine if the proposer is responsive and responsible, the costs are reasonable and will make recommendations and participate in any pre-award meeting. The proposal evaluation will include a determination regarding whether the cost items for each proposal has been bid appropriately, a determination of whether the proposal is balanced, and a review to confirm the apparent successful proposer's capabilities. Our team will assist the DPMC in the awarding of each assignment to the successful proposer.

## BIDDERS CONFERENCE

Our CM team, with assistance from the client and the design consultant, will conduct post-bid and pre-award conferences with bidders. The goal is to make sure that all parties understand the full scope as it relates to: contract award procedures and deliverables; schedule milestones and deliverables; HUD-funding documentation and compliance requirements; compliance with specified project staffing requirements such as project manager, safety manager, quality control and environmental compliance, plus any required minimum safety training or drug testing that may be applicable. We will review the experience of the contractor's key staff to assess relevant experience and competency; we will assist the State and design consultant on the acceptability of subcontractors and material suppliers proposed by the prime contractors, as well as any proposed substitutions of materials or equipment.

## RECORD KEEPING

During the Bid & Award Phase, we will assist the DPMC by leading the documentation and record keeping. Specific tasks may include: serving as the contact point for prospective bidders during the bidding period; assisting in answering written questions from bidders; resolving problems, and coordinating the activities of the project participants; and coordination with the design consultant if additional design services are required in connection with the bid documents. Record keeping will be maintained in the previously highlighted SharePoint management system.

## CONSTRUCTION PHASE SERVICES

The Michael Baker Team will provide technically sound and highly responsive CM Services for these Flood Mitigation and Environmental Infrastructure Projects. The Team has successfully handled past projects of this scope, scale, magnitude, and complexity by following these core principles as foundations of our services:

- Safety as Job One;
- Proven Quality Assurance and Quality Control Procedures;
- Schedule, Budget Controls and Cost Accounting processes, tools, and management;
- Community Outreach and monitoring of Quality of Life Issues; &
- Communication with DPMC, Project Participants and Stakeholders.

The Michael Baker Team will establish contract-specific procedures for managing, recording and reporting the contractor's work activities. We will supplement the DPMC Procedures with our full complement of in-house procedures including a CM Quality Management Plan and Site-specific Health and Safety Plan, tailored to the unique requirements of the projects. Implementation of these procedures during the construction phase will result in an organized and properly documented CM program, with systems to track shop drawing submittals, correspondence, RFIs, potential disputes, change orders, contractor payments, risks, progress photos, and other management components as detailed in the above construction submittals section.



## MICHAEL BAKER KNOWS CONSTRUCTION PHASE SERVICES





Michael Baker's approach to staffing for this type of project recognizes that a project is not static and monolithic and that change does occur during a project's lifecycle. The right personnel will be provided when needed through our staffing plan and resource leveling process that is aligned with the construction schedule. This approach has been well-received by other agencies and provides a higher level of quality, efficiency and value. Michael Baker is prepared to make periodic staffing adjustments when required to thoroughly inspect all construction activities, ensure a high-quality product, or to conserve budgets during periods of minimal construction activity. With prior approval from, or as requested by, the DPMC, staffing will be adjusted according to the contractor's actual construction progress schedule.

Our highly developed system of policies and procedures will be dovetailed with the DPMC's own contract specifications and procedures. Despite best efforts, things do not always go flawlessly and Michael Baker's inspection staff will draw upon their extensive relevant experience and knowledge of client expectations to proactively minimize incidents of non-conformance and noncompliance by the contractor. Michael Baker will require the contractor to address any such instances prior to formal acceptance.

The Michael Baker Team has recently deployed tablet technology for our inspection staff. The use of tablets enables direct connection to the project team in the field such that data is reviewed from a single central source and submitted directly to that central source, ensuring everyone is "on the same page". Tablets coupled with a BIM system allows all project team members to interact with the project data in real time, review history of project data, and report out on the project data. The link to the field user is a significant step forward in ensuring that the data being relied upon is in fact the correct and accurate data needed. If appropriate, similar technology can be deployed for this project. This approach combines well with the proposed document management system.

Technology does not only consist of the physical tools used by the project. The thinking associated with the computer and tracking systems needs to match the level of effort expected with this type of project. Depending upon the specific project requirements, Michael Baker can fully integrate our staff into any preferred system whether that includes Primavera for scheduling or SharePoint to track the project activities of daily reports, documents, and monitoring; or the use of 3D or 4D BIM modeling to capture as-built information and identify physical or construction sequence conflicts.

Michael Baker's primary goal is to prevent potential problems before they occur. Prior to any work being performed, it is important that the element of definable work be modeled and determined conflict free and then be scheduled and staged in a manner that fosters a safe working condition with minimal disruption to or impact on the residents in the surrounding area.

## RECORD KEEPING AND DOCUMENTATION

As previously stated, the Michael Baker team is familiar with SharePoint sites like SIROMs that was used in the CMF 003 IDIQ for retention of project documents and will use the provided similar system throughout the project's life-cycle. The files will be maintained by Michael Baker Team staff until turnover to DPMC. The files will include copies of correspondence, shop drawings, catalogue cuts, design drawings, contracts and specifications, including

addenda. Also included will be change orders, operation and maintaining manuals, training records, inspection and test reports, contract payments, schedules, purchase orders and agreements, equipment testing and acceptance records, samples and other construction related documents. We will maintain files on payments which will be set up in accordance with DPMC Procedures and contain documentation required to support the payment process.

We will monitor the submittal of as-built drawings by the contractor. As-built drawings should be submitted as work is completed and not left to the end of the project. The partial payments will be structured to make progress payments based on acceptable submittal of as-built drawings. To see that the contractor fulfills this requirement, we will withhold sufficient funds until as-built drawings are reviewed and approved. Upon receipt of the contractor's as-built drawings we will review the submittal for accuracy and acceptance.

## PROGRESS REPORTING

To document the work performed and inspected, each inspector shall prepare a daily diary of the project's work activities. The inspector shall provide the following information in the daily diary: weather, work completed, and documented issues. Also included will be any testing activities, accidents and major deliveries. Any deviations from the contractor's documents will be noted on an unsatisfactory inspections notice or non-conformance report in accordance with the Michael Baker Team Quality Assurance Plan. These items will be tracked to ensure correction/resolution within the SharePoint document management application.

In addition, items of outstanding work will be noted on punch lists which will be maintained through the duration of the contracts. Items will be added and removed from the punch lists as work is completed. As the contract nears completion, these punch lists will be used as the basis of the substantial completion punch list for each contract.

The Superintendent/Resident Engineer will prepare a weekly report that provides an executive summary of the project, records job progress, identifies concerns that impact the project, a summary of the meetings held during the week, discusses schedule progress planned vs actual, and identifies critical issues. In addition the Superintendent/Resident Engineer will prepare and submit monthly progress reports to the DPMC or assigned PD. These monthly reports will also include sections on open items, areas of concern, schedule updates, milestone progress, work completed during the month, report of planned vs. completed work, project cost and budgets, contract modifications, claims, progress photos, and the status of contractor's compliance with the quality control plan, safety plan, and MBE/WBE utilization plan. Financial status reports will be prepared on a monthly, quarterly and annual basis or on specific projects as requested. These reports shall report on project cost vs budget.

The Michael Baker Team will conduct regularly scheduled job meetings, safety meetings, CPM review meetings, biweekly progress meeting and special meetings as required. These meetings will focus on key issues and discuss progress, problems, and resolutions. The purpose of these meetings is to facilitate:

- Proper coordination of upcoming work;
- Monitoring of scheduled progress;
- Updating of CPM network diagrams;

- Monitoring of equipment and material deliveries; and
- Development of input data for the monthly computer reports.

Most importantly, these meetings will help detect schedule slippage at an early stage so that corrective action can be taken in support of project milestones. The DPMC, contractor, and other appropriate parties will be included in these meetings. Other meetings of involved participants will be scheduled on a case-by-case basis when necessary to address specific issues including:

- Coordinating interfaces between the DPMC, the contractor/ subcontractors, and outside agencies with pertinent jurisdictions;
- Facilitating requisite work quality is achieved;
- Minimizing the impact of construction on the project environs; and
- Addressing any other issues or problems affecting the success of project.

Accurate minutes will be taken for each meeting to record the date, time, location, purpose, participants, discussions, and conclusions/ agreements. The minutes will also include action items specifying the recommended courses of action and time frames agreed to by the meeting participants. The participants will review the minutes, and copies will be distributed to DPMC and other participants for follow-up as appropriate. Meeting notes will be issued within 5 days after the meeting and will clearly identify action required and the party responsible to complete the action. Open items will be tracked to ensure timely completion and if resolution is not achieved, the issue will be elevated through the appropriate channels.

The importance to the project of timely start and receipt of all permits, licenses, approvals and variances, which are necessary for uninterrupted progress, cannot be overstated. Expedient filing, processing, receipt and maintenance of permits, variances and authorizations will prevent costly delay to the project. Our permit coordinator will issue monthly reports on permit status and will track the progress on permit submittals, review and approvals. Any slippages in the permit process will be immediately brought to DPMC's attention.

## BUDGET CONTROL & COST ACCOUNTING

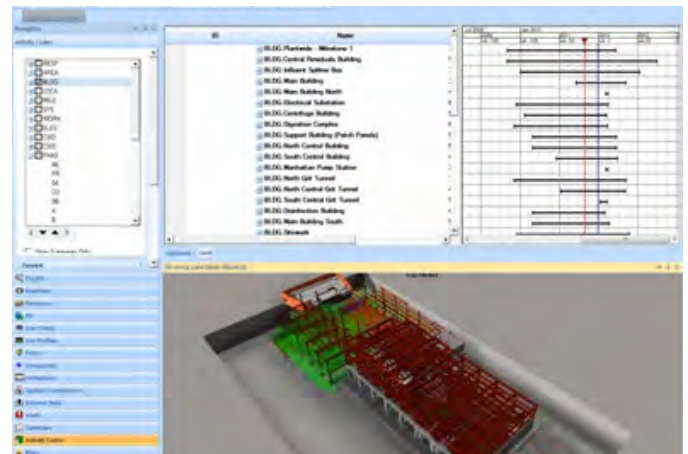
This project may have multiple sources of funding including federal funding from HUD, FEMA, CARES, and ARPA that will require addition efforts to not only track costs by funding sources but also adds an added layer of documentation/ certification requirements. Having worked on local, federal and quasi-judicial agency emergency repair contracts, the Michael Baker Team is able to provide its extensive HUD CDBG-DR and FEMA grant funding and reimbursement process experiences, project controls, and document control expertise to assist the DPMC through these added contractual challenges.

### THE BAKER TEAM BRINGS IN-DEPTH UNDERSTANDING OF HUD CDBG-DR AND FEMA GRANT FUNDING AND REIMBURSEMENT PROCESSES TO DPMC

Having worked on local, federal and quasi-judicial agency emergency repair contracts, our Team is able to provide FEMA grant funding and reimbursement processes experiences, project controls, and document control expertise to assist DPMC through these added contractual challenges.

We will use our project management system for project cost tracking and controls when required. The system has been implemented by the Michael Baker Team to operate on a PC located either at the jobsite or at the home office to monitor costs by Work Breakdown Structure (WBS) and will be maintained by the project control staff. For each of the identified projects under this contract, we will assign a unique Cost Code of Accounts to each WBS element at the specified task-level under each project. This approach will enable us to segregate, capture, and report on the work effort costs at the associated task-level for each project and provide transparency and all required documentation for HUD CDBG-DR and FEMA reimbursement.

The system is designed to provide real-time cost information to the project staff to monitor actual costs and compare those against budgeted costs for specific elements of work. The cost coding structure is entered with the baseline budget cost information. Reports to monitor actual costs can be run at any time during task execution. Weekly and monthly reports to monitor actual spending against the budgeted dollars will be issued.



## SCHEDULING

The CPM Schedule can be one of the most valuable indicators of project status, provided it is comprehensive in scope and updated frequently. The Michael Baker Team has extensive experience with Primavera and is committed to fully utilizing this software to achieve schedule visibility and the control necessary for project success. We will review both the Engineer's schedule during the pre-construction phase to assess its assumptions and will review and comment on the Contractor's Baseline schedule and subsequent Monthly Schedule updates. In additions, we will review the Construction Contract Specifications and recommend enhancements to address the shift by shift scheduling requirements of this project.

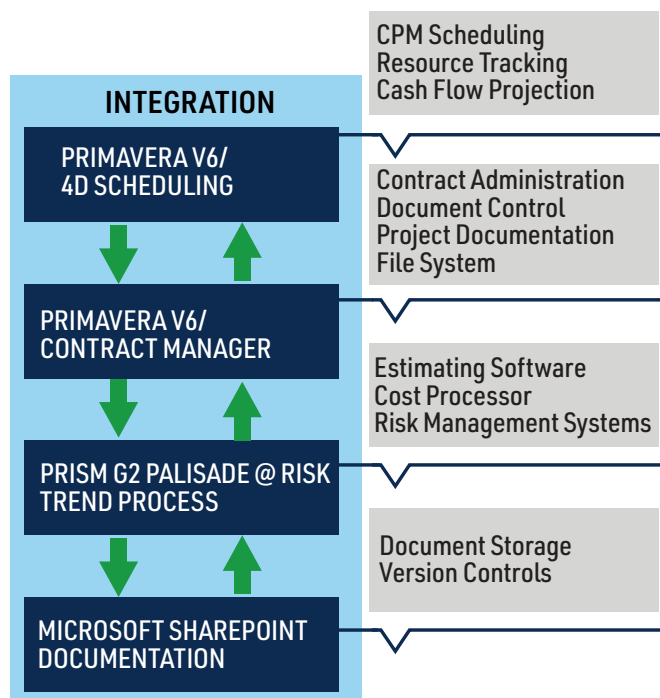
The Baker Team will review the contractor's baseline schedule to determine whether sufficient time is being allotted to realistically complete the work on schedule, to determine whether sufficient detail is being provided to allow proper monitoring of work progress, and to determine contract compliance. We strongly believe that the Contractor's schedule needs to be detailed and to be resource (labor, equipment, and cost) loaded. Activity logic and durations will be reviewed to determine whether the schedule reflects a logical progression of work, and that sequencing and resource-loading are practical and achievable on a shift by shift basis.

Our review will drive to uncover any omissions of work activities, and to determine whether all long lead items and regulatory approvals that may spring from the design at a later development stage are adequately captured. The simple omission of a key regulatory approval has the potential to cause serious delay to the project. Using the permit list developed during the preconstruction phase, Michael Baker will review the schedule to assure the contractor has allocated sufficient time for the submittal, review and approval of permits. The schedule will be also reviewed for the inclusion of shop drawings, submittal, review and approval. Contractor's often neglect to put adequate time in the schedule for the shop drawing process.

Schedule updates will be monitored on a monthly basis and appropriate steps will be taken to help ensure timely completion of the project. We will review the monthly schedule updates for accuracy and schedule logic. Activity durations, percent complete, start dates and completion dates will be verified. The Michael Baker Team will also pay close attention to the language chosen for the schedule update narratives to help ensure that it presents an objective account of the reasons for any delays, claims, or other potentially controversial issues.

Each update will be reviewed and a schedule analysis report issued to the Project Team that will detail the following;

- Monthly critical path analysis
- Preparation of summary bar chart schedule
- Record and reporting of monthly cost information
- Milestone Progress Reports
- Look Ahead Schedules
- Delay Analysis
- Monthly written narrative report



Michael Baker will also provide written comments to the contractor on each update on what corrections or missing activities that needs to be made before the next update. Any delay identified in the schedule update will be immediately brought to the attention of DPMC by our Project Manager with recommendation for mitigation. Any change to the work methods or scope will be evaluated by the Michael Baker Team for potential schedule impact.

## SHOP DRAWINGS AND SUBMITTALS

During the preconstruction phase of the project, we will work with DPMC and the Designer to establish a shop drawing review procedure that will be included in the specifications. The flow of submittal documents, the review times and other key processes will be defined so there is a road map for all project members to follow. As the CM, we will prepare a list of all submittals and deliverables at the start of the project and use this to monitor the contractor's progress. This list will contain all permits, shop drawings, material certificates, plans, procedures and testing required. It will also list all hold points where work cannot proceed without DPMC or CM approval.

Michael Baker has used web based shop drawing submittal systems on other projects that have greatly improved turnaround time and allows all project participants to view submittals and track progress. We recommend that DPMC use a web system for these projects. The Office Engineer, working with the Contractor's representative, will use **CONTRACT MANAGER** or a similar program, to establish a log to track all submittals by the contractor.

The submittal register provided by the contractor will be used as the basis of the submittal log. All submittals will be logged and tracked to verify that the submittal is reviewed/approved and returned to the contractor. The Office Engineer will monitor the submittal log and notify the contractor, or other parties on the priorities for submittal review and approval. The review of outstanding submittals will be discussed at the weekly and monthly project meetings. Shop drawing and material submittals will be reviewed for constructability, coordination with other work and compliance with the Contract Documents. When potential problems are discovered, our Superintendent/Resident Engineer will work with the construction team and the DPMC Engineer to achieve resolution through alternate materials, equipment or methods of construction.

All materials, services and subcontractors utilized by the contractor will be reviewed by the Michael Baker Team and recommendations will be made to the DPMC's Project Manager as to the qualifications of the subcontractors and services.

## PROGRESS PAYMENTS

The Michael Baker Team will work with the contractor to establish a detailed bid breakdown which will be prepared and approved prior to the first payment requisition. The breakdown will be structured to facilitate accurate progress payments and will be based on DPMC's preferred estimate outline and the Michael Baker Team previous experience. The line items will be structured to provide equitable payments to the contractor for each item of work performed while at the same time maintaining sufficient unpaid amounts to protect the DPMC. The Michael Baker Team will perform a quantities take-off of all bid items to confirm their accuracy as required by DPMC.



The Michael Baker Team will work with the contractor to establish the bid breakdown which will be prepared and approved prior to the first payment requisition submittal. The breakdown will be structured to facilitate accurate progress payments and will be based on DPMC's preferred estimate outline and the Michael Baker Team's previous experience. The line items will be structured to provide equitable payments to the contractor for each item of work performed while at the same time maintaining sufficient unpaid amounts to protect the DPMC. As the project moves to completion a Leverage Analysis will be performed on each payment to assure that the owner maintains control.

Processing monthly partial payments on a timely basis is perhaps the single most important aspect of the work to maintain the contractor's good will and cooperation during performance of the contract. After checking for form and accuracy, the inspectors will verify the quantities and the payment is then ready for review and signature by the Superintendent/Resident Engineer. Our Grant Compliance staff, will then review each pay application for Statement of Assurances compliance and to ensure all payroll, fringe documentation, material tickets, Section 3 documentation (if required), etc.. are in hand before we inform the PD that the subrecipient is eligible for reimbursement.

## HEALTH AND SAFETY

The Michael Baker Team understands and agrees with the DPMC's position regarding health and safety on construction projects. The Michael Baker Team has a well-established Environmental, Safety & Health Program which is implemented on all construction projects. Our HASP will be developed specific to each. The Michael Baker Team is committed to safety on all our projects by having a proactive health and safety program that meets the requirements established in the RFP and meets the provisions in the regulations for OSHA. We will utilize and apply our Lessons Learned, Best Management Practices and Safety Culture to support DPMC.

### CONTRACTOR'S HASP

The Michael Baker Team will review and comment on the Safety Plan submittal by the contractor before recommending approval of the plan. The Michael Baker Team will ensure that the contractor personnel are in full compliance with all safety and health regulations, and are adhering to the contractor's submitted approved Safety Plan, and that the Contract requirements regarding safety and health are being fully implemented by the contractor.

The Michael Baker Team inspectors will monitor the contractor's safety and health requirements on a daily basis. The manner in which the contractor is performing work will be an integral part of Michael Baker Team's routine inspections, and deviations as well as corrective actions will be noted on the Consultant's Daily Inspection Report, with all findings immediately reported to DPMC. On a weekly or more frequent basis, our Project Health/Safety Coordinator will inspect the site for compliance. As part of the weekly inspection a joint walk through of the project will be conducted with representatives from DPMC, the contractor and the Superintendent/Resident Engineer. All findings identified during the weekly inspection and walkthrough will be documented and tracked for correction. We will immediately notify the contractor of all safety issues. Our goal is to work with the contractor and resolve issues on the spot. Any life threatening issue will be immediately corrected or the work stopped until corrective action can be taken.

Every member of the CM staff will receive project specific safety training and has the ability if a situation is life threatening to stop work. The Michael Baker Team will monitor the contractor's safety program to help ensure that all phases of the construction project are conducted with safety as a priority. The Michael Baker Team will make all efforts to develop a proactive dialogue with the contractor's health and safety personnel to help ensure that all safety concerns are addressed prior to initiating activities in addition to abating any unsafe conditions which are identified at the project. By addressing safety as a priority concern, the Michael Baker Team will help the contractor avoid potential OSHA violations and impacts to the project schedule.

### ADDITIONAL SAFETY EFFORTS

The Michael Baker Team anticipates that several areas or phases of the construction project will warrant additional efforts to ensure safety. These include, but are not limited to, hazardous soil abatement activities, work activities conducted in confined spaces, marine work, worker exposure, demolition activities, general public, and accident prevention associated with vehicular traffic.

### ENFORCEMENT OF PERSONAL PROTECTIVE EQUIPMENT

The Michael Baker Team will verify that all employees assigned to this project including our subcontractors and the contractors' workers adhere to the donning of the necessary safety equipment which will include hard hats, safety boots, and high visibility traffic safety vests.

### SAFETY AUDITS & INSPECTIONS

To check that the Michael Baker Team is successfully implementing the HASP, periodic audits of the construction site will be conducted by Michael Baker Team's Health & Safety Coordinator. The audits will focus on adequate training of personnel, record-keeping, appropriate safety equipment, and a walk through of the site to identify any unsafe or non-compliant conditions. The Superintendent/Resident Engineer is the day-to-day Michael Baker Team site safety representative and is responsible for assuring that all Michael Baker Team personnel are knowledgeable of the job safety requirements, provided with the necessary personal protective equipment, conduct job safety inspections and participate in the contractor's weekly safety meetings and safety walk downs.





## INSPECTIONS

An important aspect of the inspection services is to try to provide continuous onsite inspection to ensure the DPMC that the installed product meets all of the quality requirements of the contract documents, including applicable codes and standards.

The Michael Baker Team will inspect the work and report any irregularities, based on report format with photos attached. At the beginning of the construction phase, the Michael Baker Team will prepare the detailed Documentation Checklists (DC) which will list all deliverables (submittal, inspection testing, approvals, permits, etc.) required by the contract. The DC will list the organization responsible for review, approval and final acceptance. We will use this list to determine contract deliverables and to flag all information required to be submitted by the contractor. The DC will also be used to schedule submittals and develop punch lists of open items. A copy of the DC will be provided to the contractor to aide in his preparation of the submittal register for the control of all project documents. During the review of contract documents a listing of spare parts required to be turned over to DPMC will be developed.

The DC will identify all items requiring testing, shop inspection, fabrication shop inspection and all test reports required to be submitted. The Michael Baker Team will prepare a listing of all required testing and the frequency of the tests. This information will be provided to the contractor so that there is agreement on the testing frequency and that the testing can be properly scheduled. The RE will verify that all test reports are submitted by the contractor and that the format and acceptance values meet the Contract requirements.

The Michael Baker Team will schedule inspection activities to support the project schedule and coordinate inspection of other consultants and agencies. The inspectors assigned to the work will monitor the materials, equipment and techniques used during construction. The inspector will advise the contractor of any materials or equipment which has not been approved and should not be installed, and any installation that does not meet the requirements of the contract. If corrective action is not taken by the contractor, the Superintendent/Resident Engineer will advise the DPMC of the non-conforming condition and any disputes arising over improper installation.

All non-conforming or unacceptable work will be reported on the Daily Inspection Reports and a log maintained to document corrections is completed, in accordance with the requirements.

## TESTING

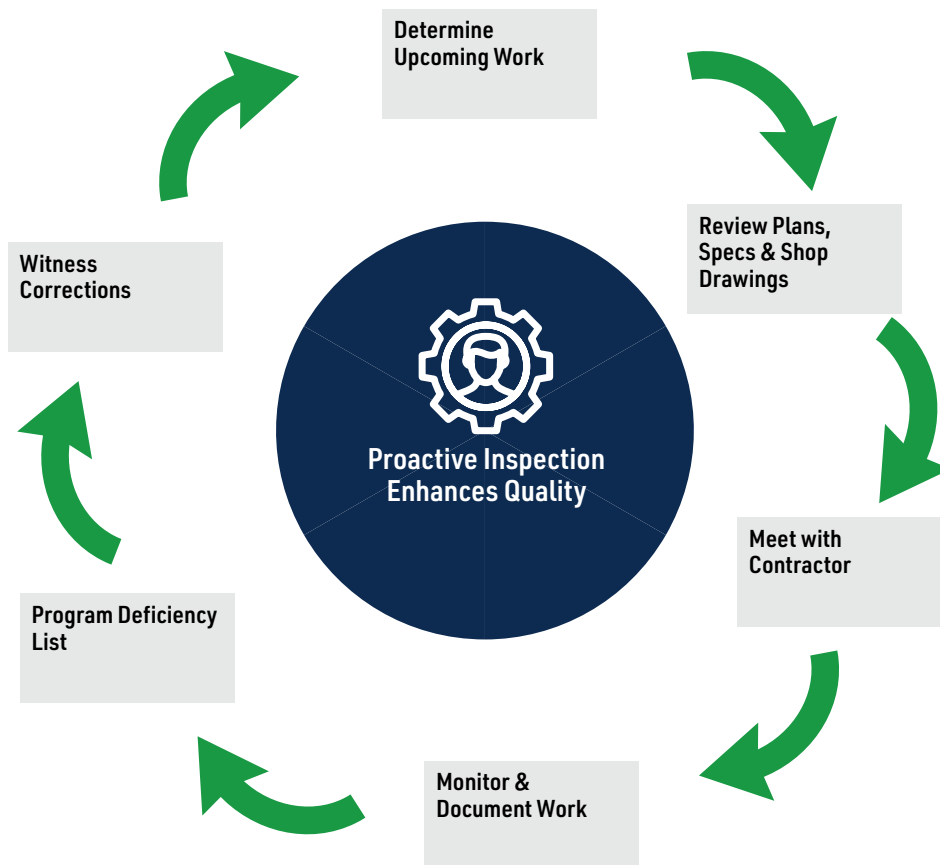
An important aspect of the construction administration and inspection services is to provide continuous onsite inspection and testing necessary to see that the installed product meets all of DPMC's quality requirements of the contract documents, including applicable codes and standards. In order to achieve this for the project, the Michael Baker Team will establish and implement a complete Quality Assurance Plan.

The inspectors assigned to the work will monitor the materials, equipment and techniques used during construction. The inspector will advise the contractor of any materials or equipment which has not been approved and should not be installed, and any installation that does not meet the requirements of the contract. If corrective action is not taken by the contractor the Superintendent/Resident Engineer will advise the DPMC's Project Manager of the non-conforming condition and any disputes arising over improper installation.

The Michael Baker Team will provide confirmatory testing as required by DPMC to validate that the contractor is meeting the requirements defined in the construction documents. This task will involve using certified independent testing labs for structural steel, concrete, painting, hazardous soil disposal, and other materials, products, fabrication and installation required by the contract specifications. To provide independent testing of materials, we have added Craig Testing Laboratories, Inc. to our Team. They are prequalified with DPMC in all of the relevant testing categories and an experienced New Jersey based firm.

## INFORMATION REQUESTS

Michael Baker will use **CONTRACT MANAGER** or a similar system to record and track contractor Request for Information (RFI). Contractor RFIs will be reviewed by the Superintendent/Resident Engineer to make sure that they contain all the necessary information to adequately describe the issue so that a solution can



be determined. The Superintendent/Resident Engineer will also review contract documents to assure that the information is not already provided in the contract documents. RFIs will then be forwarded to the Designer to provide a solution. Once the Designer has answered the RFI the Superintendent/Resident Engineer will review the response to make sure the question is answered and to determine if there is a cost impact. Any RFIs that cause a cost impact will be discussed with DPMC prior to being issued.

A log of RFIs will be maintained by the CM and will be used to track the responses from the Designer. Unanswered RFIs will be reviewed on a weekly basis to assure a timely response and at all Progress Meetings.

## **CONTRACT MODIFICATIONS**

The Contract Modification process will be implemented at the site in accordance with the DPMC procedures. The Michael Baker Team understands that DPMC has the sole authority to issue change orders. After contract award, contract changes may be required due to items such as scope of work changes, specification of drawing revisions, or field conditions. During the preconstruction phase, Michael Baker will develop project specific procedures in accordance with DPMC procedures. These procedures will detail roles and responsibilities, determining the scope, process for identifying and justifying the changes, steps to process the change, requirements to evaluate cost, schedule and impacts. The CM Team will also track any change through its identification, evaluation, approval and issuance. These changes will be reviewed and, if approved by DPMC, will be formalized as part of the contract.

Change orders are typically initiated due to field conditions or by the contractor as a result of design improvement. For change orders due to field conditions, the contractor and the Superintendent/Resident Engineer will jointly investigate and review the need for a change order. When a change order is necessary, the contractor will prepare the request and justification and submit it to the Superintendent/Resident Engineer for review. Since many contractors are not familiar with the specific requirements of the DPMC's change order process the Superintendent/Resident Engineer often needs to assemble the packages and provide the justification as well as verify the estimate and review the scope of the change.

As soon as a potential extra work item is identified a Problem File (P-File) will be established and the DPMC's PD will be notified. The Superintendent/Resident Engineer will prepare a recommendation and estimate of the additional work and submit the recommendation to the DPMC for approval. Where work is in progress and the schedule would be impacted, the DPMC will be advised and, upon approval, the work will continue and Time and Material Records kept until an approval change order is received.

Prior to submitting a field change for review and approval, the Superintendent/Resident Engineer will be required to identify the reason for the change, the schedule and cost impact, the revised payment schedule, resources (materials and manpower), and methods for accomplishing the change. All supporting documentation justifying the need for the change will then be forwarded with the change request to DPMC, for review and approval.

## **CLAIMS ANALYSIS AND MANAGEMENT DELAYS, CLAIMS, AND DISPUTES**

Recognizing the contractor's contractual and legal right to pursue the recovery of costs attributable to valid change orders and claims, the Michael Baker Team will apply methods and procedures to minimize the impact of claims through prompt and equitable resolution. In cases where claims have no apparent merit, the Team will provide the means to defend the DPMC position with facts supported by pertinent documentation and technical analysis.

### **DOCUMENTING CLAIMS**

The Michael Baker Team is fully aware of the importance of maintaining proper documentation. Our Team will provide complete documentation and tracking of all disputes from identification through resolution. The records will include descriptive details of the dispute, actions initiated for resolution, determination of resolution and supporting information such as time sheets, meeting minutes, etc. We use a system called the "Problem File" (P-File) to record and document all problems, evaluations and resolutions. A unique P-file number and file is established when a problem is identified. All subsequent correspondence, meeting notes or other actions related to the issue are copied to the appropriate P-file. If the resolution to the problem is disputed by the contractor, the file is readily available and provides convenient access to all documentation about the issue.

### **AGGRESSIVE PURSUIT OF CLAIMS**

On behalf of the DPMC, the Michael Baker Team will aggressively pursue swift evaluation and recommendation for resolution of all disputes. Our detailed analysis and recommendations will be presented to the Engineer using clear and concise reporting methods.

## **PROGRESS PHOTOGRAPHS**

Monthly digital progress photos will be taken by the Michael Baker Office Engineer to document the progress of the work, equipment installation and other key aspects of the work. Exterior photographs of all structures will be taken on a monthly basis from each side of the structure from the same locations. Preconstruction photographs will be taken to document the existing conditions prior to construction. The Office Engineer will set up an electronic file that records the key data for each photo so that photos can be used in the future. As work progresses, photos will be taken to record work progress and completion of rooms, equipment, systems and finishes. Our inspectors will also use digital photographs to document installation work and link these photos to their Daily Diary Report. Other important activities will be documented through site photographs such as subsurface site conditions, concrete placement activities, site housekeeping conditions, disputed work items, etc. All photographs will be recorded and maintained at the field office. Documentation of such activities through photographs will be beneficial in any actions, questions, complaints or disputes, which may arise later.

## **PROJECT CLOSEOUT – FINAL INSPECTION, SUBSTANTIAL COMPLETION, AND SETTLEMENT**

### **SUBSTANTIAL CONTRACT COMPLETION**

As contractual dates for contract milestone completion come due, the CM team will advise the PD as to the status of substantial contract completion of the work. We will schedule inspections with the PD and the contractor as required to determine if partial or final acceptance can be granted. Based upon these inspections, the Michael Baker Team will provide an updated punch list of unfinished, unacceptable work. The Michael Baker Team will work with the contractor to schedule completion of the punch list. We will then coordinate any required re-inspection or demonstration activities with the PD and the contractor, and will record the disposition of all punch list items to ensure follow-up and provide information to defend potential claims.

The Michael Baker Team will work with the contractor and PD to start up and test the various parts of the projects to demonstrate the components perform in accordance with contract documents. This effort will be led by our Commissioning Manager and demonstrate that all equipment set points are properly functioning and training has been provided. Punch lists will also include site cleanup, equipment start-up, turnover of all materials, equipment and documentation required by the contract, and independent computation of all final payment quantities.

### **CLOSEOUT SCHEDULE**

Prior to the scheduled completion of a contract, the scheduling engineer will prepare a detailed Primavera network for contract close-out. With input from the Project Manager and Superintendent/Resident Engineer and other project staff, we will review the contract documents and documentation/inspection Index, interface with the lead inspectors, review the permit requirements, etc., to develop a comprehensive schedule for all activities necessary to close the contract. The schedule will be distributed and updated monthly to clearly identify progress toward close-out. The Superintendent/Resident Engineer will remind the Contractor to provide as-built drawings, final shop drawings, final test reports, etc., in support of contract completion. All documentation will be assembled for turnover to DPMC. Additional meetings will be scheduled by the Superintendent/Resident Engineer, as necessary, to discuss in detail the progress of the close-out activities.

### **SUMMARY OF CLOSE-OUT ACTIONS**

In an effort to assist the DPMC in achieving a smooth completion and turn over process, the Michael Baker Team will take the following actions:

- Verify and document completion of equipment and systems test and start-up, if any.
- Obtain, record, and transmit to the DPMC all deliverables required from the contract, including keys, record drawings, videos, etc.
- Prepare, update and issue punch lists to the contractor and work with contractor to schedule completion duties for all activities in a timely manner.
- Prepare and submit to DPMC the following forms, "Certificate of Substantial Completion and Acceptance" and "Certificate of Final Completion and Acceptance."

- Submit to the Engineer complete register of guarantees, warranties, affidavits, releases, liens and other waivers and assist in securing these items from the contractor.
- Verify contractor's compliance with all federal, state, city, and other laws, codes, etc., and ensure correction of any non-compliance.

### **FINAL ACTIVITIES**

As the project nears completion, the Project Manager and Superintendent/Resident Engineer will monitor and update the completion of punch list items. Warranties, O&M manuals, training, spare parts and as-built drawings will be assembled for turnover in accordance with DPMC instructions. We will complete all other close-out activities as described in the RFP and as required by the project close-out procedures.

### **DELIVERABLES**

- Detailed and realistic system and equipment start-up and test program
- Complete turn over packages
- Substantial and Final Completion Certificates
- Detailed and accurate punch lists
- Warranty and guarantee register
- Authorized final payment

### **FIELD OFFICE RECORDS**

The Office Engineer will maintain files on all contracts which will be set up in accordance with DPMC Procedures. The files will be maintained by Michael Baker Team staff until turnover to DPMC.

### **START UP TESTING**

The final objective of DPMC will be to operate and maintain the newly constructed equipment and facilities after project completion. Accordingly, proper attention must be devoted to testing and start-up activities early in the project planning and throughout the construction phase. A complete family of test procedures, warranties, operating manuals, as-built drawings, and performance accounts must be available prior to final testing and acceptance. The Michael Baker Team will maintain an accurate record of testing and documentation status of each system and/or equipment.

As Construction Manager, the Michael Baker Team will become involved with the contractor's start-up and testing activities at the project's inception. The contract documents will be reviewed for start-up and testing requirements and start-up support. When appropriate, recommendations for changes will be made. Reasonable time frames for final acceptance and start-up activities will be established in the initial project construction schedule. Predecessor activities will include all pre-requisite tests, submittals, certifications, manufacturer's information and operations and maintenance manuals. By tracking this activity in detail and establishing the criteria early in the project, we can preclude fatal flaws in the final stages of the project.

We will review the contractor's plans, procedures, and test results and will monitor the test to verify performance. The following types of tests may be performed:

- Qualification tests
- Verification tests
- System tests
- Integrated system tests
- Equipment functional tests

The results of the start-up testing, in conjunction with a final inspection, will be used as a basis for establishing a punch list for final acceptance of the construction contracts. We will work closely with the DPMC during this phase and provide guidance/assistance as needed. All outstanding non-conformance and other unresolved issues will be concluded at this time.

### COMMISSIONING OF SYSTEMS

The Michael Baker Team will place great importance on the collaborative effort among the contractor, DPMC, and Baker Team. We will work together and support the commissioning effort from beginning to end, and we will coordinate with the commissioning Team. We understand that the DPMC will negotiate various optional building configurations with the contractor at the start of the project; as such, our testing and commissioning plan will align with the final approved configuration and scope of the design.

### OCCUPANCY / MOVE COORDINATION / BENEFICIAL USE

If required, Michael Baker is fully prepared to develop an Occupancy Schedule for the beneficial use of the completed facility by DPMC's customers. We would prepare an Occupancy Schedule at least 6 months prior to Substantial Completion that includes all contractor and other activities for the beneficial use of the facility. The schedule would include the completion of contract work, inspection, completion of punch list work, obtaining all necessary permits including a Certificate of Occupancy. The schedule would also include any non-contractor required build out, installation of computer and communication systems and furniture.

## MANAGEMENT PLAN

The Michael Baker Team, led by **Senior Project Manager Peter J. Senus, PMP**, has considerable experience managing large programs that have a complex scope, aggressive schedule, and a set budget. Michael Baker will manage the Scope by starting with a clear and in-depth understanding of each task order assignment and then translating this into a comprehensive work plan. Michael Baker will manage Schedule by utilizing the resources of our Team to meet the project specific needs and rigorously holding ourselves to interim milestones so that key delivery dates are met. Michael Baker will manage Budget by developing detailed man-hour estimates for each task and vigilantly monitoring weekly timesheets and status reports to determine if there are areas of the project that require extra attention. Pete will utilize a detailed Work Plan to schedule, manage, and perform the required tasks for this project. He has the authority to direct, focus, and shift resources as needed to those tasks that are on the critical path or that represent a high level of risk to the project to meet project schedule and production requirements.

Michael Baker's project management philosophy is to deliver high quality projects that exceed the expectations of our clients. While doing so, we are sensitive to the economic challenges that the industry faces. Our approach is to continually strive to develop ways to deliver projects better, cheaper, and faster without changing the original design concept and objectives. On previous projects, we have been able to accomplish this through innovative approaches to construction staging, the use of new technologies, thorough constructability reviews and risk assessments, and often just through good planning and execution. No matter what method, the goal is to achieve more with less to give the DPMC the ability to use the savings for other important infrastructure needs. The following sections detail our management approach to responding to the DPMC's needs on this IDIQ assignment.



### PROJECT MANAGEMENT TRIANGLE

Pete and Sean will use proven tools and techniques to manage the most important project constraints—scope, schedule, and budget—while still meeting DPMC's quality standards

#### MANAGING SCOPE

- Establish a clear and in-depth understanding of what the project involves and what DPMC expects, memorializing it into a comprehensive and tight scope that the entire team works from.
- Scope is managed to avoid creep by routinely reviewing it against the original problem statement, purpose, and need.
- Potential scope changes must first be discussed with, and agreed to, by DPMC before they can be implemented.

#### MANAGING SCHEDULE

- Coordinate with DPMC to meet project-specific needs, rigorously holding ourselves to interim milestones so that key delivery dates are met.
- Develop internal milestones to allow time for QA/QC reviews. On-board review meetings with DPMC will be incorporated into the project schedule.
- Prepare schedule updates and 30-day look-aheads monthly to confirm the project is on track. Evaluate how resources can be best leveraged to maintain the schedule by identifying where production float exists.
- Should surprises occur during the project, engage in detailed time impact analyses and recovery planning efforts to proactively manage the achievement of established schedule milestones.

#### MANAGING BUDGET

- Project management will perform monthly reviews of the overall budget using cost-to-complete estimates developed by discipline leads to reveal how the project is tracking against the planned budget and schedule. If needed, proper measures will be identified to rectify any adverse variations.
- Project management will review Sharepoint project management and expenditure inquiry reports weekly to look for both timesheet charges and other costs that are hitting the project.
- Principal in Charge will review an internal monthly project status report that exhibits physical percent complete and percent expended to find variances between progress and budget.



## UNDERSTANDING OF EACH WORK ORDER

For work order assignments, Michael Baker will respond to Requests for Proposals (RFP) when invited by the DPMC. Through our response to the RFP, Michael Baker will demonstrate our understanding of the assignment and our approach to delivering the project with high quality, on time, and within budget. Our response will include the requisite information including:

- Contract Number
- Start and Completion Date
- Work Order Number
- Working Hours
- Date of Order
- Hour Rates and Cost
- Location of Services
- Work Order Form

Proposed staffing for the assignment, past experience on similar work for both the team and individuals proposed to execute the work, and a summary of deliverables will also be provided in our response. It is anticipated that the DPMC will provide pertinent information including, but not limited to, Project Number, location, title, Construction Cost Estimate, Current Working Estimate, design consultant's scope of work, preliminary drawings and specifications, pertinent reports and site data, and schedule.

## ASSIGNMENT STAFFING

Our Senior Project Manager will review the workload, skills, and experience of our team members when staffing each assignment from the DPMC. The key staff proposed on work order assignments will be clearly conveyed to the DPMC in an Organization Chart provided with our response to the RFP. The proposed staff will be experienced with DPMC standards, and will have the requisite technical experience for the specific scope of work. The key staff proposed will be the actual staff performing this assignment. Michael Baker's project delivery and client satisfaction approach is dedicated to servicing projects with the staff proposed from inception to completion. If an assignment requires additional staff to meet deadlines, or staff with specialized skill sets, we will obtain the approval from the DPMC before using additional staff on the assignment. Should a work order require the services of a specialty subconsultant not included in the initial contract, Michael Baker will include this service in the work order as an allowance. The rates of the specialty subconsultant will be reviewed for reasonableness prior to submission.

Providing dedicated project staff is a key to successfully completing assignments and satisfying our clients. The key staff proposed on this program is deeply experienced in resiliency related work and local to New Jersey, as demonstrated within the enclosed resumes and similar project experience. Michael Baker has the capacity to mobilize our dedicated team to this assignment focused singularly on meeting project milestones and goals.

## MANAGING PROJECT SCOPE

Communication is the key to managing project scope. Through open communication with the DPMC, documentation of the project goals and objectives, and establishing a clear understanding of project deliverables at the outset of the project will avoid scope creep throughout the execution of the project. Should out-of-scope work be requested or identified, Michael Baker will immediately notify the DPMC in writing prior to performing the task. If approved, a formal technical and price proposal will be prepared and submitted.

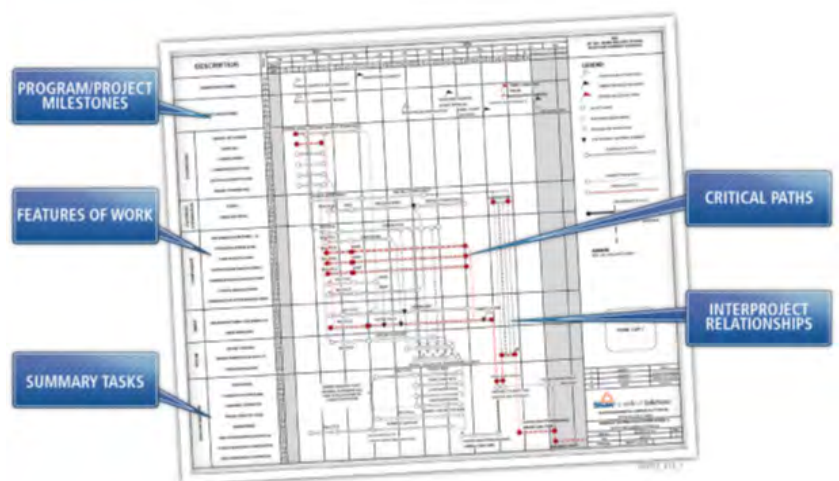
## MANAGING PROJECT COSTS

After an assignment is received from the DPMC, we will establish a budget for the assignment in Michael Baker's Enterprise Resource Planning (Oracle ERP) system. The budget will be broken down as necessary into individual tasks (Work Breakdown Structure - WBS) in order to better track the expenditures on the assignment. In addition to tracking assignment budgets, the ERP system is used to capture timesheet charges and produce invoices on a monthly basis for each assignment. ERP has many reports, including the Project Management Report that allows a manager to view weekly updates on the project charges against the established budget, see details on all charges, and provide expected budget variances based on calculated percent completed for each task of an assignment.

On a monthly basis, all Michael Baker project managers are required to submit a Project Status Report (PSR) to the Office Executive and senior management that provides a summary of project performance. Once a month the senior management holds a PSR meeting during which they review each active project in the office and, if necessary, calls in the Project Manager to discuss project details and issues. The intent of this meeting is to actively oversee project performance such that potential issues can be identified early and corrected immediately. Through vigilant weekly monitoring of the expenditures combined with monthly senior management PSR reviews, adjustments to the work plan can be made rapidly to keep the project on budget.

## MANAGING PROJECT SCHEDULE

This is a large program requiring attentive coordination between multiple stakeholders, adjacent projects in the region, and the DPMC. The Michael Baker Team is ready to work in a unified effort to collaborate with each of the stakeholders. The Michael Baker Team's overall effort will be controlled by following a detailed



Critical Path Method 'schedule driven' Work Plan developed using Primavera. By understanding where critical and near-critical activities lie in the schedule (and also where activities with substantial float exist), we can dedicate engineering resources toward attacking production activities with the greatest overall schedule efficiency. The schedule will identify the total work order duration from receipt of Notice to Proceed to the submission of the final deliverables. Major activities, durations, submission dates, required review times, interdependencies (including those within the DPMC), and critical path items will be identified in this schedule. Michael Baker will review and update the design schedule on a regular basis and provide monthly updates with progress reports. Michael Baker will develop and provide to the DPMC a recovery plan/schedule where necessitated by unanticipated factors affecting the originally planned schedule of the project.

Our Senior Project Manager will set internal deliverable deadlines weeks in advance of deliverable dates agreed upon with the DPMC. The advanced internal deadlines will allow time for qualified, experienced staff to perform quality reviews of each deliverable and subsequent required modifications resulting from the reviews to be made before each deliverable due date. Deliverable deadlines (internal and client) will be placed in Michael Baker's database-driven quality management system (see additional description in the Quality Management section) and communicated to the project team through a QA/QC interim milestone deadline matrix.

## MEETING MANAGEMENT

Throughout the course of the project, Michael Baker will coordinate the Team's activities with the DPMC's project manager. A mutually agreed upon meeting protocol will be developed and in place prior to the initial kick-off meeting with the DPMC. Project meetings and maintaining open and continual communication with the DPMC is very important. Michael Baker will arrange frequent conference calls and/or meetings with the entire design team (including subconsultants, if included) to discuss progress of the work, inter-disciplinary coordination items, critical items affecting the schedule of the project, and follow-up of the action items from the previous meeting. For example, we found that having a short weekly meeting with DCA under the CMF 003 WO15 ACRP project, proved to be invaluable. Michael Baker understands that it is our responsibility to prepare an agenda for the meetings, conduct the proceedings, and prepare the meeting minutes for the DPMC following the standard meeting minutes format. Prior to these meetings, and during the course of regular project execution, Michael Baker will inform the DPMC of any meetings or correspondence with other agencies, government officials, and other stakeholder groups that may be required. Following meetings and at appropriate intervals, Michael Baker will prepare and subsequently update an Action Item Tracker that details pertinent activities and deliverables along with assigned responsibility that are critical to the advancement of the project. This Tracker will be distributed to the team members including the DPMC to clearly communicate project responsibilities and keep the project on schedule.

## PROGRESS REPORTING AND INVOICING

Progress reports will include a summary of work completed in the previous month, work to be performed, actions/decisions required by the DPMC, and an updated project budget summary for the entire project that indicates percent of work complete by task and overall. Michael Baker will submit invoices monthly. The invoice will be submitted no later than the 15th of each month

(or as requested by the DPMC). Michael Baker is familiar with the DPMC's invoice submission templates, direct expense and labor reimbursement policies, and appropriate procedures for tracking project performance with respect to scope and budget and appropriate notification of deviations, necessary adjustments, and recommendations for corrective actions.

## PROJECT COMMUNICATIONS

Michael Baker's Senior Project Manager will be the main point of contact with the DPMC throughout the life of the project. Frequent communication between the Senior Project Manager and the DPMC is strongly encouraged. This communication will include weekly telephone calls and face-to-face meetings to keep the DPMC informed of progress and potential issues with solutions. Depending upon the nature of the work order assignment, multiple task managers would report directly to the Project Manager. However, our Senior Project Manager will be in continual communication with the Project Manager to maintain continuity of knowledge and design intent.

In addition to the frequent communication with the DPMC, our Team will hold a brief weekly status meeting. This brief meeting will update assignment staff on any changes to assignment deliverables or schedules, and will allow staff the opportunity to understand the work being performed by others on the team, leading to better coordination and higher quality of deliverables. An e-mail group will be established for the assignment team and used for all internal communication to keep assignment staff informed of key issues. Project directories for each assignment will be established on our Program SharePoint document management system (see below) and all assignment work files and e-mail will be stored in SharePoint.

## INTEGRATED PROJECT SHAREPOINT SITE

In an effort to keep the project team informed, including the DPMC, Michael Baker will develop a Program SharePoint site if required. The site can be customized to meet the needs to the DPMC and the Program and include, as a minimum, the following:

- Enable uploading and storing all project documentation, including correspondence, agency coordination, and meeting minutes
- Enable uploading of review submissions, comments, and comment response summaries
- Be customizable as per project needs
- Enable posting of announcements, design criteria updates, project directives, etc.
- Be configured for use as a tracking log
- Be customizable by users to send/receive e-mail notification of specific actions, such as announcements, postings, etc.

Michael Baker has the in-house capability to create, administer, and customize the site right in our Hamilton, NJ office. This in-house capability can provide the DPMC with a robust project management solution at minimal cost. The entire site can be set up quickly and routine maintenance is expected to be negligible during the life of the program. At the completion of the program, Michael Baker can burn DVDs or deliver an external hard drive of project documentation to the DPMC for record keeping.

## IDENTIFY & BUILD

## PREPARE & EXECUTE

## INTEGRATE & ANALYZE

Identify Risks

Identify Range of Impacts

Develop Avoidance & Mitigation Strategies

Define Probability

Run Simulations

Determine Confidence Levels

Analyze Results

Make Decisions

Execute & Integrate with Unified Data

# RISK MANAGEMENT DURING PROJECT LIFE CYCLE

A significant attribute of the Team's management approach is the use of a formal Risk Management process. Risk management is a dynamic process which requires a high level of our Senior Project Manager's attention to proactively manage project risks with the ultimate objectives to avoid claims, deliver quality results safely, control cost growth, and maintain the project schedule.

Project risk management is a continuing responsibility of the Senior Project Manager throughout the program lifecycle. Development of a risk register that adequately represents the project risk requires the project team to have a thorough understanding of the contract, scope of work, work breakdown structure, and execution approach. The project risk register will be prepared during the pre-construction phase and is kept current during the entire project management lifecycle. It is updated anytime there is a material impact on the project scope, budget, schedule, or quality. It will be maintained within the document management system.

After the risks are identified, risk impact will be evaluated. Risk impact is both a qualitative and quantitative assessment performed by the project team that identifies the consequences if a risk event were to occur. Risk can "impact" a project in four ways: schedule, cost, scope, and quality. A Risk Impact Table is used to assess the identified risks. In addition to assessing risk impact, the Team will also assess the probability of a risk's occurrence using a qualitative definition of the percent ranges. A risk severity score is then calculated. The risk severity score is the product of the risk impact and probability of occurrence for each individual risk event. The severity score is a relative indication of the importance of the risk statements. The Risk Register can be sorted on risk severity score to focus on those with the highest potential concern for the project. Once we identify the risk and their impacts, we need to determine how to "handle the risks." Every risk item must be "handled." Acceptable handling approaches are: Avoid, Transfer, Mitigate, or Accept. The costs associated with handling a risk event must be included in the project's budget as part of the baseline cost estimate.

The Michael Baker Team will monitor and control the project risks on a continuous basis. We will review and update the project risk register no less than monthly. Reviewing project risk status is part of normal project team monitoring and control activities so that the Construction Manager can make sure contract commitments can be met.

## PARTNERING

Partnering helps the project team to speak as one, and helps ensure that all of the internal roles and responsibilities, lines of communication, and issue-resolution processes are in place. We recognize that this is especially critical on these projects given critical schedule and coordination requirements with project stakeholders and various agencies. Michael Baker will foster a partnering approach among project stakeholders, including the Contractor, DPMC, the Designer, the CMF, the various federal, city and state agencies, and the surrounding communities. In our experience, the most successful projects are the ones where all the players get to succeed. Accordingly, the CMF role is not only to enforce the contract, but to facilitate tasks as well. Therefore, Michael Baker stands ready to assist the contractor and other players at meeting joint project goals.

We will also partner with the Contractor and DPMC to foster a positive safety and quality culture on the project with plans for safety and quality in each element of the job. Coordination of the day-to-day staff activities will be the chief duty of the Superintendent/Resident Engineer with the construction contractor performing the work, and the inspection staff who will provide the Superintendent/Resident Engineer with specific information regarding the detailed performance of the work. The inspection staff will monitor the contractor to ensure that all work conforms to the applicable codes, specifications, and drawings. The inspectors will document daily work activities in their Daily Diary and record quantities for payment purposes. Special note will be made of completed items of work. The Superintendent/Resident Engineer will be accountable to ensure that DPMC is properly informed of all activities in a timely fashion. Our proposed organization provides for timely and accurate information to be supplied to DPMC. Through the solid lines of responsibility established by the Michael Baker

LIKELIHOOD SCORE	SEVERITY RISK IMPACT				
	1	2	3	4	5
5	Risk Item				
4					
3					
2					
1					
	Manage & Minimize				

Team, our Superintendent/Resident Engineer will help ensure that DPMC maintains ultimate authority over the conduct of the work. By maintaining daily control of the work, the Superintendent/Resident Engineer will stay intimately involved with any changes, whether initiated by DPMC or the Contractor. Change control is essential to maintain cost and schedule control over the job. Only changes in the best interests of the project, as determined by the DPMC (based on input from Michael Baker Team), will be implemented.

## COMMITMENT TO QUALITY MANAGEMENT AND QUALITY ASSURANCE/QUALITY CONTROL

Michael Baker understands that project quality, including that of our subconsultants, is our responsibility. Our philosophy is simple: **QUALITY IS NON-NEGOTIABLE**. Michael Baker is fully committed to Quality Management and Quality Assurance/Quality Control (QA/QC) and has a strong history of delivering quality products to the DPMC. We are committed to completing projects that meet the DPMC's requirements with respect to scope, schedule, budget, and technical quality, always working by the following quality goals:

- Satisfy specific criteria and requirements in all phases of a project.
- Recognize, learn, and practice standards applicable to each type of project, providing constructive input towards the improvement of practices.
- Involve all project staff in delivery of quality products.
- Recognize productive employee contributions towards establishing a professional, interactive work environment that fosters teamwork, achievement, and quality awareness.
- Maintain and support Project-Specific Quality Management Plans (PSQMPs) for use by all project team members, including the client and subconsultants.
- Continually improve the effectiveness of the quality management system.

### MICHAEL BAKER'S QUALITY MANAGEMENT PROGRAM

Michael Baker has a well-established and standardized company-wide Project and Quality Management Program called Project Management - The Baker Way. Project Management - The Baker Way serves to clearly define the process for which all projects are managed throughout Michael Baker. The ultimate objective is to improve project performance and product delivery excellence through better organization, tools and methods to monitor budgets, an emphasis on communication, and a structured approach to delivering quality. Project Management - The Baker Way provides considerable value to our clients, company, and staff. The key features of Project Management - The Baker Way include:

- Improving project performance through consistency, organization, and efficiency throughout the entire organization.
- Defining project management processes for every project that are consistent yet scalable to appropriately fit the scope and size of any project.
- Serving as a one-stop reference for forms, policies, references, and procedures required to properly manage a project.

- Leveraging existing best practices throughout Michael Baker, as well as referencing accepted and established practices from outside sources.
- Providing management tools, procedures, and references at the fingertips of project managers through a user-friendly, intuitive site.

A key component to our delivery process is the Project-Specific Quality Management Plan (PSQMP). The PSQMP is developed by the project's QA/QC Manager, in close coordination with the Senior Project Manager, and distributed to the entire project team, including subconsultants.

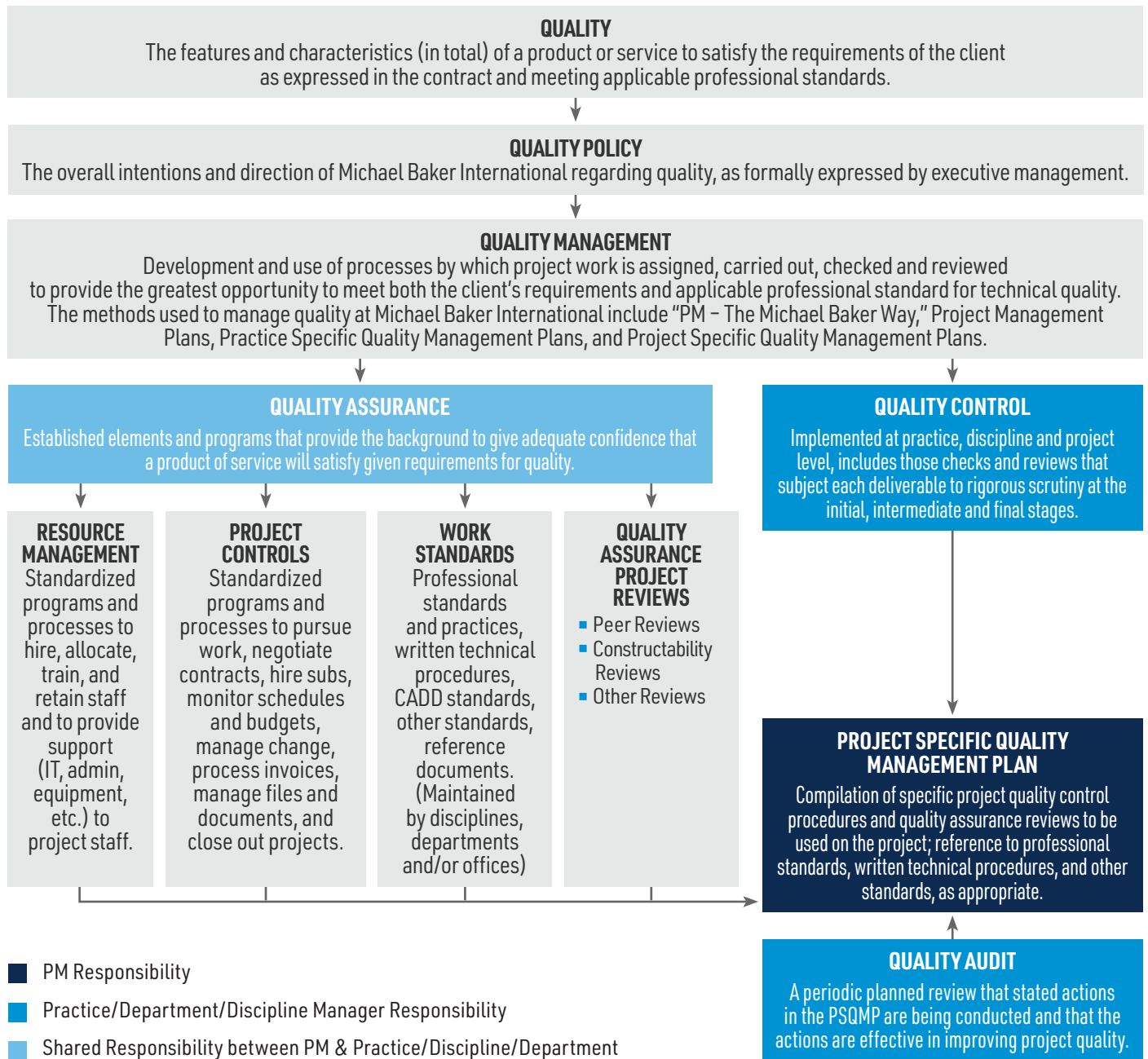


The PSQMP includes the following key items related to quality on the project:

- Reference documents/design standards;
- Deliverables and due dates;
- Available project information and reference data;
- Procedures for subconsultant management;
- Quality Control procedures for checking hand calculations, computer calculations, drawings, quantities, engineer's estimates, supplementary specifications, and design and construction schedules;
- Procedures for managing design changes;
- Design calculation documentation requirements;
- Quality Assurance procedures, including peer technical reviews, presentation reviews, cross-discipline reviews, and constructability; and
- Project audit frequency and procedures.

This process includes a newly developed, database-driven quality management system, which is a paperless tool for providing Michael Baker's project managers the ability to track their project's quality control and review process in real time. This system replaces a forms-based process used to document quality reviews and supports Michael Baker's commitment that no product goes to our clients until it has been checked and reviewed.





The quality control process for this assignment will be as follows:

- All project documents and e-mail will be stored in Michael Baker's document management systems. The server is backed up nightly to an off-site location and can be replicated in any Baker office.
- All CAD drawings will follow Program CAD standards. Standard templates will be used for other project files including memos and letters.
- As work products are ready for an initial check (either for an internal product or program reviews of design consultant products), the originator of the product will prepare a request in the Michael Baker Quality Management database. The selected qualified checker will receive an e-mail from the system that the work product is ready for checking.
- The checker will either print out the work product onto paper and mark it up with a red pencil or will use the mark-up tool within BlueBeam. Once the markups are completed, the checker will make an entry in the quality management database and an e-mail will be sent by the system to the originator that the work product has been checked.
- The originator of the work product will examine the checker's markups and address each one. He/she will have a discussion with the checker on the disposition of each mark-up.
- The checked work product will be noted in the quality management system and the Senior Project Manager will receive an e-mail from the quality management system alerting him to the status of the work product. The Senior Project Manager will perform a final review of the work product before it goes to the DPMC. This review will be documented in the quality management database.
- Before a full submission of a plan set is made to the DPMC, our Senior Project Manager will get a printout of the status of the quality check/review of each component of the deliverable in the

set and verify that the quality review has been performed on each component. The deliverable will not be sent to the DPMC unless each component has gone through the full quality control process.

Michael Baker integrates Bluebeam software into projects in order to enable real time collaboration, digital commenting, field coordination, and comment versioning. Bluebeam software is a PDF editing tool created for the architecture and engineering space. Comments that are made within the plans are tracked with fully customizable fields. These fields and comments can automatically populate a report that can be printed or exported to excel. Along with that the comments can be coded through reviews to incorporate quality control protocols.

Michael Baker also takes advantage of Bluebeam Studio. This feature is installed in Michael Baker's data center and allows for the Michael Baker Team to review plans and documents simultaneously from the team in the office, the program management team, and the construction management team. IPads in the field with Internet connections can access the studio sessions, add voice notes, take pictures, take videos, and post those and comments directly into the live PDF being reviewed. This has expedited Michael Baker's response to contractor submittals and the accuracy of those response. Michael Baker has trained the Pulaski Skyway team at the NJDOT and their consultants on these processes which are being rolled out in many of the high profile NJDOT programs. Quality and construction decision management are two key components of successful construction management, and Michael Baker has embraced evolving technology to elevate their already strong practice.

## CREDENTIALS OF BAKER'S QA/QC MANAGER

Rebecca F. Lyne, P.W.S., C.E, is Michael Baker's QA/QC Manager for this assignment. Becky is the current Director of Quality Management for Michael Baker's NJ Operations with over two decades of experience working on Michael Baker's largest projects. Becky is a perfect fit for this assignment as her experience includes work on the iconic Scudders Fall Bridge Replacement and Route 52 Causeway projects from preliminary engineering through construction. More importantly, Becky was instrumental for recently redeveloping and implementing Michael Baker's formal QA/QC Operations Manual for New Jersey. Becky will collaborate with Michael Baker's Senior Project Manager, Pete Senus, to develop a Project Management Plan (PMP) for the overall assignment. The PMP will include the contract's scope of services, schedule, budget, deliverables, communications, and risk/quality management plan. The PMP is distributed to the entire project team, including subconsultants, and any newly assigned staff subsequently added to the project. The PMP provides guidance for the overall assignment and includes the basis for the QA/QC protocol/procedures, which establishes the project specific quality management plan (PSQMP). The PSQMP will contain the best practices and lessons learned from Becky's extensive experience and Michael Baker's successful projects involving construction.

In her role as QA/QC Manager, Becky will confirm that the following project specific items are uniquely addressed in Baker's PSQMP for this project:

- Michael Baker has established clearly defined team roles and reporting responsibilities. In order to meet the requirements of this project, multiple senior technical reviewers and experienced Resident Engineers have been assembled. Clear roles and reporting responsibilities have been established to foster communication and, equally as importantly, to assign project accountability.
- This program may involve multiple work orders spanning a wide variety of technical disciplines. Clear direction will be provided from the Michael Baker Senior Project Manager and biweekly meetings will be held in order to develop consistent management, including individual project issue resolution, establishment of standardized reporting, contract interpretation, material testing and sampling rates, document control, schedule review and inspection utilization.
- Each Superintendent/Resident Engineer will be required to document, log, and approve inspector timesheets, and on-the-job mileage. Daily diaries will be compared to inspector timesheets, and weekly logs will be prepared and submitted to the Superintendent to review. Clear direction and criteria will be provided to all Resident Engineers for proper daily diaries reporting and combined field reporting.
- In the event that extra work items not included in the contract are required, the Michael Baker Team will utilize recent construction cost data to develop independent cost estimates as a means to compare to a contractor's extra work item price. The independent estimate will include material, labor, equipment, and appropriate mark-ups to validate each extra work item. Michael Baker has developed a standardized process for all Resident Engineers to follow.
- The Michael Baker Team will expedite submittal reviews and RFI responses. Providing timely responses is essential to avoiding costly schedule delays and claims during construction. The Michael Baker Team recommends the use of a tracking system to monitor all submittals including material acceptance. Depending on the importance of the submittal, the goal of this close monitoring is to complete our review and coordinate a response within 10 days. Each RE will be required to provide a status of each outstanding submittal every month, citing ball-in-court.
- The importance of having current and accurate schedule updates for each of these projects will be paramount to staying ahead of the issues and anticipating potential delays. Our scheduling team, led by our CPM Scheduler Juan Uribe, will provide monthly look-aheads from each of the sites to provide material testing schedules, DCA coordination time frames, major phase changes, inspection manpower staffing, and/or potential end user impacts.
- Since the DPMC will be issuing multiple construction contracts over the course of the Program, a lessons-learned database can be developed and shared with all CMFs in an effort to incorporate/improve design issues on forthcoming construction contracts that have not yet been bid and/or ongoing construction.

## **SECTION 4: CPM SCHEDULING – EXPERIENCE AND CAPABILITIES**

# CPM SCHEDULING – EXPERIENCE AND CAPABILITIES

The Michael Baker Team firmly believes that CPM Schedules are an essential and powerful tool in completing a project on-time and within budget. The overall project schedule's evolution from the design phase through construction is very dynamic and the Michael Baker Team will help ensure the schedule's path is clear of obstacles and optimizes the project delivery process.

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The Michael Baker Team acknowledges that the Design Consultants may have the initial responsibility to set the recommended construction sequence, performance period and project schedule. Accordingly, Michael Baker will fully review the initial project schedule. During the course of this review we will make comments and/or recommendations where we identify areas that can be modified to improve the flow of work, provide adequate time frames for the various types of work to be performed, or develop a reasonable schedule for the contractor to bid. Once this review is accomplished, we will work with the designer and the DPMC's Project Director (PD) to establish the project master schedule.

In the pre-construction phase, our Team can provide bid-cycle support in attending pre-bid meetings, coordinating with designers for response to design questions, attending pre-bid site inspections, preparing contract addenda, evaluating bids and overseeing the production of a conformed set of construction documents.

Extending this activity forward, once a construction contractor is selected, the Team will review, comment and make any necessary recommendations to improve the contractor's submitted schedule so that it can be approved and integrated into the project master schedule. Michael Baker has been extensively involved in the review and preparation of construction schedules for a wide



variety of projects. We understand that the contractor's CPM Schedule will be a useful tool in planning, tracking and optimizing the project from notice to proceed through the project completion. Upon notice of each contract award, Michael Baker's Senior Project Manager will arrange "Schedule Workshop" meetings with the construction contractor, DPMC's assigned PD representatives, and the Design Consultant to discuss the scheduling specification requirements, project control requirements, and the planned approach to construction. Michael Baker will work with the contractor through the development of the schedule to verify that project objectives and milestones are consistent with contract requirements and most importantly achievable. Our involvement with the schedule preparation will provide logic sequence, relationships, durations, and milestones that are in compliance with the contract documents. Additionally, long lead procurement items and shop drawing submittals and approvals will be identified for their interrelationships to the respective construction activities. The contractor will be required to revise and resubmit the proposed Baseline CPM Schedule until it meets the obligations stated in the contract documents and obtains the PD's concurrence based on Michael Baker's recommendations. Our participation will continue until a Project Baseline CPM Schedule is established, approved, and implemented.

*A detailed CPM schedule will be maintained at the contract work level and pay applications will be evaluated on the basis of the cost loaded schedule. With the cost-loaded schedule specifications, the Contractor will be required to provide recovery plans for activities that may fall behind schedule.*





Following approval of the Baseline Schedule, our Team will review and analyze CPM Schedule Updates submitted by the contractor on the frequency stated in the construction documents. We will analyze the status of the project with respect to:

- Monthly critical path analysis
- Preparation of summary bar chart schedule
- Recording and reporting of monthly cost information
- Milestone Progress Reports
- Look Ahead Schedules
- Delay Analysis
- Monthly written narrative report

The Michael Baker Team will prepare a formal, written Project Schedule Status Report to the PD on a monthly basis, or as otherwise directed. The report will contain a concise narrative describing the status of the project and any potential issues affecting the planned schedule. Also, tabulated data will be presented for the following:

- Original vs. Current Contract Value
- Milestone Dates vs. Actual Completion Dates
- Contract Completion Date vs. Anticipated Completion Date
- Work Order Status and Value

Our commitment to enforce the contractor's schedule will enable the PD to work towards a successful project. The CPM schedule helps to drive the project. Accountability for project submittals and issue resolution must be diligently tracked and recorded to guard against delays and minimize the State's liability in the event of a claim. Michael Baker will actively track all project correspondence from pre-construction through closeout by maintaining detailed logs that will enable us to assign and track "ball-in-court" responsibility for project deliverables including:

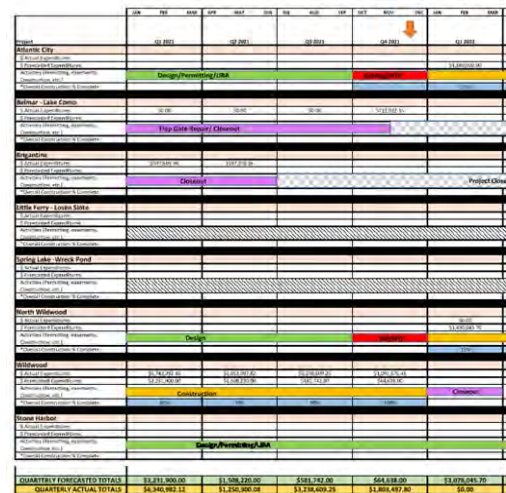
- Shop drawing submittals
- RFIs
- Action Items
- Project Issues
- Project Reports
- Correspondence
- Safety Reports
- Cost Reports



## EXPERIENCE

Michael Baker understands the working environment surrounding construction projects in New Jersey. The following are just of some of the recent local projects where Michael Baker's experience with CPM Scheduling made a real difference:

- **DPMC's CMF 003 IDIQ for Construction Management Services on Rebuild By Design and other NJDEP Flood Mitigation and Environmental Infrastructure.**
  - » *WO 03 the Flood Hazard Risk Reduction and Resiliency (FHRRR) Program. Michael Baker was selected as the Program Manager for the Flood Hazard Risk Reduction and Resiliency Grant Program (Grant Program) for the State of New Jersey. Under this Grant Program, the NJDEP is funding projects that will continue the efforts to protect vulnerable communities from the impacts of future storms along flood prone areas. There are a total of seven projects involved in the program: Wildwood NJ Pacific Ave. Pump Station &*



*Outfall, N. Wildwood Hereford Inlet Pump Station, Atlantic City Baltic Ave. Pump Station, Brigantine 3 Pumps Stations, Belmar Lake Como Outfall Pipe, Spring Lake Wreck Pond Outfall Pipe, and Little Ferry Losen Slote Tide Gate. Michael Baker provided a Master Project Schedule that outlined the durations of every phase of the project and updated on a monthly basis.*

- » *WO 15 the Atlantic City Resiliency Program (ACRP). . Under this Hurricane Sandy CDBG-DR Grant Program, the NJDCA is funding projects that will continue the efforts to protect vulnerable communities from the impacts of future storms along flood prone areas. There are a total of seven projects involved in the program: Traffic Signal Equipment Upgrades, City Hall Flood Proofing, Check Valve Replacements, Lower Chelsea Bulkheads, South Blvd. Bulkheads, Gardner's Basin Dredging & Bulkheads, and Chelsea Bulkhead projects. Michael Baker provided a Master Project Schedule that outlined the durations of every phase of the project and updated on a monthly basis.*

- **Northwest Resiliency Park, Hoboken, New Jersey. City of Hoboken.** Michael Baker was responsible for developing, updating, tracking and managing all construction schedules, updates, baselines, changes of plan, and claims. Monitored and reported due dates, critical path progress, and milestone accomplishments using Primavera Project Planner P6. Michael Baker is providing full-time management for the construction of a 5.4-acre interactive urban park in the city of Hoboken. Construction will include sustainable design and extensive stormwater management features, such as an underground one-million-gallon tank that will collect and store all stormwater runoff. As part of the project, Michael Baker is coordinating with the local sewer authority for on-site pump station construction under a separate contract. The project scope also includes managing construction of an extensive and complex stormwater sewer system, building structures, athletic facilities, play equipment, and other interactive features. Michael Baker is also performing utility coordination, overseeing attainment of SITES v2 sustainability certification, conducting public engagement, updating the project website, and managing all requisitions for disbursement of New Jersey Infrastructure Financing Program payments to the city of Hoboken.

- **Demolition and Site Preparation for the Red Hook Combined Sewer Overflow Abatement Facility, RF3 CP-1, Brooklyn, New York.** Michael Baker was responsible for developing, updating, tracking, and managing all construction schedules, updates, baselines, changes of plan, and claims. Monitored and reported due dates, critical path progress, and milestone accomplishments using Primavera Project Planner. Michael Baker is providing construction management services for the demolition of building structures and site preparation as the first phase of construction of the Red Hook Combined Sewer Overflow Abatement Facility. Michael Baker's proactive approach has prevented any schedule delays and resulted in zero claims and no accidents on site. Services include all demolition, utility disconnects, and regulated materials abatement of the project site.
- **Construction Management Services for Upgrade of Newtown Creek Water Pollution Control Plant, New York City, New York.** Michael Baker was responsible for claim analysis for NYDEP for the following contracts: NC50E, NC50G, NC60G, and NC60E. Michael Baker is providing Construction Management Services as part of a joint venture, including Project Management and Resident Engineering Inspection services, in connection with the following NYCDEP Construction Contracts totaling over \$1.5 Billion in construction costs. NYC's Newtown Creek Water Pollution Control Plant (WPCP), is the largest of its 14 wastewater treatment plants. The plant is undergoing a major capital improvement and upgrade program to expand its intended capacity from 1.2 to 1.8 cubic meters per day – a 50 increase. Process improvements will result in dramatic reductions of biochemical oxygen demand (BOD), and will help bring NYC into compliance with the secondary treatment standards required under the Clean Water Act. Michael Baker is performing construction management services for portions of Phase 2 and 3 of the upgrade of the Newtown Creek WPCP.
- **Amtrak Wilmington Station Restoration and Renovation, Wilmington, DE.** Michael Baker was responsible for overall management of CM/CI services for the \$31M renovation/reconstruction of a historic rail station facility. Reviewed CPM schedule submissions by general contractor. Monitored and reported due dates, critical path progress, milestones, and accomplishments using Primavera Project Planner, P6.
- **NJTA Replacement of the Turnpike's District 6 Maintenance Facility and (3) State Police Stations, Newark, Moorestown, and Galloway Township, NJ.** This \$60M contract included the replacement of the station buildings and upgrades such as expansion of parking, new underground motor fuel tanks, new utility services including emergency generators, a helipad, and demolition at the existing station building. Michael Baker was responsible for developing, updating, tracking and managing all construction schedules, updates, and baselines. Monitored and reported due dates, critical path progress, milestones, and accomplishments using Primavera Project Planner, P6.



### PROJECT SPOTLIGHT: NEWTOWN CREEK WATER POLLUTION CONTROL PLANT

The Newtown Creek Wastewater treatment plant had been plagued by a phenomenon common to wastewater facilities that combine the management of sanitary wastewater and stormwater – intake of excessive rainwater and stream overflow that often exceeded the plant's handling capacity. During "wet weather" events, some of that untreated wastewater would make its way into the creeks and then flow from Whale Creek to the East River, polluting this waterway and damaging the ecosystem.



## STAFFING

The scheduling team will be led by Juan Uribe. Mr. Uribe is an experienced Construction Scheduler with over 31 years and has strong skills in organizing, operating, and executing schedules for large scale projects using project management methodologies, project management tools and data bases required for scheduling and planning. He has experience in Baseline and his work includes updating schedules, work break down structures, cost analyses, claim mitigation, and claim analysis for different projects including, railroads, rail stations, airports, highways, bridges, oil and gas pipelines, production facilities, pump stations, production plants and environmental projects. Mr. Uribe also has extensive experience using Primavera planning and scheduling software. Mr. Uribe will be supported by the following scheduling professionals:

Michael A. Grosso has over 41 years of experience in the construction industry including being a senior cost estimator/scheduler manager. Mr. Grosso serves as construction manager, cost estimator, project manager, and scheduler with direct responsibility for implementing planning, design, and construction programs on his assigned projects, as well as providing in-house cost estimating and scheduling services. He has overseen project management, scheduling, phasing, bidding, budgeting, project status reporting, subcontractor coordination, quality control, cost control, negotiations, and overall owner reporting requirements for Michael Baker's clients. Mr. Grosso serves as client liaison for the design professionals, and office and field staff, helping to ensure appropriate coordination and communication among the owner and all team members. He has provided constructability reviews, cost estimates, and schedules on a number of Michael Baker projects.

**Resumes for these Schedulers are provided in Section 1.**

# **SECTION 5: COST ESTIMATING / BUDGET CONTROL – EXPERIENCE AND CAPABILITIES**



# COST ESTIMATING/BUDGET CONTROL – EXPERIENCE AND CAPABILITIES

Cost estimating is woven into the fabric of Michael Baker's history. Our project approach has remained constant since the company was founded as an engineering design and survey company in 1940. Michael Baker produces detailed cost estimates for every project, always maintaining focus on the client's priorities: time, budget, safety, and quality. Michael Baker's comprehensive life-cycle approach utilizes a standard process to develop estimates, tracking trends and historical indexes, analyzing bids, and assessing the risks and probability of high-impact events and their influence on cost.

Michael Baker has a nationwide presence, with local staff that are knowledgeable about New Jersey markets and conditions. We utilize a centralized management approach, allowing staff to share resources to increase efficiency. Michael Baker also maintains relationships with local resources, including affiliations with contractors and construction associations.

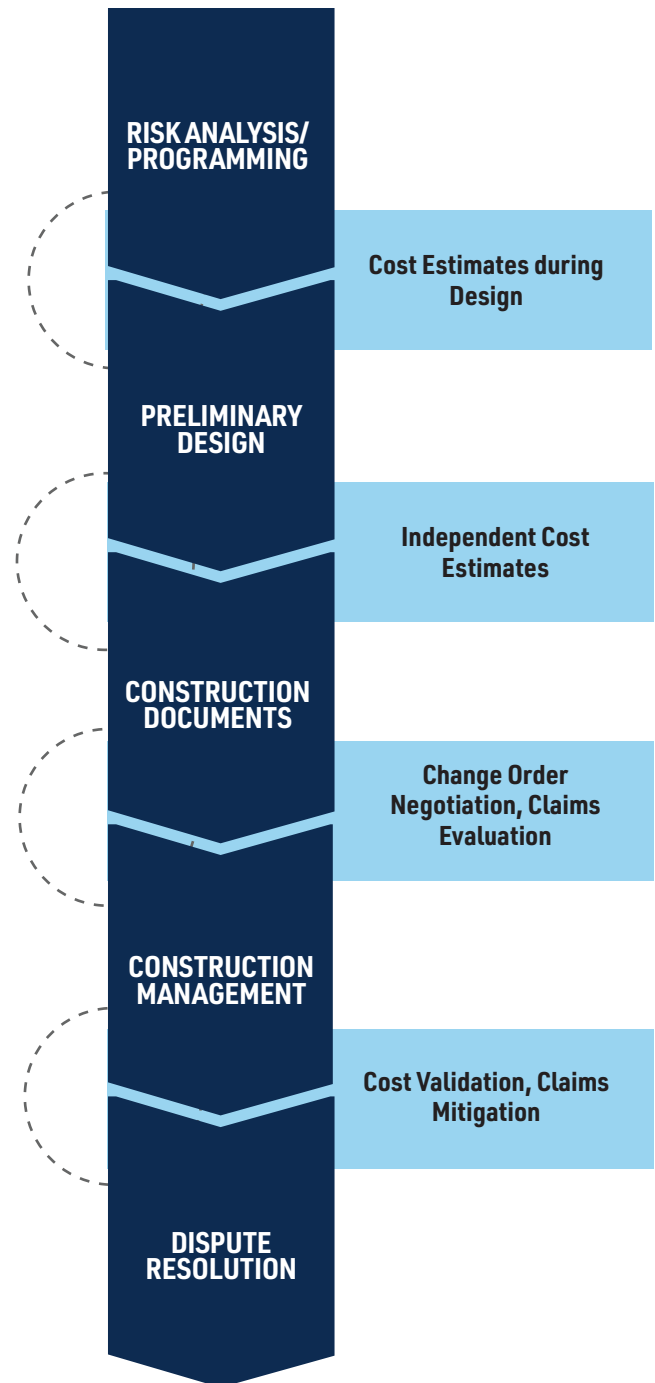
Cost estimating practices and project controls are applied at all stages of project development, driving costs from preplanning to dispute resolution after completion. Applying cost-control measures early in a project life cycle reduces risk and the potential for claims.

Construction cost estimates will be prepared by the Michael Baker Team in compliance with DPMC and the assigned Project Director's (PD) protocol. Our cost estimate will consider market adjustment for materials, availability of bidders, restrictions to days and times that work may be performed, premium time and shift differentials for labor, equipment availability, competing track usage with other DPMC projects, force account support and in house engineering review.

Constructability and cost confidence reviews will be provided to the DPMC's PD by Michael Baker on an as-needed basis. Our Team understands constructability; cost and durability are key project drivers and are integral to a successful project delivery. Specific tasks will be assigned to the appropriate support services personnel as listed on the Organization Chart. However, as with all Work orders, work will flow through the Michael Baker Team Sr. Project Manager.

Cost Estimating is critical when evaluating contract change order and schedule impacts. Cost estimates will consider market adjustments for materials, availability of bidders, restrictions to days and times that work may be performed, premium time and shift differentials for labor and equipment availability. Cost overrun on major projects could impair annual fiscal budgets and the ability to move ahead with plans for other projects in their capital plan. Our team fully understands the risks associated with potential cost overruns and, accordingly, implements cost controls by paying particular attention to the development/monitoring of cost estimates during both design and construction.

We manage cost overrun risk by preventing it from becoming an issue in the first place. We develop cost estimates by using real cost data for material and labor costs, we do scratch estimates similar to the way contractors do it. Whether during the design phase or during construction, we manage the project cost to an established budget, and monitor it periodically to make sure the costs are updated and reflective of most recent market conditions.



# EXPERIENCE

Michael Baker is experienced in intergovernmental agency coordination, including managing projects for the New Jersey Division of Property Management and Construction, New Jersey Department of Community Affairs, New Jersey Department of Environmental Protection, U.S. Army Corps of Engineers, Federal Highway Administration, Federal Emergency Management Agency, Port Authority of New York and New Jersey, and others.

**Michael Baker knows the value of developing Independent Cost Estimates (ICE) during every phase of the project. Not only is this a requirement from federal agencies such as HUD as outlined in 2 CFR A 200.324 for their grants, but it is also the primary tool in keeping the Contractor “in check” during the change order process. Since Michael Baker has the “experts” in Design and Construction Management, we are well acquainted with pitfalls of accepting change orders from Contractors without an independent check. Often, this step can save the Client on unacceptable “markups” or hidden costs. As always, Michael Baker will act in the best interest of the Client first and far most.**

The following highlights some of the projects where Michael Baker provided cost estimating/budget control services:

- **DPMC’s CMF 003 IDIQ for Construction Management Services on Rebuild By Design and other NJDEP Flood Mitigation and Environmental infrastructure.**
  - » **WO 03 the Flood Hazard Risk Reduction and Resiliency (FHRRR) Program.** Michael Baker was selected as the Program Manager for the Flood Hazard Risk Reduction and Resiliency Grant Program (Grant Program) for the State of New Jersey. Under this Grant Program, the NJDEP is funding projects that will continue the efforts to protect vulnerable communities from the impacts of future storms along flood prone areas. There are a total of seven projects involved in the program: Wildwood NJ Pacific Ave. Pump Station & Outfall, N. Wildwood Hereford Inlet Pump Station, Atlantic City Baltic Ave. Pump Station, Brigantine 3 Pumps Stations, Belmar Lake Como Outfall Pipe, Spring Lake Wreck Pond Outfall Pipe, and Little Ferry Losen Slote Tide Gate. Michael Baker provided independent costs for the bidding process as well as cost estimates for change orders during the life of the projects during construction.
  - » **WO 15 the Atlantic City Resiliency Program (ACRP).** Under this Hurricane Sandy CDBG-DR Grant Program, the NJDCA is funding projects that will continue the efforts to protect vulnerable communities from the impacts of future storms along flood prone areas. There are a total of seven projects involved in the program: Traffic Signal Equipment Upgrades, City Hall Flood Proofing, Check Valve Replacements, Lower Chelsea Bulkheads, South Blvd. Bulkheads, Gardner’s Basin Dredging & Bulkheads, and Chelsea Bulkhead projects. Michael Baker provided independent costs for the bidding process as well as cost estimates for change orders during the life of the projects during construction.
- **SJTA Expressway Widening Program.** Michael Baker is currently providing Program Management Services to facilitate the advancement of design and construction contracts for the ACE Third Lane Widening. SJTA is widening the remaining 13 miles of ACE to improve capacity and overall traffic operations. As the Program Manager, Michael Baker is responsible for establishing clear and concise processes and procedures for project controls, maintaining a master program schedule, overall program budget, independent cost estimates for each design contract, overseeing project administration, overall coordination of project activities, managing risk and potential claims, ensuring environmental and design compliance, construction management oversight, stakeholder relations, public involvement, and coordination with the project team to ensure invoicing and procedures follow SJTA’s standards throughout the life of the program.
- **World Trade Center Water Intrusion Protection Plan. Port Authority of New York and New Jersey.** This project involved the devolvement of a comprehensive water intrusion protection plan for the new World Trade Center including a complete flood risk assessment and analysis, the development of hazard mitigation strategies and cost estimates.
- **Full Facility Renovation Design-Build RFP, Orangeburg Army Reserve Center, Orangeburg, New York.** Michael Baker is Responsible for providing construction cost estimates for the design-build RFP to renovate an existing Army Reserve Center. Estimating services included development of pricing for the Full Facility Assessment, along with MCACES estimates for the final proposed design. Michael Baker developed a design-build request for proposal (RFP) for the Full Facility Renovation Project of the Orangeburg, New York Army Reserve Center (ARC). This project included renovation to the existing 168-member ARC training building, organizational maintenance shop, military equipment parking area, and a privately owned vehicle parking area on an 18.40-acre site. Michael Baker led a reboot meeting, attended site visits, produced drawings using CADD technology. The scope of work also included completing specifications using SPECSINTACT, presenting the final design-build RFP, and discussing comments at a two-day meeting.
- **Architecture-Engineering (A-E) Services in Support of Hill AFB 75th CEG/CEN, Hill Air Force Base, Utah. Department of the Air Force.** Michael Baker is providing MCACES estimates for multiple projects. Projects included demolition, renovation, new construction, site development, fire protection, and mechanical replacement. Michael Baker is providing architecture and engineering services for project at Hill Air Force Base. Its services include architecture designs, agency coordination, demolition, and structural, HVAC, electrical, mechanical, plumbing, communication, and fire suppression engineering. Designs include construction documents, demolition plans, structural calculations, code requirements, and detailed cost estimates.

- **Design, Resident Engineering, and Construction Management Services for the Coney Island Water Pollution Control Plant Upgrade, Brooklyn, New York.** Michael Baker is providing construction cost estimating services at various levels of design for multiple layouts. Michael Baker, in joint venture with another firm, has been providing design, resident engineering, and construction management services for the upgrade of the 100-million-gallon-per-day Coney Island Water Pollution Control Plant. The upgrade includes design and construction of new aeration and odor control systems, new primary settling tanks and sludge dewatering facilities, new final settling tanks, disinfection facilities, and a new power substation and other buildings, and reconstruction of the main sewage pump station, settling tanks, and gravity thickeners. The upgraded plant provides treatment for 100 million gallons per day of wastewater at average conditions, and maximum capacity was increased from 140 to 200 million gallons per day, with 85 percent pollutant removal.
- **IRS Service Center Modernization, Ogden, Utah.** Michael Baker is reviewing contractor change order requests and developing Independent Government Estimates to validate proposed changes. Michael Baker provided architectural and engineering services for the 500,000-square-foot Department of the Treasury Internal Revenue Service (IRS) Service Center Building, owned by the General Services Administration. For this project, Michael Baker developed infrastructure and upgrades to address critical needs, reduce future maintenance, improve life safety, resiliency, sustainability, and efficiency, and minimize repair costs. The project provided architectural engineering, lighting and utilities upgrades, pre-design program verification, and bid packaging including concept design documents, design development documents, construction documents, specifications, cost estimates, value engineering services, computer-aided design and drafting, building information modeling, and construction phase services for the interior and exterior construction.
- **Gate and Access Design for Morley and Grand Drainage Tunnels, Nogales, Arizona.** Michael Baker is quantifying and compiling cost estimates. This Task Order provided the design services for the United States Army Corps of Engineers (USACE) – Fort Worth District to develop the analysis and construction documents to construct at total of 4 gates (2 ea.) inside the tunnels and stairwell access points between the gates into the Grand and Morley Tunnels (box culverts) within the footprint of the DeConcini Port of Entry in Nogales, AZ in Border Patrols Tucson Sector. The stairwell access for the Grand Tunnel was placed in the center of southbound lane 2. A minimum of one southbound access lane into Mexico had to remain open at all times and construction activities were limited to the hours of 10 pm to 6 am. From 6 am to 10 pm at night all lanes had to be open to southbound traffic. The project included survey, mapping, aerial photography, hydraulic analysis, a Design Analysis Report, and project plans, cost estimates, and specifications at 15%, 60%, 90% and 100% submittals. We also developed the RFP package. The RFP included construction plans and specifications for the addition of two new stairwell access points into each of the two existing tunnels, and four new gates. Post design services are not a part of this project and were done under a separate task order.
- **Camp Alvarado, Extension II (TO 0028), Kabul International Airport (KBL), Kabul, Afghanistan.** Michael Baker is responsible for cost estimating and document control. Michael Baker prepared design-build documents for construction of two aircraft parking aprons; two aircraft pre-engineered building hangars; an office building with restrooms, a break room, and showers; an extension of the existing passenger terminal; an additional entrance gate with sally port and guard building; site improvements including asphalt paved entrance road and vehicle parking; and utility infrastructure (electrical, mechanical, plumbing, drainage, and information systems). Michael Baker provided a cost estimate and construction schedule as part of the design deliverables.
- **Environmental and Asbestos Remediation Services, Ashtabula County, Ohio.** Michael Baker is providing construction cost estimates and site survey for feasibility of remediation of industrial facility. Michael Baker completed previously initiated investigations and remedial tasks necessary to advance the former First Energy Plant C through the Ohio Environmental Protection Agency (OEPA) Voluntary Action Program (VAP). The plant is being operated as a pumping station for the intake/release of water from Lake Erie for use by local manufacturers. Michael Baker provided environmental program management support, including facility engineering, compliance, permitting, bid specifications, and bid analysis for plumbing, electrical, structural, and remedial actions at the facility. Michael Baker led the client's successful effort to obtain a Clean Ohio Revitalization Fund grant for \$3 million in 2007 and a Covenant Not to Sue (CNS) for the site from the VAP in December 2012. Michael Baker also performed Phase I and II environmental site assessments, asbestos and hazardous materials surveys, asbestos abatement design and oversight, and soil and fly ash remediation design and oversight.
- **Port of Piegan Drinking Water and Waste Water Treatment Systems, Babb, Montana.** Michael Baker is responsible for providing Independent Government Cost estimates and reviewing contractor change order proposals. Michael Baker provided on-site construction management services for complete new drinking water and waste water treatment plants and collection/distribution systems and infrastructure for the remote Border Patrol and Customs and Border Protection (CBP) officers' families housed at the Port of Piegan Land Port of Entry (LPOE) community compound on the border with Canada. The project included a 14,500-lineal-foot new raw water supply system with raw water intake pumps, controls and control building, and HDPE pipeline at and from the Saint Mary river across Blackfeet Indian Reservation lands on the Rocky Mountain front to the water treatment facility building at the compound and Land Port of Entry (LPOE) along Highway 89 to Canada.

# THE KEYS TO QUALITY COST ESTIMATING & BUDGET CONTROL



**EFFICIENCY**



**QUALITY**



**SPEED**



**COST**

## STAFFING

**Michael Baker maintains a dedicated, multi-disciplined estimating staff, including Certified Construction Technicians, cost engineers, and professional estimators. Our estimating professionals have unique backgrounds in various specialty markets, allowing clients to capitalize on expertise in the industries Michael Baker serves. A specialized estimating staff is one aspect of a process that allows staff to focus on the client's priorities.**

Michael Baker's cost-estimating process includes in-house building information modeling (BIM) capabilities and accredited professionals, and micro-computer-aided cost-estimating system (MCACES)-certified estimators.

The cost estimating team will be led by Jeffrey Weiss. Mr. Weiss has 19 years of experience as our leading senior cost estimator and hold certificates as a Certified Cost Technician (CCT) and Construction Quality Management (CQM-C). Mr. Weiss is a construction specialist within the Construction Services Department of Michael Baker. He is actively involved in preparing cost estimates, construction schedules, and providing construction management services for various clients while utilizing the latest software and industry technologies. Mr. Weiss entered the construction industry as a surveyor. He then progressed to a project engineer and superintendent, where he gained valuable knowledge as to how construction projects are phased, priced, scheduled, constructed, and managed. This experience enabled him to successfully prepare cost estimates for numerous projects that have included commercial, religious, industrial, military installations, hospitals, medical institutions, educational, and correctional facilities. Having managed projects for both general contractors and construction managers, while working with both union and open shop contractors, Mr. Weiss possesses the unique ability to relate to and work with a client from concept through design and construction to commissioning.

Mr. Weiss will be supported by the following Michael Baker cost estimating professional:

Michael A. Grosso has over 41 years of experience in the construction industry including being a senior cost estimator/scheduler manager. Mr. Grosso serves as construction manager, cost estimator, project manager, and scheduler with direct responsibility for implementing planning, design, and construction programs on his assigned projects, as well as providing in-house cost estimating and scheduling services. He has overseen project management, scheduling, phasing, bidding, budgeting, project status reporting, subcontractor coordination, quality control, cost control, negotiations, and overall owner reporting requirements for Michael Baker's clients. Mr. Grosso serves as client liaison for the design professionals, and office and field staff, helping to ensure appropriate coordination and communication among the owner and all team members. He has provided constructability reviews, cost estimates, and schedules on a number of Michael Baker projects.

**Resumes for these Cost Estimators are provided in Section 1.**



# **SECTION 6: PRICE/ COST PROPOSAL – COMPETITIVENESS AND VALUE OF RATES**

**CMF 004 TERM CONTRACT RATE SCHEDULE**  
**BASE PERIOD (EST. 10/1/23 – 9/30/25)**

NAME OF FIRM: Michael Baker International 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. Provide an hourly rate for ALL Personnel Levels even though you may not at the present time have staff for some of these levels. The estimated man hours below are only being provided as an example, and should not be relied upon for purposes of total hours or relativity of personnel type during the course of the resulting contract or work orders.

PERSONNEL TYPE	Estimated Man Hrs.	CMF Proposed Hourly Rate	Estimated Price
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**(PAGE 2 OF 8)**

**CMF 004 TERM CONTRACT RATE SCHEDULE**  
**OPTION YEAR 1 (Est. 10/1/25 - 9/30/26)**

NAME OF FIRM: Michael Baker International 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. The estimated man hours below are only being provided as an example, and should not be relied upon for purposes of total hours or relativity of personnel type during the course of the resulting contract or work orders.

<b>PERSONNEL TYPE</b>	<b>Estimated Man Hrs.</b>	<b>CMF Proposed Hourly Rate</b>	<b>Estimated Price</b>
<b>LEVEL 7</b>			
<b>LEVEL 6</b>			
<b>LEVEL 5</b>			
<b>LEVEL 4</b>			
<b>LEVEL 3</b>			
<b>LEVEL 2</b>			
<b>LEVEL 1</b>			
<b>TOTAL ESTIMATED PRICE</b>			

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**(PAGE 3 OF 8)**

**CMF 004 TERM CONTRACT RATE SCHEDULE**  
**OPTION YEAR 2 (Est. 10/1/26 – 9/30/27)**

NAME OF FIRM: Michael Baker International 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. Provide an hourly rate for all Personnel Levels even though you may not at the present time have staff for some of these levels. The estimated man hours below are only being provided as an example, and should not be relied upon for purposes of total hours or relativity of personnel type during the course of the resulting contract or work orders.

PERSONNEL TYPE	Estimated Man Hrs.	CMF Proposed Hourly Rate	Estimated Price
LEVEL 7			
LEVEL 6			
LEVEL 5			
LEVEL 4			
LEVEL 3			
LEVEL 2			
LEVEL 1			
TOTAL ESTIMATED PRICE			

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**(PAGE 4 OF 8)**

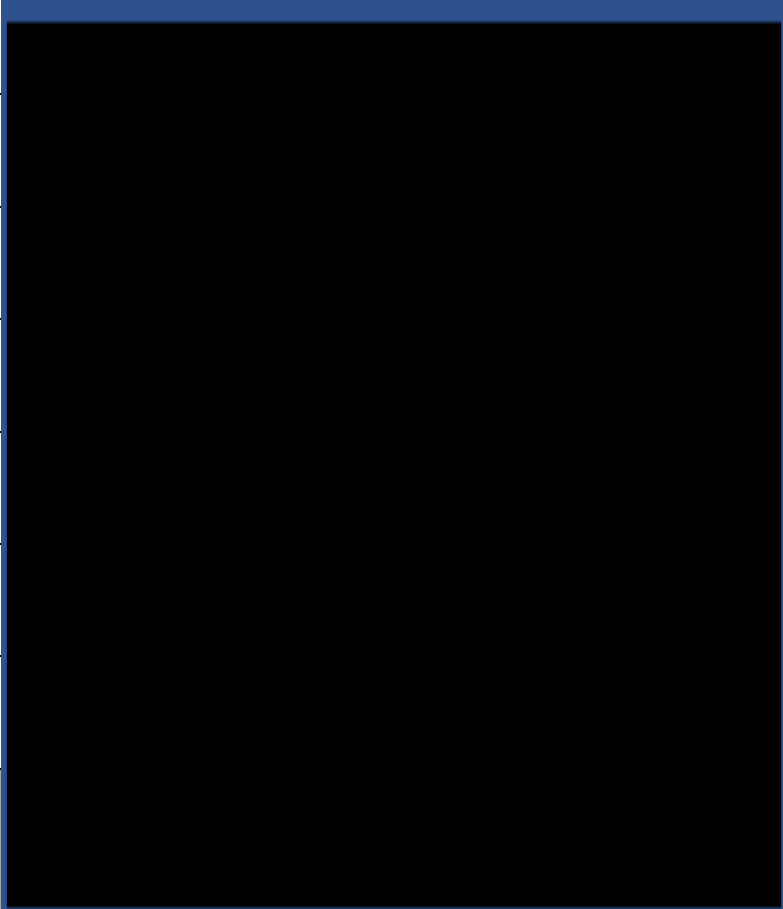


**CMF 004 TERM CONTRACT RATE SCHEDULE**  
**OPTION YEAR 3 (Est. 10/1/27 – 9/30/28)**

NAME OF FIRM: Michael Baker International 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. Provide an hourly rate for all Personnel Levels even though you may not at the present time have staff for some of these levels. The estimated man hours below are only being provided as an example, and should not be relied upon for purposes of total hours or relativity of personnel type during the course of the resulting contract or work orders.

PERSONNEL TYPE	Estimated Man Hrs.	CMF Proposed Hourly Rate	Estimated Price
LEVEL 7			
LEVEL 6			
LEVEL 5			
LEVEL 4			
LEVEL 3			
LEVEL 2			
LEVEL 1			
TOTAL ESTIMATED PRICE			

**RETURN THIS COMPLETED DOCUMENT TO DPMC**  
**(PAGE 5 OF 8)**

## **SECTION 7: REQUIRED FORMS**



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

**NOTICE OF CONSULTANT PREQUALIFICATION**

**FIRM:** MICHAEL BAKER INTERNATIONAL, INC.  
**ADDRESS:** 300 AMERICAN METRO BLVD, SUITE 154  
HAMILTON, NJ 08619

☐ INITIAL ☐ REVISED ☒ RENEWAL

**DATE OF ISSUE:** NOVEMBER 18, 2022  
**EXPIRATION DATE:** NOVEMBER 30, 2024  
**FEDERAL ID NUMBER:** 251 228 638

☐ 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	25 MILLION	<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 checked="" type="checkbox"/> CIVIL ENGINEERING	UNLIMITED	<input checked="" type="checkbox"/> CLAIMS ANALYSIS	NA
<input checked="" type="checkbox"/> SANITARY ENGINEERING	3 MILLION	<input type="checkbox"/> TELECOMMUNICATIONS	_____
<input checked="" type="checkbox"/> STRUCTURAL ENGINEERING	25 MILLION	<input checked="" type="checkbox"/> FEASIBILITY PLANNING	5 MILLION
<input type="checkbox"/> ELEVATOR/CONVEYOR ENGINEERING	_____	<input type="checkbox"/> FIRE DETECTION SYSTEMS	_____
<input checked="" type="checkbox"/> SOILS ENGINEERING	5 MILLION	<input type="checkbox"/> FIRE PROTECTION SYSTEMS	_____
<input type="checkbox"/> FIRE PROTECTION ENGINEERING	_____	<input type="checkbox"/> FOOD SERVICE	_____
<input type="checkbox"/> ENVIRONMENTAL ENGINEERING	_____	<input checked="" type="checkbox"/> HYDRAULICS/PNEUMATICS	5 MILLION
<input type="checkbox"/> MARINE ENGINEERING	_____	<input checked="" type="checkbox"/> HYDROLOGY	NA
<input type="checkbox"/> LANDSCAPE DESIGN	_____	<input type="checkbox"/> SECURITY SYSTEMS	_____
<input checked="" type="checkbox"/> PLANNING	15 MILLION	<input checked="" type="checkbox"/> SITE PLANNING	5 MILLION
<input checked="" type="checkbox"/> LAND SURVEYING	NA	<input checked="" type="checkbox"/> HISTORIC PRESERVATION CONSULTANT	NA
<input checked="" type="checkbox"/> AERIAL SURVEYING	NA	<input type="checkbox"/> ENERGY AUDITING	_____
<input type="checkbox"/> HYDROGRAPHIC SURVEYING	_____	<input checked="" type="checkbox"/> TRAFFIC	NA
<input type="checkbox"/> FIRE & LIFE SAFETY RENOVATIONS	_____	<input checked="" type="checkbox"/> TRANSPORTATION	25 MILLION
<input type="checkbox"/> BUILDING COMMISSIONING	_____	<input type="checkbox"/> WASTE/WATER TREATMENT	_____
<input type="checkbox"/> BOILER/STEAM LINES/HIGH PRESSURE SYS.	_____	<input type="checkbox"/> ENERGY MANAGEMENT CONTROL SYSTEM	_____
<input type="checkbox"/> DAM/LEVEE DESIGN	_____	<input type="checkbox"/> RENEWABLE ENERGY CONSULTANT	_____
<input checked="" type="checkbox"/> BARRIER FREE/ADA DESIGN	5 MILLION	<input checked="" type="checkbox"/> CONSTRUCTION FIELD INSPECTION	UNLIMITED
<input checked="" type="checkbox"/> ESTIMATING/COST ANALYSIS	NA	<input checked="" type="checkbox"/> PROJECT MANAGEMENT	UNLIMITED
<input type="checkbox"/> INTERIOR DESIGN/SPACE PLANNING	_____	<input checked="" type="checkbox"/> ENVIRONMENTAL CONSULTANT	NA
<input type="checkbox"/> ROOFING INSPECTION	_____	<input type="checkbox"/> STORAGE TANK REMOVAL	_____
<input checked="" type="checkbox"/> CONSTRUCTION MANAGEMENT	UNLIMITED	<input type="checkbox"/> STORAGE TANK INSTALLATION	_____
<input checked="" type="checkbox"/> CPM	UNLIMITED	<input type="checkbox"/> PERIMETER SECURITY FENCING	_____
<input checked="" type="checkbox"/> ARCHAEOLOGY	NA	<input type="checkbox"/> INDOOR AIR QUALITY TESTING	_____
<input checked="" type="checkbox"/> GEOLOGY	NA	<input type="checkbox"/> LANDFILL CLOSURE	_____
<input checked="" type="checkbox"/> VALUE ENGINEERING	NA	<input type="checkbox"/> LEAD PAINT EVALUATION	_____
<input type="checkbox"/> HISTORIC PRESERVATION/RESTORATION	_____		

**PREPARED BY:**

**APPROVED BY:**

\_\_\_\_\_  
PAMELA SULLIVAN  
MANAGER, PREQUALIFICATION UNIT

\_\_\_\_\_  
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.**

**CMF 004 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 004 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: Gilberto R. Bosque, PE

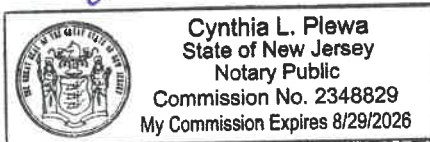
Title: Vice President, Contract Executive

Date: November 27, 2023

ATTESTED: Sworn and subscribed to before me on the 27 day of November, 2023.

Signature: \_\_\_\_\_

(Notary Public-Not an Officer of the Firm)



**RETURN THIS COMPLETED DOCUMENT TO DPMC  
(PAGE 1 OF 8)**



## MAC BRIDE PRINCIPLES COMPLIANCE CERTIFICATION

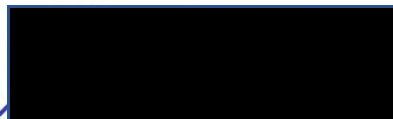
*Pursuant to Public Law 1995, c.134, a responsible consultant selected, after public bidding, by the Director of the Division of Property Management and Construction, pursuant to N.J.S.A. 52:32-2, must complete the certification below by checking one of the two representations listed and signing where 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

Gilberto R. Bosque, PE  
Vice President, Office Executive

Dated: November 27, 2023

**RETURN THIS COMPLETED DOCUMENT TO DPMC  
(PAGE 6 OF 8)**

## DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN FORM

**BID SOLICITATION # AND TITLE:** J0405-00 **BIDDER NAME:** Michael Baker International, Inc.

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

### **CHECK THE APPROPRIATE BOX**



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

**OR**



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

**Entity Engaged in Investment Activities**

**Relationship to Bidder**

**Description of Activities**

**Duration of Engagement**

**Anticipated Cessation Date**

*Attach Additional Sheets If Necessary.*

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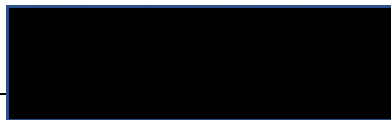
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### **CERTIFICATION**

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



November 27, 2023

Date

Gilberto R. Bosque, PE, Vice President

Print Name and Title

**RETURN THIS COMPLETED DOCUMENT TO DPMC  
(PAGE 7 OF 8)**

## Public Law 2005, Chapter 92

Formerly: Executive Order 129

### SOURCE DISCLOSURE CERTIFICATION FORM

Bidder: Michael Baker International, 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>
<u>See Attached</u>		

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: Michael Baker International, Inc.  
[Redacted Signature] Entity]

By: [Redacted Signature]

Title: Vice President

Print Name: Gilberto R. Bosque, PE

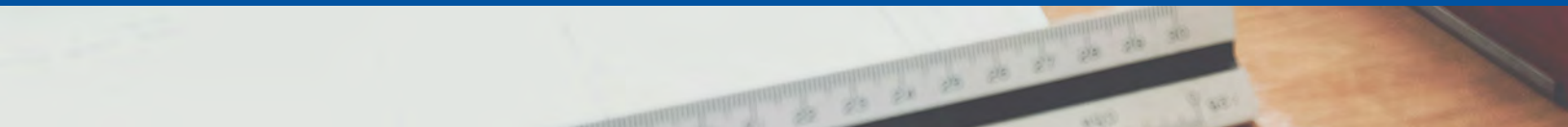
Date: November 27, 2023

Michael Baker Team Roles & Responsibilities			
Firm	New Jersey Offices	Leading Scope Items	
Michael Baker International, Inc.	Hamilton, NJ Newark, NJ	Program Management Project management QA/QC Feasibility/NEPA Final Design Grant Management Constructability Review Value Engineering	<b>Construction Management</b> Project Controls <b>Estimating/Cost Analysis</b> <b>CPM Scheduling</b> Claims Analysis Risk Management Planning Field Inspection
Miller Remick, LLC	Cherry Hill, NJ	MEP Engineering Value Engineering	Submittal Review Constructability Review
Churchill Consulting Engineers - <b>SBE</b>	Berlin, NJ	Survey	Field Inspection Stormwater Management
Clarke Caton Hintz - <b>SBE</b>	Trenton, NJ	Architecture	Landscape Architecture
M & E Engineers Inc. - <b>SBE</b>	Somerville, NJ	Bldg. Commissioning	MEP Engineering
BEM System Inc. - <b>SBE</b>	Madison, NJ	Environmental Site Investigation and Remediation	Permitting
Richard Grubb & Associates, Inc - <b>SBE</b>	Cranbury, NJ	Cultural Resources	
Colliers Engineering/Testing	Mays Landing, NJ	Materials Testing	





**M & E ENGINEERS**





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

**NOTICE OF CONSULTANT PREQUALIFICATION**

**FIRM:** M&E ENGINEERS, INC.  
**ADDRESS:** 26 WEST HIGH STREET  
SOMERVILLE, NJ 08876

☐ INITIAL ☐ REVISED ☒ RENEWAL

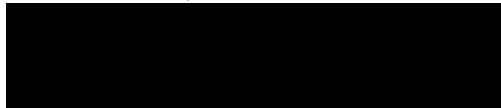
**DATE OF ISSUE:** OCTOBER 18, 2023  
**EXPIRATION DATE:** OCTOBER 31, 2025  
**FEDERAL ID NUMBER:** 222 575 656

☐ MBE ☐ WBE ☒ SBE ☐ VOB

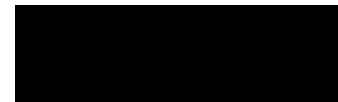
The Experience Questionnaire (FORM 48A), submitted by your firm, has been reviewed. As a result of this review, your firm may be invited to submit proposals for projects involving the checked discipline(s) having a not to exceed Construction Cost Estimate (CCE) as noted. For the purposes of this form,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

<input type="checkbox"/> ARCHITECTURE		<input type="checkbox"/> ROOFING CONSULTANT	
<input checked="" type="checkbox"/> ELECTRICAL ENGINEERING	10 MILLION	<input type="checkbox"/> ACOUSTICS	
<input checked="" type="checkbox"/> HVAC ENGINEERING	25 MILLION	<input type="checkbox"/> ASBESTOS DESIGN	
<input checked="" type="checkbox"/> PLUMBING ENGINEERING	15 MILLION	<input type="checkbox"/> ASBESTOS SAFETY MONITORING	
<input type="checkbox"/> CIVIL ENGINEERING		<input type="checkbox"/> CLAIMS ANALYSIS	
<input type="checkbox"/> SANITARY ENGINEERING		<input checked="" type="checkbox"/> TELECOMMUNICATIONS	5 MILLION
<input type="checkbox"/> STRUCTURAL ENGINEERING		<input type="checkbox"/> FEASIBILITY PLANNING	
<input type="checkbox"/> ELEVATOR/CONVEYOR ENGINEERING		<input checked="" type="checkbox"/> FIRE DETECTION SYSTEMS	15 MILLION
<input type="checkbox"/> SOILS ENGINEERING		<input checked="" type="checkbox"/> FIRE PROTECTION SYSTEMS	15 MILLION
<input checked="" type="checkbox"/> FIRE PROTECTION ENGINEERING	15 MILLION	<input type="checkbox"/> FOOD SERVICE	
<input type="checkbox"/> ENVIRONMENTAL ENGINEERING		<input type="checkbox"/> HYDRAULICS/PNEUMATICS	
<input type="checkbox"/> MARINE ENGINEERING		<input type="checkbox"/> HYDROLOGY	
<input type="checkbox"/> LANDSCAPE DESIGN		<input type="checkbox"/> SECURITY SYSTEMS	
<input type="checkbox"/> PLANNING		<input type="checkbox"/> SITE PLANNING	
<input type="checkbox"/> LAND SURVEYING		<input type="checkbox"/> HISTORIC PRESERVATION CONSULTANT	
<input type="checkbox"/> AERIAL SURVEYING		<input checked="" type="checkbox"/> ENERGY AUDITING	NA
<input type="checkbox"/> HYDROGRAPHIC SURVEYING		<input type="checkbox"/> TRAFFIC	
<input checked="" type="checkbox"/> FIRE & LIFE SAFETY RENOVATIONS	10 MILLION	<input type="checkbox"/> TRANSPORTATION	
<input checked="" type="checkbox"/> BUILDING COMMISSIONING	UNLIMITED	<input type="checkbox"/> WASTE/WATER TREATMENT	
<input checked="" type="checkbox"/> BOILER/STEAM LINES/HIGH PRESSURE SYS.	UNLIMITED	<input checked="" type="checkbox"/> ENERGY MANAGEMENT CONTROL SYSTEM	UNLIMITED
<input type="checkbox"/> DAM/LEVEE DESIGN		<input checked="" type="checkbox"/> RENEWABLE ENERGY CONSULTANT	UNLIMITED
<input type="checkbox"/> BARRIER FREE/ADA DESIGN		<input checked="" type="checkbox"/> CONSTRUCTION FIELD INSPECTION	15 MILLION
<input checked="" type="checkbox"/> ESTIMATING/COST ANALYSIS	NA	<input type="checkbox"/> PROJECT MANAGEMENT	
<input type="checkbox"/> INTERIOR DESIGN/SPACE PLANNING		<input type="checkbox"/> ENVIRONMENTAL CONSULTANT	
<input type="checkbox"/> ROOFING INSPECTION		<input type="checkbox"/> STORAGE TANK REMOVAL	
<input type="checkbox"/> CONSTRUCTION MANAGEMENT		<input type="checkbox"/> STORAGE TANK INSTALLATION	
<input type="checkbox"/> CPM		<input type="checkbox"/> PERIMETER SECURITY FENCING	
<input type="checkbox"/> ARCHAEOLOGY		<input type="checkbox"/> INDOOR AIR QUALITY TESTING	
<input type="checkbox"/> GEOLOGY		<input type="checkbox"/> LANDFILL CLOSURE	
<input type="checkbox"/> VALUE ENGINEERING		<input type="checkbox"/> LEAD PAINT EVALUATION	
<input type="checkbox"/> HISTORIC PRESERVATION/RESTORATION			

**PREPARED BY:**



**MANAGER, PREQUALIFICATION UNIT**



**RICHARD S. FLODMAND**  
**DEPUTY DIRECTOR**  
By Christopher Geary, Assistant Deputy Director

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



## State of New Jersey

**PHIL MURPHY**  
*Governor*

DEPARTMENT OF THE TREASURY  
DIVISION OF REVENUE & ENTERPRISE SERVICES  
P.O. BOX 026

**SHEILA OLIVER**  
*Lt. Governor*

TRENTON, NJ 08625-026  
PHONE: 609-292-2146 FAX: 609-984-6679

**ELIZABETH MAHER MUOIO**  
*State Treasurer*

### APPROVED

*under the*  
Small Business Set-Aside Act

This certificate acknowledges M & E ENGINEERS INCORPORATED as a Category 2 & 5 Approved Small Business Enterprise (SBE) that has met the criteria established by N.J.A.C. 17:13.

This certification will remain in effect for five years.

In order for this certification to remain in effect throughout the 5 year certification period, the business must submit annual verification statements attesting that there has been no change in ownership, control, or any other factor of the business affecting eligibility for certification as a small business. The verification statements must be submitted not more than 60 days prior to the anniversary of the certification approval.

If the business fails to submit the annual verification statement by the anniversary date, or a renewal by its expiration date, the certification will lapse and the business will be removed from the system (SAVI) that lists certified small businesses. If the business seeks to be certified again, it will have to reapply by submitting a new application.



A handwritten signature in black ink that reads "Peter Lowicki".

Peter Lowicki  
Deputy Director

**Issued:** 3/30/2023  
**Certification Number:** A0341-53

**Expiration:** 3/30/2028

The expiration date is contingent on the proper and on-time filing of all Annual Verifications for non-provisional certificates. Please see above for more detail.



## MACBRIDE PRINCIPLES FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

**BID SOLICITATION # AND TITLE:** IDIQ Multiple Award Term Contract (CMF 004) for Construction Management Services

**VENDOR NAME:** M&E Engineers, Inc

Pursuant to Public Law 1995, c. 134, a responsible Vendor/Bidder is required to provide a certification in compliance with the MacBride Principles and Northern Ireland Act of 1989. Pursuant to N.J.S.A. 52:34-12.2, Vendor/Bidder must complete the certification below by checking one of the two options listed below and signing where indicated. If a Vendor/Bidder that would otherwise be awarded a purchase, 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 purchase, contract or agreement to another Vendor/Bidder that has completed the certification and has submitted a bid within five (5) percent of the most advantageous bid. If the Director finds contractors to be in violation of the principles that are the subject of this law, he/she shall take such 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.

I, the undersigned, on behalf the Vendor/Bidder, certify pursuant to N.J.S.A. 52:34-12.2 that:

### CHECK THE APPROPRIATE BOX



The Vendor/Bidder has no business operations in Northern Ireland; or

OR



The Vendor/Bidder 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 section 2 of P.L. 1987, c. 177 (N.J.S.A. 52:18A-89.5) and in conformance with the United Kingdom's Fair Employment (Northern Ireland) Act of 1989, and permit independent monitoring of its compliance with those principles.

### CERTIFICATION

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

11/13/2023

Signature

Date

**Drew Depalma - Director of Operations**

Print Name and Title



**NEW JERSEY DEPARTMENT OF THE TREASURY**  
**DIVISION OF PROPERTY MANAGEMENT AND CONSTRUCTION**  
**CERTIFICATION OF NON-DEBARMENT FORM**

DPMC Contract No: CMF 004

Contract Name: IDIQ Multiple Award Term Contract for Construction Management Services

Contractor Name: M&E Engineers, Inc


Contractor Address: 26 W High St, Somerville , NJ 08876

**CERTIFICATION**

Pursuant to N.J.S.A. 52:32-44.1, I, the undersigned, being duly authorized to complete this certification on behalf of the above-named Contractor, do hereby certify and attest, under the pains and penalties of perjury, that:

- The Contractor is not debarred at the federal level from contracting with the federal government;
- None of the parent entities, subsidiaries, related entities or affiliates of the Contractor are debarred at the federal level from contracting with the federal government;
- I am authorized to execute this certification on behalf of the Contractor;
- I acknowledge that the State of New Jersey is relying on the information contained herein;
- I acknowledge that I am under a continuing obligation from the date of this certification through the completion of any contract(s) with DPMC to notify DPMC in writing of any changes to the information contained herein; and
- I acknowledge that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I will be subject to criminal prosecution, and such misrepresentation may be considered fraudulent, and/or a material breach of the Contractor's contract(s) with the State of New Jersey.

If DPMC finds a person or entity to be in violation of the law, it shall take action as may be appropriate and permitted by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and/or seeking debarment or suspension of the party.

Signature: \_\_\_\_\_

Print Name: Drew DePalma

Title: Director of Operations

Date: 11/13/2023

## DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN FORM

**BID SOLICITATION # AND TITLE:**

IDIQ Multiple Award Term Contract (CMF 004) for  
Construction Management Services

**BIDDER NAME:**

M&E Engineers, Inc

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

### CHECK THE APPROPRIATE BOX

☒

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

OR

☐

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

**Entity Engaged in Investment Activities**

**Relationship to Bidder**

**Description of Activities**

**Duration of Engagement**

**Anticipated Cessation Date**

*Attach Additional Sheets If Necessary.*

### CERTIFICATION

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

[Redacted Signature]

Signature

Drew DePalma - Director of Operations

Print Name and Title

11/13/2023

Date





## SOURCE DISCLOSURE FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE: IDIQ Multiple Award Term Contract (CMF 004) for Construction Management Services

VENDOR NAME: M&E Engineers, Inc

The Vendor/Bidder submits this Form in response to a Bid Solicitation issued by the State of New Jersey, Department of the Treasury, Division of Purchase and Property, in accordance with the requirements of N.J.S.A. 52:34-13.2.

### PART 1



All services will be performed by the Contractor and Subcontractors in the United States. Skip Part 2.



Services will be performed by the Contractor and/or Subcontractors outside of the United States. Complete Part 2.

### PART 2

Where services will be performed outside of the United States, please list every country where services will be performed by the Contractor and all Subcontractors. If any of the services cannot be performed within the United States, the Contractor shall state, with specificity, the reasons why the services cannot be performed in the United States. The Director of the Division of Purchase and Property will review this justification and if deemed sufficient, the Director may seek the Treasurer's approval.

Name of Contractor / Sub-contractor	Performance Location by Country	Description of Service(s) to be Performed Outside of the United States *	Reason Why the Service(s) Cannot be Performed in the United States *

\*Attach additional sheets if necessary to describe which service(s), if any, will be performed outside of the U.S. and the reason(s) why the service(s) cannot be performed in the U.S.

Any changes to the information set forth in this Form during the term of any Contract awarded under the referenced Bid Solicitation or extension thereof shall be immediately reported by the Contractor to the Director of the Division of Purchase and Property. If during the term of the Contract, the Contractor shifts the location of services outside the United States, without a prior written determination by the Director, the Contractor shall be deemed in breach of Contract, and the Contract will be subject to termination for cause pursuant to the State of New Jersey Standard Terms and Conditions.

### CERTIFICATION

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

Signature

Drew DePalma - Director of Operations

Print Name and Title

11/13/2023

Date

## CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents of all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Organization: M&E Engineers, Inc

Street address: 26 West High Street

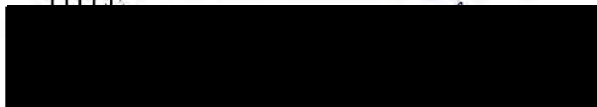
City, State, Zip: Somerville, NJ 08876

Drew DePalma

CERTIFIED BY: (type or print)

Director of Operations

TITLE:



(signature)

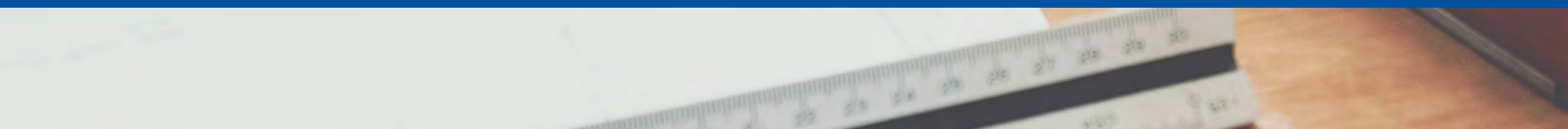
11/13/23

(date)





**CLARKE CATON HINTZ**





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

**NOTICE OF CONSULTANT PREQUALIFICATION**

**FIRM:** CLARKE CATON HINTZ, PC  
**ADDRESS:** 100 BARRACK STREET  
TRENTON, NJ 08608

☐ INITIAL ☐ REVISED ☒ RENEWAL

**DATE OF ISSUE:** SEPTEMBER 22, 2023  
**EXPIRATION DATE:** SEPTEMBER 30, 2025  
**FEDERAL ID NUMBER:** 222 779 153

☐ 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	UNLIMITED	<input checked="" type="checkbox"/> ROOFING CONSULTANT	UNLIMITED
<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 checked="" type="checkbox"/> FEASIBILITY PLANNING	UNLIMITED
<input type="checkbox"/> ELEVATOR/CONVEYOR ENGINEERING		<input type="checkbox"/> FIRE DETECTION SYSTEMS	
<input type="checkbox"/> SOILS ENGINEERING		<input type="checkbox"/> FIRE PROTECTION SYSTEMS	
<input type="checkbox"/> FIRE PROTECTION ENGINEERING		<input type="checkbox"/> FOOD SERVICE	
<input type="checkbox"/> ENVIRONMENTAL ENGINEERING		<input type="checkbox"/> HYDRAULICS/PNEUMATICS	
<input type="checkbox"/> MARINE ENGINEERING		<input type="checkbox"/> HYDROLOGY	
<input checked="" type="checkbox"/> LANDSCAPE DESIGN	10 MILLION	<input type="checkbox"/> SECURITY SYSTEMS	
<input checked="" type="checkbox"/> PLANNING	UNLIMITED	<input checked="" type="checkbox"/> SITE PLANNING	UNLIMITED
<input type="checkbox"/> LAND SURVEYING		<input checked="" type="checkbox"/> HISTORIC PRESERVATION CONSULTANT	NA
<input type="checkbox"/> AERIAL SURVEYING		<input type="checkbox"/> ENERGY AUDITING	
<input type="checkbox"/> HYDROGRAPHIC SURVEYING		<input type="checkbox"/> TRAFFIC	
<input checked="" type="checkbox"/> FIRE & LIFE SAFETY RENOVATIONS	UNLIMITED	<input type="checkbox"/> TRANSPORTATION	
<input type="checkbox"/> BUILDING COMMISSIONING		<input type="checkbox"/> WASTE/WATER TREATMENT	
<input type="checkbox"/> BOILER/STEAM LINES/HIGH PRESSURE SYS.		<input type="checkbox"/> ENERGY MANAGEMENT CONTROL SYSTEM	
<input type="checkbox"/> DAM/LEVEE DESIGN		<input type="checkbox"/> RENEWABLE ENERGY CONSULTANT	
<input checked="" type="checkbox"/> BARRIER FREE/ADA DESIGN	UNLIMITED	<input type="checkbox"/> CONSTRUCTION FIELD INSPECTION	
<input type="checkbox"/> ESTIMATING/COST ANALYSIS		<input type="checkbox"/> PROJECT MANAGEMENT	
<input checked="" type="checkbox"/> INTERIOR DESIGN/SPACE PLANNING	UNLIMITED	<input type="checkbox"/> ENVIRONMENTAL CONSULTANT	
<input checked="" type="checkbox"/> ROOFING INSPECTION	UNLIMITED	<input type="checkbox"/> STORAGE TANK REMOVAL	
<input type="checkbox"/> CONSTRUCTION MANAGEMENT		<input type="checkbox"/> STORAGE TANK INSTALLATION	
<input type="checkbox"/> CPM		<input type="checkbox"/> PERIMETER SECURITY FENCING	
<input type="checkbox"/> ARCHAEOLOGY		<input type="checkbox"/> INDOOR AIR QUALITY TESTING	
<input type="checkbox"/> GEOLOGY		<input type="checkbox"/> LANDFILL CLOSURE	
<input checked="" type="checkbox"/> VALUE ENGINEERING	NA	<input type="checkbox"/> LEAD PAINT EVALUATION	
<input checked="" type="checkbox"/> HISTORIC PRESERVATION/RESTORATION	UNLIMITED		

**PREPARED BY:**

**APPROVED BY:**

PAMELA SULLIVAN  
MANAGER, PREQUALIFICATION UNIT

RICHARD S. FLODMAND  
DEPUTY DIRECTOR  
By Christopher Geary, Assistant 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.**

01/05/10

Taxpayer Identification# **222-779-153/000**

Dear Business Representative:

Congratulations! You are now registered with the New Jersey Division of Revenue.

Use the Taxpayer Identification Number listed above on all correspondence with the Divisions of Revenue and Taxation, as well as with the Department of Labor (if the business is subject to unemployment withholdings). Your tax returns and payments will be filed under this number, and you will be able to access information about your account by referencing it.

Additionally, please note that State law requires all contractors and subcontractors with Public agencies to provide proof of their registration with the Division of Revenue. The law also amended Section 92 of the Casino Control Act, which deals with the casino service industry.

We have attached a Proof of Registration Certificate for your use. To comply with the law, if you are currently under contract or entering into a contract with a State agency, you must provide a copy of the certificate to the contracting agency.


If you have any questions or require more information, feel free to call our Registration Hotline at (609)292-9292.

I wish you continued success in your business endeavors.

Sincerely,



James J. Fruscione  
Director  
New Jersey Division of Revenue

STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE		DEPARTMENT OF TREASURY/ DIVISION OF REVENUE PO BOX 252 TRENTON, N J 08646-0252
TAXPAYER NAME:	TRADE NAME:	
<b>CLARKE CATON HINTZ, A PROFESSIONAL CORPO</b>		
ADDRESS:	SEQUENCE NUMBER:	
<b>100 BARRACK STREET 3RD FL TRENTON NJ 08608</b>	<b>0105471</b>	
EFFECTIVE DATE:	ISSUANCE DATE:	
<b>10/18/01</b>	<b>01/05/10</b>	
 Director New Jersey Division of Revenue		
FORM-BRC (04-08) 0205840V		
This Certificate is NOT assignable or transferable. It must be conspicuously displayed at above address.		



## State of New Jersey

**PHIL MURPHY**  
*Governor*

DEPARTMENT OF THE TREASURY  
DIVISION OF REVENUE & ENTERPRISE SERVICES  
P.O. BOX 026

**SHEILA OLIVER**  
*Lt. Governor*

TRENTON, NJ 08625-034  
PHONE: 609-292-2146 FAX: 609-984-6679

**ELIZABETH MAHER MUOIO**  
*State Treasurer*

### APPROVED

*under the*  
Small Business Set-Aside Act

This certificate acknowledges CLARKE CATON HINTZ, A PROFESSIONAL CORPORATION as a Category 3 Approved Small Business Enterprise (SBE) that has met the criteria established by N.J.A.C. 17:13 and/or 17:14.

This certification will remain in effect for three years. Annually the business must submit, not more than 60 days prior to the anniversary of the certification approval, an annual verification statement in which it shall attest that there is no change in the ownership, control, or any other factor of the business affecting eligibility for certification as a minority or women-owned business.

If the business fails to submit the annual verification statement by the anniversary date, the certification will lapse and the business will be removed from the system (SAVI) that lists certified minority and women-owned businesses. If the business seeks to be certified again, it will have to reapply provisionally.



Peter Lowicki  
Deputy Director

**Issued:** 9/9/2022  
**Certification Number:** A0276-03

**Expiration:** 9/9/2025

The expiration date is contingent on the proper and on-time filing of all Annual Verifications for non-provisional certificates. Please see above for more detail.





## MACBRIDE PRINCIPLES FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

**BID SOLICITATION # AND TITLE:** #J0405-00; IDIQ for CM Svcs on Various State Agency Projects

**VENDOR NAME:** Clarke Caton Hintz, PC

Pursuant to Public Law 1995, c. 134, a responsible Vendor/Bidder is required to provide a certification in compliance with the MacBride Principles and Northern Ireland Act of 1989. Pursuant to N.J.S.A. 52:34-12.2, Vendor/Bidder must complete the certification below by checking one of the two options listed below and signing where indicated. If a Vendor/Bidder that would otherwise be awarded a purchase, 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 purchase, contract or agreement to another Vendor/Bidder that has completed the certification and has submitted a bid within five (5) percent of the most advantageous bid. If the Director finds contractors to be in violation of the principles that are the subject of this law, he/she shall take such 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.

I, the undersigned, on behalf the Vendor/Bidder, certify pursuant to N.J.S.A. 52:34-12.2 that:

### CHECK THE APPROPRIATE BOX



The Vendor/Bidder has no business operations in Northern Ireland; or

**OR**



The Vendor/Bidder 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 section 2 of P.L. 1987, c. 177 (N.J.S.A. 52:18A-89.5) and in conformance with the United Kingdom's Fair Employment (Northern Ireland) Act of 1989, and permit independent monitoring of its compliance with those principles.

### CERTIFICATION

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

Signature

George M. Hibbs, AIA, Principal

Print Name and Title

11/09/2023

Date

**NEW JERSEY DEPARTMENT OF THE TREASURY**  
**DIVISION OF PROPERTY MANAGEMENT AND CONSTRUCTION**  
**CERTIFICATION OF NON-DEBARMENT FORM**

DPMC Contract No: #J0405-00

Contract Name: IDIQ for CM Svcs on Various State Agency Projects

Contractor Name: Clarke Caton Hintz, PC

Contractor Address: 100 Barrack Street, Trenton, NJ 08608

**CERTIFICATION**

Pursuant to N.J.S.A. 52:32-44.1, I, the undersigned, being duly authorized to complete this certification on behalf of the above-named Contractor, do hereby certify and attest, under the pains and penalties of perjury, that:

- The Contractor is not debarred at the federal level from contracting with the federal government;
- None of the parent entities, subsidiaries, related entities or affiliates of the Contractor are debarred at the federal level from contracting with the federal government;
- I am authorized to execute this certification on behalf of the Contractor;
- I acknowledge that the State of New Jersey is relying on the information contained herein;
- I acknowledge that I am under a continuing obligation from the date of this certification through the completion of any contract(s) with DPMC to notify DPMC in writing of any changes to the information contained herein; and
- I acknowledge that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I will be subject to criminal prosecution, and such misrepresentation may be considered fraudulent, and/or a material breach of the Contractor's contract(s) with the State of New Jersey.

If DPMC finds a person or entity to be in violation of the law, it shall take action as may be appropriate and permitted by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and/or seeking debarment or suspension of the party.

Signature:  \_\_\_\_\_

Print Name: George M. Hibbs, AIA

Title: Principal

Date: November 9, 2023

## DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN FORM

**BID SOLICITATION # AND TITLE:** #J0405-00; IDIQ for CM Svcs on Various State Agency Projects

**BIDDER NAME:** Clarke Caton Hintz, PC

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

### **CHECK THE APPROPRIATE BOX**

☒ X

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

**OR**

☐

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

**Entity Engaged in Investment Activities**  
**Relationship to Bidder**  
**Description of Activities**

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**Duration of Engagement**  
**Anticipated Cessation Date**

*Attach Additional Sheets If Necessary.*

### **CERTIFICATION**

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

Signature

George M. Hibbs, AIA, Principal  
Print Name and Title

November 9, 2023

Date



## SOURCE DISCLOSURE FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE: **#J0405-00; IDIQ for CM Svcs on Various State Agency Projects**

VENDOR NAME: **Clarke Caton Hintz, PC**

The Vendor/Bidder submits this Form in response to a Bid Solicitation issued by the State of New Jersey, Department of the Treasury, Division of Purchase and Property, in accordance with the requirements of N.J.S.A. 52:34-13.2.

### PART 1



All services will be performed by the Contractor and Subcontractors in the United States. Skip Part 2.



Services will be performed by the Contractor and/or Subcontractors outside of the United States. **Complete Part 2.**

### PART 2

Where services will be performed outside of the United States, please list every country where services will be performed by the Contractor and all Subcontractors. If any of the services cannot be performed within the United States, the Contractor shall state, with specificity, the reasons why the services cannot be performed in the United States. The Director of the Division of Purchase and Property will review this justification and if deemed sufficient, the Director may seek the Treasurer's approval.

Name of Contractor / Sub-contractor	Performance Location by Country	Description of Service(s) to be Performed Outside of the United States *	Reason Why the Service(s) Cannot be Performed in the United States *

**\*Attach additional sheets if necessary to describe which service(s), if any, will be performed outside of the U.S. and the reason(s) why the service(s) cannot be performed in the U.S.**

Any changes to the information set forth in this Form during the term of any Contract awarded under the referenced Bid Solicitation or extension thereof shall be immediately reported by the Contractor to the Director of the Division of Purchase and Property. If during the term of the Contract, the Contractor shifts the location of services outside the United States, without a prior written determination by the Director, the Contractor shall be deemed in breach of Contract, and the Contract will be subject to termination for cause pursuant to the State of New Jersey Standard Terms and Conditions.

### CERTIFICATION

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

Signature

**11/09/2023**

Date

**George M. Hibbs, AIA, Principal**

Print Name and Title



## CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents of all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Organization: Clarke Caton Hintz, PC

Street address: 100 Barrack Street

City, State, Zip: Trenton, NJ 08608

George M. Hibbs, AIA  
CERTIFIED BY: (type or print)

Principal  
TITLE:



(signature)

November 9, 2023  
(date)



# BEM SYSTEMS





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

**NOTICE OF CONSULTANT PREQUALIFICATION**

**FIRM:** BEM SYSTEMS  
**ADDRESS:** 100 PASSAIC AVENUE  
CHATHAM, NJ 07928

☐ INITIAL ☐ REVISED ☒ RENEWAL

**DATE OF ISSUE:** OCTOBER 19, 2022  
**EXPIRATION DATE:** OCTOBER 31, 2024  
**FEDERAL ID NUMBER:** 223 057 315

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

**PREPARED BY:**

PAMELA SULLIVAN  
MANAGER, PREQUALIFICATION UNIT

**APPROVED BY:**

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.**

12/20/01

Taxpayer Identification# 223-057-315/000

Dear Business Representative:

Congratulations! You are now registered with the New Jersey Division of Revenue.

Use the Taxpayer Identification Number listed above on all correspondence with the Divisions of Revenue and Taxation, as well as with the Department of Labor (if the business is subject to unemployment withholdings). Your tax returns and payments will be filed under this number, and you will be able to access information about your account by referencing it.

Additionally, please note that State law (Public Law 2001, c.134) requires all contractors and subcontractors with State agencies to provide proof of their registration with the Division of Revenue. The law also amended Section 92 of the Casino Control Act, which deals with the casino service industry.

We have attached a Proof of Registration Certificate for your use. To comply with the law, if you are currently under contract or entering into a contract with a State agency, you must provide a copy of the certificate to the contracting agency.


If you have any questions or require more information, feel free to call our Registration Hotline at (609) 292-1730.

I wish you continued success in your business endeavors.

Sincerely,



Patricia A. Chiacchio  
Director, Division of Revenue

STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE FOR STATE AGENCY AND CASINO SERVICE CONTRACTORS		DEPARTMENT OF TREASURY/ DIVISION OF REVENUE PO BOX 252 TRENTON, N.J. 08646-0252
TAXPAYER NAME: <b>BEM SYSTEMS, INC.</b>	TRADE NAME:	
TAXPAYER IDENTIFICATION# <b>223-057-315/000</b>	CONTRACTOR CERTIFICATION# <b>0109319</b>	
ADDRESS <b>100 PASSAIC AVE CHATHAM NJ 07928</b>	ISSUANCE DATE: <b>12/20/01</b>	
EFFECTIVE DATE <b>12/30/88</b>	 Director, Division of Revenue	
FORM-BRC(08-01) This Certificate is NOT assignable or transferable. It must be conspicuously displayed at above address.		



## CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents of all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Organization: BEM Systems Inc.

Street address: 7 Giralda Farms, Suite 180

City, State, Zip: Madison, NJ 07940

Mittul Patel

CERTIFIED BY: (type or print)

Chief Executive Officer



(signature)

11/13/2023

(date)

**Disclosure of Lobbying Activities**

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352  
(See reverse for public burden disclosure)

<b>1. Type of Federal Action:</b> a. contract ____ b. grant c. cooperative agreement d. loan e. loan guarantee f. loan insurance	<b>2. Status of Federal Action:</b> a. bid/offer/application ____ b. initial award c. post-award	<b>3. Report Type:</b> a. initial filing ____ b. material change  <b>For material change only:</b> Year _____ quarter _____ Date of last report _____
<b>4. Name and Address of Reporting Entity:</b> ____ Prime      ____ Subawardee Tier____, if Known:   <b>Congressional District, if known:</b>	<b>5. If Reporting Entity in No. 4 is Subawardee, Enter Name and Address of Prime:</b>    <b>Congressional District, if known:</b>	
<b>6. Federal Department/Agency:</b>	<b>7. Federal Program Name/Description:</b>   CFDA Number, <i>if applicable</i> : _____	
<b>8. Federal Action Number, if known:</b>	<b>9. Award Amount, if known:</b>  \$	
<b>10. a. Name and Address of Lobbying Registrant</b> <i>(if individual, last name, first name, MI):</i>	<b>b. Individuals Performing Services</b> <i>(including address if different from No. 10a)</i> <i>(last name, first name, MI):</i>	
<b>11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.</b>	<b>Signature:</b> _____ <b>Print Name:</b> _____ <b>Title:</b> _____ <b>Telephone No.:</b> _____ <b>Date:</b> _____	
<b>Federal Use Only</b>	<b>Authorized for Local Reproduction</b> <b>Standard Form - LLL (Rev. 7-97)</b>	

## INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a followup report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
4. Enter the full name, address, city, State and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, State and zip code of the prime Federal recipient. Include Congressional District, if known.
6. Enter the name of the federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitations for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Included prefixes, e.g., "RFP-DE-90-001."
9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, State and zip code of the lobbying registrant under the Lobbying Disclosure Act of 1995 engaged by the reporting entity identified in item 4 to influence the covered Federal action.  
  
(b) Enter the full names of the individual(s) performing services, and include full address if different from 10(a). Enter Last Name, First Name, and Middle Initial (MI).
11. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

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According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503


STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY  
FILING CERTIFICATE (CERTIFIED COPY)

Corporation Name: BEM SYSTEMS, INC.  
Business Id: 0100400609  
Certificate Number: 6000193207

I, THE TREASURER OF THE STATE OF NEW JERSEY, DO HEREBY CERTIFY, THAT THE ABOVE NAMED BUSINESS DID FILE AND RECORD IN THIS DEPARTMENT A CHANGE OF REGISTERED OFFICE ON November 21, 2022 AND THAT THE ATTACHED IS A TRUE COPY OF THIS DOCUMENT AS THE SAME IS TAKEN FROM AND COMPARED WITH THE ORIGINAL(S) FILED IN THIS OFFICE AND NOW REMAINING ON FILE AND OF RECORD.

IN TESTIMONY WHEREOF, I HAVE HEREUNTO SET MY  
HAND AND AFFIXED MY OFFICIAL SEAL AT  
TRENTON, THIS  
January 05, 2023 A.D.



  
ELIZABETH MAHER MUOIO  
STATE TREASURER

VERIFY THIS CERTIFICATE ONLINE AT

[https://www1.state.nj.us/TYTR\\_StandingCert/JSP/Verify\\_Cert.jsp](https://www1.state.nj.us/TYTR_StandingCert/JSP/Verify_Cert.jsp)



**STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY  
DIVISION OF REVENUE AND ENTERPRISE SERVICES  
CHANGE OF REGISTERED AGENT CERTIFICATE**

**BEM SYSTEMS, INC.**  
0100400609

The Division of Revenue and Enterprise Services hereby affirms that the following change was submitted on 11/21/2022 for BEM SYSTEMS, INC..

**Previous Registered Agent and Office**

DAWN BUSHEY  
100 PASSAIC AVE.  
CHATHAM, NJ 07928

**New Registered Agent and Office**

DAWN BUSHEY  
7 Giralda Farms, Suite 180  
Madison, NJ 07940



*IN TESTIMONY WHEREOF, I have  
hereunto set my hand and affixed  
my Official Seal, this  
21st day of November, 2022*

A handwritten signature in cursive script, appearing to read "Elizabeth Maher Muoio".

Certificate Number : 2676389001  
Verify this certificate online at  
[https://www1.state.nj.us/TYTR\\_StandingCert/ISP/Verify\\_Cert.jsp](https://www1.state.nj.us/TYTR_StandingCert/ISP/Verify_Cert.jsp)

**Elizabeth Maher Muoio**  
State Treasurer

**STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY  
DIVISION OF REVENUE AND ENTERPRISE SERVICES  
SHORT FORM STANDING**

**BEM SYSTEMS, INC.**  
0100400609

*I, the Treasurer of the State of New Jersey, do hereby certify that the above-named New Jersey Domestic For-Profit Corporation was registered by this office on December 30, 1988.*

*As of the date of this certificate, said business continues as an active business in good standing in the State of New Jersey, and its Annual Reports are current.*

*I further certify that the registered agent and office are:*

**DAWN BUSHEY  
7 GIRALDA FARMS, SUITE 180  
MADISON, NJ 07940**



*IN TESTIMONY WHEREOF, I have  
hereunto set my hand and affixed  
my Official Seal at Trenton, this  
5th day of January, 2023*

A handwritten signature in black ink, appearing to read 'Elizabeth Maher Muoio'.

**Elizabeth Maher Muoio  
State Treasurer**

*Certificate Number : 6139062704*

*Verify this certificate online at*

*[https://www1.state.nj.us/TYTR\\_StandingCert/JSP/Verify\\_Cert.jsp](https://www1.state.nj.us/TYTR_StandingCert/JSP/Verify_Cert.jsp)*

## DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN FORM

J0405-00 IDIQ Multiple Award Term Contract (CMF 004) for Construction

**BID SOLICITATION # AND TITLE:** Management Services on Various State Agency Projects

**BIDDER NAME:**

BEM Systems, Inc.

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

### CHECK THE APPROPRIATE BOX



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

OR



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

**Entity Engaged in Investment Activities**

**Relationship to Bidder**

**Description of Activities**

**Duration of Engagement**

**Anticipated Cessation Date**

*Attach Additional Sheets If Necessary.*

### CERTIFICATION

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

Signature

Mittul Patel, Chief Executive Officer

Print Name and Title

11/13/23

Date



## MACBRIDE PRINCIPLES FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE: J0405-00 - IDIQ Multiple Award Term Contract (CMF 004) For Construction Management Services On Various State Agency Projects

VENDOR NAME: BEM Systems, Inc.

Pursuant to Public Law 1995, c. 134, a responsible Vendor/Bidder is required to provide a certification in compliance with the MacBride Principles and Northern Ireland Act of 1989. Pursuant to N.J.S.A. 52:34-12.2, Vendor/Bidder must complete the certification below by checking one of the two options listed below and signing where indicated. If a Vendor/Bidder that would otherwise be awarded a purchase, 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 purchase, contract or agreement to another Vendor/Bidder that has completed the certification and has submitted a bid within five (5) percent of the most advantageous bid. If the Director finds contractors to be in violation of the principles that are the subject of this law, he/she shall take such 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.

I, the undersigned, on behalf the Vendor/Bidder, certify pursuant to N.J.S.A. 52:34-12.2 that:

### CHECK THE APPROPRIATE BOX



The Vendor/Bidder has no business operations in Northern Ireland; or

**OR**



The Vendor/Bidder 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 section 2 of P.L. 1987, c. 177 (N.J.S.A. 52:18A-89.5) and in conformance with the United Kingdom's Fair Employment (Northern Ireland) Act of 1989, and permit independent monitoring of its compliance with those principles.

### CERTIFICATION

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

**11/13/2023**

Signature

Date

**Mittul Patel, Chief Executive Officer**

Print Name and Title



**NEW JERSEY DEPARTMENT OF THE TREASURY**  
**DIVISION OF PROPERTY MANAGEMENT AND CONSTRUCTION**  
**CERTIFICATION OF NON-DEBARMENT FORM**

DPMC Contract No: J0405-00

Contract Name: IDIQ Multiple Award Term Contract (CMF 004) For Construction Management Services On Various State Agency Projects

Contractor Name: BEM Systems, Inc.

Contractor Address: 7 Giralda Farms, Ste 180, Madison, NJ 07940

**CERTIFICATION**

Pursuant to N.J.S.A. 52:32-44.1, I, the undersigned, being duly authorized to complete this certification on behalf of the above-named Contractor, do hereby certify and attest, under the pains and penalties of perjury, that:

- The Contractor is not debarred at the federal level from contracting with the federal government;
- None of the parent entities, subsidiaries, related entities or affiliates of the Contractor are debarred at the federal level from contracting with the federal government;
- I am authorized to execute this certification on behalf of the Contractor;
- I acknowledge that the State of New Jersey is relying on the information contained herein;
- I acknowledge that I am under a continuing obligation from the date of this certification through the completion of any contract(s) with DPMC to notify DPMC in writing of any changes to the information contained herein; and
- I acknowledge that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I will be subject to criminal prosecution, and such misrepresentation may be considered fraudulent, and/or a material breach of the Contractor's contract(s) with the State of New Jersey.

If DPMC finds a person or entity to be in violation of the law, it shall take action as may be appropriate and permitted by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and/or seeking debarment or suspension of the party.

Signature:



Print Name: Mittul Patel

Title: Chief Executive Officer

Date: 11/13/2023



## SOURCE DISCLOSURE FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE: J0405-00 - IDIQ Multiple Award Term Contract (CMF 004) For Construction Management Services On Various State Agency Projects

VENDOR NAME: BEM Systems, Inc.

The Vendor/Bidder submits this Form in response to a Bid Solicitation issued by the State of New Jersey, Department of the Treasury, Division of Purchase and Property, in accordance with the requirements of N.J.S.A. 52:34-13.2.

### PART 1



All services will be performed by the Contractor and Subcontractors in the United States. Skip Part 2.



Services will be performed by the Contractor and/or Subcontractors outside of the United States. **Complete Part 2.**

### PART 2

Where services will be performed outside of the United States, please list every country where services will be performed by the Contractor and all Subcontractors. If any of the services cannot be performed within the United States, the Contractor shall state, with specificity, the reasons why the services cannot be performed in the United States. The Director of the Division of Purchase and Property will review this justification and if deemed sufficient, the Director may seek the Treasurer's approval.

Name of Contractor / Sub-contractor	Performance Location by Country	Description of Service(s) to be Performed Outside of the United States *	Reason Why the Service(s) Cannot be Performed in the United States *

*\*Attach additional sheets if necessary to describe which service(s), if any, will be performed outside of the U.S. and the reason(s) why the service(s) cannot be performed in the U.S.*

Any changes to the information set forth in this Form during the term of any Contract awarded under the referenced Bid Solicitation or extension thereof shall be immediately reported by the Contractor to the Director of the Division of Purchase and Property. If during the term of the Contract, the Contractor shifts the location of services outside the United States, without a prior written determination by the Director, the Contractor shall be deemed in breach of Contract, and the Contract will be subject to termination for cause pursuant to the State of New Jersey Standard Terms and Conditions.

### CERTIFICATION

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

11/13/2023

Signature

Date

Mittul Patel, Chief Executive Officer

Print Name and Title



# CHURCHILL CONSULTING ENGINEERS





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

**NOTICE OF CONSULTANT PREQUALIFICATION**

**FIRM:** CHURCHILL CONSULTING ENGINEERS, PC  
**ADDRESS:** 344 NORTH ROUTE 73, SUITE A  
BERLIN, NJ 08009

☐ INITIAL ☐ REVISED ☒ RENEWAL

**DATE OF ISSUE:** FEBRUARY 23, 2022  
**EXPIRATION DATE:** FEBRUARY 29, 2024  
**FEDERAL ID NUMBER:** 223 451 408

☐ 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 checked="" type="checkbox"/> CIVIL ENGINEERING	UNLIMITED	<input type="checkbox"/> CLAIMS ANALYSIS	_____
<input checked="" type="checkbox"/> SANITARY ENGINEERING	10 MILLION	<input type="checkbox"/> TELECOMMUNICATIONS	_____
<input checked="" type="checkbox"/> STRUCTURAL ENGINEERING	3 MILLION	<input checked="" type="checkbox"/> FEASIBILITY PLANNING	\$500,000
<input type="checkbox"/> ELEVATOR/CONVEYOR ENGINEERING	_____	<input type="checkbox"/> FIRE DETECTION SYSTEMS	_____
<input checked="" type="checkbox"/> SOILS ENGINEERING	3 MILLION	<input type="checkbox"/> FIRE PROTECTION SYSTEMS	_____
<input type="checkbox"/> FIRE PROTECTION ENGINEERING	_____	<input type="checkbox"/> FOOD SERVICE	_____
<input checked="" type="checkbox"/> ENVIRONMENTAL ENGINEERING	UNLIMITED	<input type="checkbox"/> HYDRAULICS/PNEUMATICS	_____
<input checked="" type="checkbox"/> MARINE ENGINEERING	1 MILLION	<input checked="" type="checkbox"/> HYDROLOGY	NA
<input type="checkbox"/> LANDSCAPE DESIGN	_____	<input type="checkbox"/> SECURITY SYSTEMS	_____
<input type="checkbox"/> PLANNING	_____	<input checked="" type="checkbox"/> SITE PLANNING	10 MILLION
<input checked="" type="checkbox"/> LAND SURVEYING	NA	<input type="checkbox"/> HISTORIC PRESERVATION CONSULTANT	_____
<input type="checkbox"/> AERIAL SURVEYING	_____	<input type="checkbox"/> ENERGY AUDITING	_____
<input checked="" type="checkbox"/> HYDROGRAPHIC SURVEYING	NA	<input type="checkbox"/> TRAFFIC	_____
<input type="checkbox"/> FIRE & LIFE SAFETY RENOVATIONS	_____	<input checked="" type="checkbox"/> TRANSPORTATION	3 MILLION
<input type="checkbox"/> BUILDING COMMISSIONING	_____	<input checked="" type="checkbox"/> WASTE/WATER TREATMENT	\$500,000
<input type="checkbox"/> BOILER/STEAM LINES/HIGH PRESSURE SYS.	_____	<input type="checkbox"/> ENERGY MANAGEMENT CONTROL SYSTEM	_____
<input checked="" type="checkbox"/> DAM/LEVEE DESIGN	\$500,000	<input type="checkbox"/> RENEWABLE ENERGY CONSULTANT	_____
<input type="checkbox"/> BARRIER FREE/ADA DESIGN	_____	<input checked="" type="checkbox"/> CONSTRUCTION FIELD INSPECTION	1 MILLION
<input checked="" type="checkbox"/> ESTIMATING/COST ANALYSIS	NA	<input type="checkbox"/> PROJECT MANAGEMENT	_____
<input type="checkbox"/> INTERIOR DESIGN/SPACE PLANNING	_____	<input checked="" type="checkbox"/> ENVIRONMENTAL CONSULTANT	NA
<input type="checkbox"/> ROOFING INSPECTION	_____	<input type="checkbox"/> STORAGE TANK REMOVAL	_____
<input type="checkbox"/> CONSTRUCTION MANAGEMENT	_____	<input type="checkbox"/> STORAGE TANK INSTALLATION	_____
<input type="checkbox"/> CPM	_____	<input type="checkbox"/> PERIMETER SECURITY FENCING	_____
<input type="checkbox"/> ARCHAEOLOGY	_____	<input type="checkbox"/> INDOOR AIR QUALITY TESTING	_____
<input type="checkbox"/> GEOLOGY	_____	<input type="checkbox"/> LANDFILL CLOSURE	_____
<input type="checkbox"/> VALUE ENGINEERING	_____	<input type="checkbox"/> LEAD PAINT EVALUATION	_____
<input type="checkbox"/> HISTORIC PRESERVATION/RESTORATION	_____		

**PREPARED BY:**

PAMELA SULLIVAN  
MANAGER, PREQUALIFICATION UNIT

**APPROVED BY:**

DEPUTY DIRECTOR

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



State of New Jersey Business Registration Certificate  
Churchill Consulting Engineers

STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE		DEPARTMENT OF TREASURY/ DIVISION OF REVENUE PO BOX 252 TRENTON, N J 08646-0252
TAXPAYER NAME: <b>CHURCHILL CONSULTING ENGINEERS, P.C.</b>	TRADE NAME:	
ADDRESS: <b>344 NORTH RTE 73, STE A BERLIN NJ 08009</b>	SEQUENCE NUMBER: <b>0084939</b>	
EFFECTIVE DATE: <b>07/10/96</b>	ISSUANCE DATE: <b>12/11/13</b>	
FORM-BRC (04-08), D205846V		Director New Jersey Division of Revenue
This Certificate is NOT assignable or transferable. It must be conspicuously displayed at above address.		

## FORM B - CERTIFICATION OF SBE STATUS

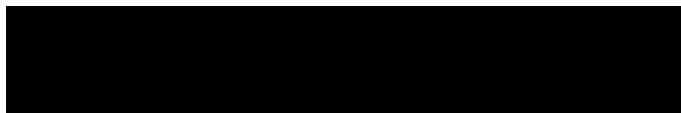
PROJECT #: J0405-00

I, James J. Mellett, PE, CFM OF THE CITY OF Berlin

AND THE STATE OF NJ, CERTIFY THAT:

I AM President OF THE FIRM OF Churchill Consulting Engineers, PC, HAVING AN ADDRESS OF 344 North Route 73, Berlin, NJ 08009, WHICH FIRM IS CERTIFIED AS A SBE BY THE NEW JERSEY COMMERCE AND ECONOMIC GROWTH COMMISSION.

I FURTHER WARRANT THAT I AM AUTHORIZED BY THE SAID FIRM TO MAKE THIS CERTIFICATION AND WILL PROVIDE INFORMATION REQUESTED BY THE DIVISION OF PROPERTY MANAGEMENT & CONSTRUCTION TO DOCUMENT THE FACT THAT THE SAID FIRM IS AN SBE.



(SIGNATURE)

## CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents of all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

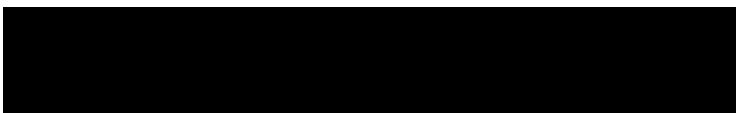
Organization: Churchill Consulting Engineers, PC

Street address: 344 North Route 73, Suite A

City, State, Zip: Berlin, NJ 08009

James J. Mellett, PE, CFM  
CERTIFIED BY: (type or print)

President  
TITLE:



November 10, 2023  
(date)

## DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN FORM

**BID SOLICITATION # AND TITLE:**

#J0405-00 - Indefinite Delivery Indefinite Quantity (IDIQ) Multiple Award Term Contract  
(CMF 004) for Construction Management Services on Various State Agency Projects

**BIDDER NAME:**

Churchill Consulting Engineers, PC

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

### **CHECK THE APPROPRIATE BOX**



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

**OR**



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

**Entity Engaged in Investment Activities**

**Relationship to Bidder**

**Description of Activities**

**Duration of Engagement**

**Anticipated Cessation Date**

*Attach Additional Sheets If Necessary.*


### **CERTIFICATION**

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

November 10, 2023

Date

James J. Mellett, PE, CFM

Print Name and Title





## MACBRIDE PRINCIPLES FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

**BID SOLICITATION # AND TITLE:** #J0405-00 - Indefinite Delivery Indefinite Quantity (IDIQ) Multiple Award Term Contract (CMF 004) for Construction Management Services on Various State Agency Projects

**VENDOR NAME:** Churchill Consulting Engineers, PC

Pursuant to Public Law 1995, c. 134, a responsible Vendor/Bidder is required to provide a certification in compliance with the MacBride Principles and Northern Ireland Act of 1989. Pursuant to N.J.S.A. 52:34-12.2, Vendor/Bidder must complete the certification below by checking one of the two options listed below and signing where indicated. If a Vendor/Bidder that would otherwise be awarded a purchase, 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 purchase, contract or agreement to another Vendor/Bidder that has completed the certification and has submitted a bid within five (5) percent of the most advantageous bid. If the Director finds contractors to be in violation of the principles that are the subject of this law, he/she shall take such 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.

I, the undersigned, on behalf the Vendor/Bidder, certify pursuant to N.J.S.A. 52:34-12.2 that:

### CHECK THE APPROPRIATE BOX



The Vendor/Bidder has no business operations in Northern Ireland; or

**OR**



The Vendor/Bidder 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 section 2 of P.L. 1987, c. 177 (N.J.S.A. 52:18A-89.5) and in conformance with the United Kingdom's Fair Employment (Northern Ireland) Act of 1989, and permit independent monitoring of its compliance with those principles.

### CERTIFICATION

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

Signature

Date

November 10, 2023

James J. Mellett, PE, CFM, President

Print Name and Title

**NEW JERSEY DEPARTMENT OF THE TREASURY**  
**DIVISION OF PROPERTY MANAGEMENT AND CONSTRUCTION**  
**CERTIFICATION OF NON-DEBARMENT FORM**

DPMC Contract No: J0405-00

Contract Name: Indefinite Delivery Indefinite Quantity (IDIQ) Multiple Award Term Contract (CMF 004) for Construction Management Services on Various State Agency Projects

Contractor Name: Churchill Consulting Engineers, PC



Contractor Address: 344 North Route 73, Suite A, Berlin, NJ 08009

**CERTIFICATION**

Pursuant to N.J.S.A. 52:32-44.1, I, the undersigned, being duly authorized to complete this certification on behalf of the above-named Contractor, do hereby certify and attest, under the pains and penalties of perjury, that:

- The Contractor is not debarred at the federal level from contracting with the federal government;
- None of the parent entities, subsidiaries, related entities or affiliates of the Contractor are debarred at the federal level from contracting with the federal government;
- I am authorized to execute this certification on behalf of the Contractor;
- I acknowledge that the State of New Jersey is relying on the information contained herein;
- I acknowledge that I am under a continuing obligation from the date of this certification through the completion of any contract(s) with DPMC to notify DPMC in writing of any changes to the information contained herein; and
- I acknowledge that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I will be subject to criminal prosecution, and such misrepresentation may be considered fraudulent, and/or a material breach of the Contractor's contract(s) with the State of New Jersey.

If DPMC finds a person or entity to be in violation of the law, it shall take action as may be appropriate and permitted by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and/or seeking debarment or suspension of the party.

Signature:   


Print Name: James J. Mellett, PE, CFM

Title: President

Date: November 10, 2023



## SOURCE DISCLOSURE FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE:

#J0405-00 - Indefinite Delivery Indefinite Quantity (IDIQ) Multiple Award Term Contract (CMF 004) for Construction Management Services on Various State Agency Projects

VENDOR NAME:

Churchill Consulting Engineers, PC

The Vendor/Bidder submits this Form in response to a Bid Solicitation issued by the State of New Jersey, Department of the Treasury, Division of Purchase and Property, in accordance with the requirements of N.J.S.A. 52:34-13.2.

### PART 1



All services will be performed by the Contractor and Subcontractors in the United States. Skip Part 2.



Services will be performed by the Contractor and/or Subcontractors outside of the United States. **Complete Part 2.**

### PART 2

Where services will be performed outside of the United States, please list every country where services will be performed by the Contractor and all Subcontractors. If any of the services cannot be performed within the United States, the Contractor shall state, with specificity, the reasons why the services cannot be performed in the United States. The Director of the Division of Purchase and Property will review this justification and if deemed sufficient, the Director may seek the Treasurer's approval.

Name of Contractor / Sub-contractor	Performance Location by Country	Description of Service(s) to be Performed Outside of the United States *	Reason Why the Service(s) Cannot be Performed in the United States *

**\*Attach additional sheets if necessary to describe which service(s), if any, will be performed outside of the U.S. and the reason(s) why the service(s) cannot be performed in the U.S.**

Any changes to the information set forth in this Form during the term of any Contract awarded under the referenced Bid Solicitation or extension thereof shall be immediately reported by the Contractor to the Director of the Division of Purchase and Property. If during the term of the Contract, the Contractor shifts the location of services outside the United States, without a prior written determination by the Director, the Contractor shall be deemed in breach of Contract, and the Contract will be subject to termination for cause pursuant to the State of New Jersey Standard Terms and Conditions.

### CERTIFICATION

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

November 10, 2023

Date

James J. Mellett, PE, CFM, President

Print Name and Title



**MILLER REMICK**







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

**NOTICE OF CONSULTANT PREQUALIFICATION**

**FIRM:** MILLER-REMICK, LLC  
**ADDRESS:** 1040 NORTH KINGS HIGHWAY  
SUITE 700  
CHERRY HILL, NJ 08034

☐ INITIAL ☐ REVISED ☒ RENEWAL

**DATE OF ISSUE:** AUGUST 16, 2023  
**EXPIRATION DATE:** AUGUST 31, 2025  
**FEDERAL ID NUMBER:** 263 950 346

☐ 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	5 MILLION	<input type="checkbox"/> ACOUSTICS	
<input checked="" type="checkbox"/> HVAC ENGINEERING	15 MILLION	<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	10 MILLION	<input checked="" type="checkbox"/> CLAIMS ANALYSIS	NA
<input type="checkbox"/> SANITARY ENGINEERING		<input checked="" type="checkbox"/> TELECOMMUNICATIONS	10 MILLION
<input checked="" type="checkbox"/> STRUCTURAL ENGINEERING	10 MILLION	<input checked="" type="checkbox"/> FEASIBILITY PLANNING	10 MILLION
<input checked="" type="checkbox"/> ELEVATOR/CONVEYOR ENGINEERING	10 MILLION	<input checked="" type="checkbox"/> FIRE DETECTION SYSTEMS	15 MILLION
<input type="checkbox"/> SOILS ENGINEERING		<input checked="" type="checkbox"/> FIRE PROTECTION SYSTEMS	15 MILLION
<input checked="" type="checkbox"/> FIRE PROTECTION ENGINEERING	15 MILLION	<input type="checkbox"/> FOOD SERVICE	
<input type="checkbox"/> ENVIRONMENTAL ENGINEERING		<input checked="" type="checkbox"/> HYDRAULICS/PNEUMATICS	10 MILLION
<input type="checkbox"/> MARINE ENGINEERING		<input type="checkbox"/> HYDROLOGY	
<input type="checkbox"/> LANDSCAPE DESIGN		<input checked="" type="checkbox"/> SECURITY SYSTEMS	10 MILLION
<input type="checkbox"/> PLANNING		<input type="checkbox"/> SITE PLANNING	
<input type="checkbox"/> LAND SURVEYING		<input type="checkbox"/> HISTORIC PRESERVATION CONSULTANT	
<input type="checkbox"/> AERIAL SURVEYING		<input checked="" type="checkbox"/> ENERGY AUDITING	NA
<input type="checkbox"/> HYDROGRAPHIC SURVEYING		<input type="checkbox"/> TRAFFIC	
<input checked="" type="checkbox"/> FIRE & LIFE SAFETY RENOVATIONS	15 MILLION	<input type="checkbox"/> TRANSPORTATION	
<input type="checkbox"/> BUILDING COMMISSIONING		<input type="checkbox"/> WASTE/WATER TREATMENT	
<input checked="" type="checkbox"/> BOILER/STEAM LINES/HIGH PRESSURE SYS.	10 MILLION	<input checked="" type="checkbox"/> ENERGY MANAGEMENT CONTROL SYSTEM	10 MILLION
<input type="checkbox"/> DAM/LEVEE DESIGN		<input type="checkbox"/> RENEWABLE ENERGY CONSULTANT	
<input checked="" type="checkbox"/> BARRIER FREE/ADA DESIGN	10 MILLION	<input checked="" type="checkbox"/> CONSTRUCTION FIELD INSPECTION	10 MILLION
<input checked="" type="checkbox"/> ESTIMATING/COST ANALYSIS	NA	<input checked="" type="checkbox"/> PROJECT MANAGEMENT	15 MILLION
<input type="checkbox"/> INTERIOR DESIGN/SPACE PLANNING		<input type="checkbox"/> ENVIRONMENTAL CONSULTANT	
<input type="checkbox"/> ROOFING INSPECTION		<input type="checkbox"/> STORAGE TANK REMOVAL	
<input type="checkbox"/> CONSTRUCTION MANAGEMENT		<input type="checkbox"/> STORAGE TANK INSTALLATION	
<input type="checkbox"/> CPM		<input type="checkbox"/> PERIMETER SECURITY FENCING	
<input type="checkbox"/> ARCHAEOLOGY		<input type="checkbox"/> INDOOR AIR QUALITY TESTING	
<input type="checkbox"/> GEOLOGY		<input type="checkbox"/> LANDFILL CLOSURE	
<input checked="" type="checkbox"/> VALUE ENGINEERING	NA	<input type="checkbox"/> LEAD PAINT EVALUATION	
<input type="checkbox"/> HISTORIC PRESERVATION/RESTORATION			

**PREPARED BY:**

**APPROVED BY:**

PAMELA SULLIVAN  
MANAGER, PREQUALIFICATION UNIT

RICHARD S. FLODMAND  
DEPUTY DIRECTOR

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



## STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE

**Taxpayer Name:** MILLER-REMICK, LLC

**Trade Name:**

**Address:** 1040 N KINGS HIGHWAY, SUIT 700  
CHERRY HILL, NJ 08034-2524

**Certificate Number:** 1460325

**Effective Date:** January 15, 2009

**Date of Issuance:** May 25, 2023

**For Office Use Only:**  
**20230525160925218**

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

PROJECT NUMBER: J0405-00

BIDDER Miller-Remick, LLC

*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/Offoror \_\_\_\_\_  
Description of Activities \_\_\_\_\_  
Duration of Engagement \_\_\_\_\_ Anticipated Cessation Date \_\_\_\_\_  
Bidder/Offoror Contract Name \_\_\_\_\_ Contact Phone Number \_\_\_\_\_

**List Additional Activities on Separate Sheet**

**NEW JERSEY DEPARTMENT OF THE TREASURY**  
**DIVISION OF PROPERTY MANAGEMENT AND CONSTRUCTION**  
**CERTIFICATION OF NON-DEBARMENT FORM**

DPMC Contract No: J0405-00

Contract Name: Heating, Ventilation & AC Replacement Labor & Workforce Development Building

Contractor Name: Miller-Remick, LLC

Contractor Address: 1040 N. Kings Hwy, Suite 700, Cherry Hill, NJ 08034

**CERTIFICATION**

Pursuant to N.J.S.A. 52:32-44.1, I, the undersigned, being duly authorized to complete this certification on behalf of the above-named Contractor, do hereby certify and attest, under the pains and penalties of perjury, that:

- The Contractor is not debarred at the federal level from contracting with the federal government;
- None of the parent entities, subsidiaries, related entities or affiliates of the Contractor are debarred at the federal level from contracting with the federal government;
- I am authorized to execute this certification on behalf of the Contractor;
- I acknowledge that the State of New Jersey is relying on the information contained herein;
- I acknowledge that I am under a continuing obligation from the date of this certification through the completion of any contract(s) with DPMC to notify DPMC in writing of any changes to the information contained herein; and
- I acknowledge that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I will be subject to criminal prosecution, and such misrepresentation may be considered fraudulent, and/or a material breach of the Contractor's contract(s) with the State of New Jersey.

If DPMC finds a person or entity to be in violation of the law, it shall take action as may be appropriate and permitted by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and/or seeking debarment or suspension of the party.

Signature: William J Mellor Digitally signed by William J Mellor  
Date: 2023.11.13 21:45:54 -05'00'

Print Name: William Joshua Mellor

Title: President

Date: 11/13/2023



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): William Joshua Mellor Signature: William J Mellor  
Digitally signed by William J Mellor  
Date: 2023.11.13 21:48:59 -05'00'

Title: President Date: 11/13/2023

## CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents of all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Organization: Miller-Remick, LLC

Street address: 1040 N. Kings Highway, Suite 700

City, State, Zip: Cherry Hill, NJ 08034

William Joshua Mellor

CERTIFIED BY: (type or print)

President

TITLE: William J  
Mellor  
(signature)

Digitally signed by William J  
Mellor  
Date: 2023.11.13 21:44:50  
-05'00'

11/13/2023

(date)

## 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.

William J Mellor

William Joshua Mellor  
Miller-Remick LLC

Digitally signed by William J  
Mellor  
Date: 2023.11.13 21:32:33  
-05'00'

Dated: 09/12/2023



OWNERSHIP DISCLOSURE FORM  
STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PROPERTY MANAGEMENT &  
CONSTRUCTION  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

VENDOR NAME: Miller-Remick, LLC

PURSUANT TO N.J.S.A. 52:25-24.2, ALL PARTIES ENTERING INTO A CONTRACT WITH THE STATE ARE REQUIRED TO PROVIDE A STATEMENT OF OWNERSHIP.

Please answer all questions and complete the information requested.

- |  | YES                                 | NO                                  |
|--|-------------------------------------|-------------------------------------|
| 1. The vendor is a <b>Non-Profit Entity</b> ; and therefore, no disclosure is necessary.   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 2. The vendor is a <b>Sole Proprietor</b> ; and therefore, no other disclosure is necessary.<br>A Sole Proprietor is a person who owns an unincorporated business by himself or her-self.<br>A limited liability company with a single member is not a Sole Proprietor.  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 3. The vendor is a <b>corporation, partnership, or limited liability company</b> with individuals, partners, members, stockholders, corporations, partnerships, or limited liability companies owning a 10% or greater interest; and therefore, disclosure is necessary. | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |

If you answered YES to Question 3, you must disclose the information requested in the space below.\*

- (a) the names and addresses of all stockholders in the corporation who own 10% or more of its stock, of any class;  
(b) all individual partners in the partnership who own a 10% or greater interest therein; or,  
(c) all members in the limited liability company who own a 10% or greater interest therein.

				YES			
NAME	William Joshua Mellor			NAME	GovCon Fund, LP Att. Greg Mattingly		
ADDRESS	587 Weikel Road			ADDRESS	1886 Metro Center Drive		
ADDRESS				ADDRESS	Suite 620		
CITY	STATE	ZIP		CITY	STATE	ZIP	
Landsdale, PA		19446		Reston, VA		20190	
NAME				NAME			
ADDRESS				ADDRESS			
ADDRESS				ADDRESS			
CITY	STATE	ZIP		CITY	STATE	ZIP	

- |   | YES                      | NO                                  |
|---|--------------------------|-------------------------------------|
| 4. For each of the corporations, partnerships, or limited liability companies identified in response to Question #3 above, are there any individuals, partners, members, stockholders, corporations, partnerships, or limited liability companies owning a 10% or greater interest of those listed business entities? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

If you answered YES to Question 4, you must disclose the information requested in the space below.\*

- (a) the names and addresses of all stockholders in the corporation who own 10% or more of its stock, of any class;  
(b) all individual partners in the partnership who own a 10% or greater interest therein; or,  
(c) all members in the limited liability company who own a 10% or greater interest therein. The disclosure(s) shall be continued until the names and addresses of every non-corporate stockholder, individual partner, and/or member a 10% or greater interest has been identified.

5. As an alternative to completing this form, a Vendor with any direct or indirect parent entity which is publicly traded, may submit the name and address of each publicly

NAME				NAME			
ADDRESS				ADDRESS			
ADDRESS				ADDRESS			
CITY	STATE	ZIP		CITY	STATE	ZIP	
NAME				NAME			
ADDRESS				ADDRESS			
ADDRESS				ADDRESS			
CITY	STATE	ZIP		CITY	STATE	ZIP	

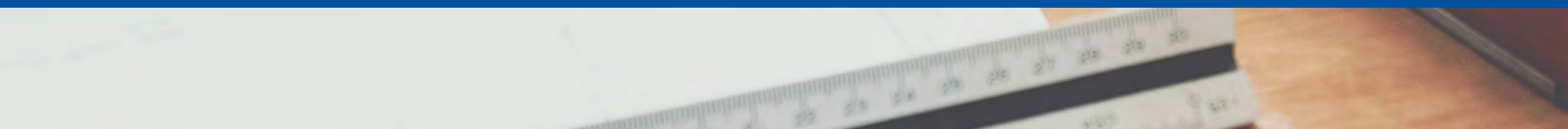
traded entity and the name and address of each person that holds a 10% or greater beneficial interest in the publicly traded entity as of the last annual filing with the federal Securities and Exchange Commission or the foreign equivalent, and, if there is any person that holds a 10% or greater beneficial interest, also shall submit links to the websites containing the last annual filings with the federal Securities and Exchange Commission or the foreign equivalent and the relevant page numbers of the filings that contain the information on each person that holds a 10% or greater beneficial interest.\*

Attach additional sheets if necessary)






**RICHARD GRUBB & ASSOCIATES**





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

**NOTICE OF CONSULTANT PREQUALIFICATION**

**FIRM:** RICHARD GRUBB & ASSOCIATES, INC.  
**ADDRESS:** 259 PROSPECT PLAINS ROAD, BLDG. D  
CRANBURY, NJ 08512

☐ INITIAL ☐ REVISED ☒ RENEWAL

**DATE OF ISSUE:** MARCH 4, 2021  
**EXPIRATION DATE:** MARCH 15, 2023  
**FEDERAL ID NUMBER:** 222 892 560

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

APPROVED BY:

PAMELA SULLIVAN  
MANAGER, PREQUALIFICATION UNIT

RICHARD S. FLODMAND  
DEPUTY DIRECTOR

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

State of New Jersey Business Registration Certificate:

Richard Grubb and Associates, Inc.

STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE		DEPARTMENT OF TREASURY/ DIVISION OF REVENUE PO BOX 252 TRENTON, N J 08646-0252
TAXPAYER NAME: <b>RICHARD GRUBB AND ASSOCIATES, INC.</b>	TRADE NAME:	
ADDRESS: <b>259 PROSPECT PLAINS ROAD BUILD CRANBURY NJ 08512-3241</b>	SEQUENCE NUMBER: <b>0076332</b>	
EFFECTIVE DATE: <b>07/05/88</b>	ISSUANCE DATE: <b>02/26/13</b>	
FORM-BRC (04-08), D205846V		<i>James J. Fusione</i> Director New Jersey Division of Revenue
This Certificate is NOT assignable or transferable. It must be conspicuously displayed at above address.		



## State of New Jersey

**PHIL MURPHY**  
*Governor*

DEPARTMENT OF THE TREASURY  
DIVISION OF REVENUE & ENTERPRISE SERVICES  
P.O. BOX 026

**SHEILA OLIVER**  
*Lt. Governor*

TRENTON, NJ 08625-034  
PHONE: 609-292-2146 FAX: 609-984-6679

**ELIZABETH MAHER MUOIO**  
*State Treasurer*

### APPROVED

*under the*  
Small Business Set-Aside Act

This certificate acknowledges RICHARD GRUBB AND ASSOCIATES, INC. DBA:RGA INC as a Category 2 & 5 Approved Small Business Enterprise (SBE) that has met the criteria established by N.J.A.C. 17:13 and/or 17:14.

This certification will remain in effect for three years. Annually the business must submit, not more than 60 days prior to the anniversary of the certification approval, an annual verification statement in which it shall attest that there is no change in the ownership, control, or any other factor of the business affecting eligibility for certification as a small businesses.

If the business fails to submit the annual verification statement by the anniversary date, the certification will lapse and the business will be removed from the system (SAVI) that lists certified small businesses. If the business seeks to be certified again, it will have to reapply.



A handwritten signature in black ink that reads "Peter Lowicki".

Peter Lowicki  
Deputy Director

**Issued:** 4/26/2021  
**Certification Number:** A0150-69

**Expiration:** 4/26/2024

The expiration date is contingent on the proper and on-time filing of all Annual Verifications for non-provisional certificates. Please see above for more detail.





## MACBRIDE PRINCIPLES FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE: J0405-00 Indefinite Delivery Indefinite Quantity (IDIQ) Multiple Award Term Contract (CMF 004) for Construction Management Services on Various State Agency Projects

VENDOR NAME: Richard Grubb and Associates, Inc.

Pursuant to Public Law 1995, c. 134, a responsible Vendor/Bidder is required to provide a certification in compliance with the MacBride Principles and Northern Ireland Act of 1989. Pursuant to N.J.S.A. 52:34-12.2, Vendor/Bidder must complete the certification below by checking one of the two options listed below and signing where indicated. If a Vendor/Bidder that would otherwise be awarded a purchase, 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 purchase, contract or agreement to another Vendor/Bidder that has completed the certification and has submitted a bid within five (5) percent of the most advantageous bid. If the Director finds contractors to be in violation of the principles that are the subject of this law, he/she shall take such 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.

I, the undersigned, on behalf the Vendor/Bidder, certify pursuant to N.J.S.A. 52:34-12.2 that:

### CHECK THE APPROPRIATE BOX



The Vendor/Bidder has no business operations in Northern Ireland; or

**OR**



The Vendor/Bidder 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 section 2 of P.L. 1987, c. 177 (N.J.S.A. 52:18A-89.5) and in conformance with the United Kingdom's Fair Employment (Northern Ireland) Act of 1989, and permit independent monitoring of its compliance with those principles.

### CERTIFICATION

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

11/13/2023

Date

Alice Domm, CEO & President

Print Name and Title

**NEW JERSEY DEPARTMENT OF THE TREASURY**  
**DIVISION OF PROPERTY MANAGEMENT AND CONSTRUCTION**  
**CERTIFICATION OF NON-DEBARMENT FORM**

DPMC Contract No: J0405-00

Contract Name: Indefinite Delivery Indefinite Quantity (IDIQ) Multiple Award Term Contract (CMF 004) for Construction Management Services on Various State Agency Projects

Contractor Name: Richard Grubb and Associates, Inc.

Contractor Address: 259 Prospect Plains Road, Building D Cranbury, NJ 08512

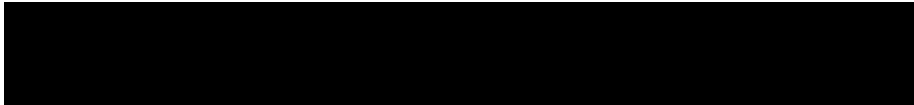
**CERTIFICATION**

Pursuant to N.J.S.A. 52:32-44.1, I, the undersigned, being duly authorized to complete this certification on behalf of the above-named Contractor, do hereby certify and attest, under the pains and penalties of perjury, that:

- The Contractor is not debarred at the federal level from contracting with the federal government;
- None of the parent entities, subsidiaries, related entities or affiliates of the Contractor are debarred at the federal level from contracting with the federal government;
- I am authorized to execute this certification on behalf of the Contractor;
- I acknowledge that the State of New Jersey is relying on the information contained herein;
- I acknowledge that I am under a continuing obligation from the date of this certification through the completion of any contract(s) with DPMC to notify DPMC in writing of any changes to the information contained herein; and
- I acknowledge that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I will be subject to criminal prosecution, and such misrepresentation may be considered fraudulent, and/or a material breach of the Contractor's contract(s) with the State of New Jersey.

If DPMC finds a person or entity to be in violation of the law, it shall take action as may be appropriate and permitted by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and/or seeking debarment or suspension of the party.

Signature:



Print Name: Alice Domm

Title: CEO & President

Date: 11/13/2023

## DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN FORM

**BID SOLICITATION # AND TITLE:** J0405-00 Indefinite Delivery Indefinite Quantity (IDIQ) Multiple Award Term Contract (CMF 004) for Construction Management Services on Various State Agency Projects

**BIDDER NAME:** Richard Grubb and Associates, Inc.

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

### CHECK THE APPROPRIATE BOX



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

OR



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

**Entity Engaged in Investment Activities**

**Relationship to Bidder**

**Description of Activities**

**Duration of Engagement**

**Anticipated Cessation Date**

*Attach Additional Sheets If Necessary.*

### CERTIFICATION

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

Signature

Alice Domm, President and CEO

Print Name and Title

11/13/2023

Date



## SOURCE DISCLOSURE FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE: J0405-00 Indefinite Delivery Indefinite Quantity (IDIQ) Multiple Award Term Contract (CMF 004) for Construction Management Services on Various State Agency Projects

VENDOR NAME: Richard Grubb and Associates, Inc.

The Vendor/Bidder submits this Form in response to a Bid Solicitation issued by the State of New Jersey, Department of the Treasury, Division of Purchase and Property, in accordance with the requirements of N.J.S.A. 52:34-13.2.

### PART 1



All services will be performed by the Contractor and Subcontractors in the United States. Skip Part 2.



Services will be performed by the Contractor and/or Subcontractors outside of the United States. **Complete Part 2.**

### PART 2

Where services will be performed outside of the United States, please list every country where services will be performed by the Contractor and all Subcontractors. If any of the services cannot be performed within the United States, the Contractor shall state, with specificity, the reasons why the services cannot be performed in the United States. The Director of the Division of Purchase and Property will review this justification and if deemed sufficient, the Director may seek the Treasurer's approval.

Name of Contractor / Sub-contractor	Performance Location by Country	Description of Service(s) to be Performed Outside of the United States *	Reason Why the Service(s) Cannot be Performed in the United States *

*\*Attach additional sheets if necessary to describe which service(s), if any, will be performed outside of the U.S. and the reason(s) why the service(s) cannot be performed in the U.S.*

Any changes to the information set forth in this Form during the term of any Contract awarded under the referenced Bid Solicitation or extension thereof shall be immediately reported by the Contractor to the Director of the Division of Purchase and Property. If during the term of the Contract, the Contractor shifts the location of services outside the United States, without a prior written determination by the Director, the Contractor shall be deemed in breach of Contract, and the Contract will be subject to termination for cause pursuant to the State of New Jersey Standard Terms and Conditions.

### CERTIFICATION

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

11/13/2023

Date

Alice Domm, CEO & President

Print Name and Title



## CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents of all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Organization: Richard Grubb and Associates, Inc.

Street address: 259 Prospect Plains Road, Building D

City, State, Zip: Cranbury, NJ 08512

Alice Domm  
CERTIFIED BY: (type or print)

CEO & President  
TITLE:




(signature)

11/13/2023  
(date)

**Disclosure of Lobbying Activities**

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352  
(See reverse for public burden disclosure)

<b>1. Type of Federal Action:</b> a. contract <u>a</u> b. grant c. cooperative agreement d. loan e. loan guarantee f. loan insurance	<b>2. Status of Federal Action:</b> a. bid/offer/application <u>b</u> b. initial award c. post-award	<b>3. Report Type:</b> a. initial filing <u>n/a</u> b. material change  <b>For material change only:</b> Year _____ quarter _____ Date of last report _____
<b>4. Name and Address of Reporting Entity:</b> <u>n/a</u> Prime <u>n/a</u> Subawardee Tier <u>n/a</u> , if Known:  n/a  no funds have been paid or will be paid for lobbying  Congressional District, if known: n/a	<b>5. If Reporting Entity in No. 4 is Subawardee, Enter Name and Address of Prime:</b>  n/a  no funds have been paid or will be paid for lobbying  Congressional District, if known: n/a	
<b>6. Federal Department/Agency:</b> n/a  no funds have been paid or will be paid for lobbying	<b>7. Federal Program Name/Description:</b> n/a, no funds have been paid or will be paid for lobbying CFDA Number, if applicable: _____	
<b>8. Federal Action Number, if known:</b>  n/a	<b>9. Award Amount, if known:</b>  \$ n/a	
<b>10. a. Name and Address of Lobbying Registrant</b> <i>(if individual, last name, first name, MI):</i>  n/a, no funds have been paid or will be paid for lobbying	<b>b. Individuals Performing Services</b> <i>(including address if different from No. 10a)</i> <i>(last name, first name, MI):</i>  n/a, no funds have been paid or will be paid for lobbying	
<b>11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.</b>	Signature:  Print Name: <u>Alice Domm</u> Title: <u>CEO &amp; President</u> Telephone No.: <u>609-655-0692</u> Date: <u>11/13/2023</u>	
<b>Federal Use Only</b>	<b>Authorized for Local Reproduction</b> <b>Standard Form - LLL (Rev. 7-97)</b>	

## INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a followup report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
4. Enter the full name, address, city, State and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, State and zip code of the prime Federal recipient. Include Congressional District, if known.
6. Enter the name of the federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitations for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Included prefixes, e.g., "RFP-DE-90-001."
9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, State and zip code of the lobbying registrant under the Lobbying Disclosure Act of 1995 engaged by the reporting entity identified in item 4 to influence the covered Federal action.  
  
(b) Enter the full names of the individual(s) performing services, and include full address if different from 10(a). Enter Last Name, First Name, and Middle Initial (MI).
11. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

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According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503



# **COLLIERS ENGINEERING/TESTING**







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

**NOTICE OF TESTING LABORATORY  
PREQUALIFICATION**

FIRM: COLLIERS ENGINEERING & DESIGN, INC.  
ADDRESS: 5439 HARDING HIGHWAY PO BOX427  
MAYS LANDING, NJ 08330

☐ INITIAL ☐ REVISED ☒ RENEWAL

DATE OF ISSUE: APRIL 19, 2023  
EXPIRATION DATE: APRIL 30, 2025  
FEDERAL ID NUMBER: 222 651 610

☐ MBE ☐ WBE ☐ SBE ☐ VOB

The Experience Questionnaire (FORM 48T) submitted by your firm has been reviewed. As a result of this review, your firm is pre-qualified as a Testing Laboratory in the following specialty(s):

**A. Construction Material Testing**

- ✓ A.1 Soils
- ✓ A.2 Wood
- ✓ A.3 Concrete
- ✓ A.4 Masonry
- ✓ A.5 Roofing
- ✓ A.6 Fireproofing
- ✓ A.7 Structural Steel
- ✓ A.8 Asphalt
- ✓ A.9 Aggregates
- ✓ A.10 Paint/Finishes
- ✓ A.11 Piles
- ✓ A.12 Nuclear Density
- ✓ A.13 Reinforcing Steel
- ✓ A.14 Post-Tensioning
- ✓ A.15 Fire-Stopping

**B. Geo-Technical**

- ✓ B.1 Borings
- ✓ B.2 Percolation/  
Ex-filtration
- ✓ B.3 Controlled Fill
- ☐ B.4 Groundwater  
Monitoring Wells
- ✓ B.5 Observation Wells
- ✓ B.6 Engineering Reports.
- ☐ B.7

**C. Non-Destructive**

- ☐ C.1 Radiography
- ✓ C.2 Ultrasound
- ✓ C.3 Magnetic Particle
- ✓ C.4 Liquid Penetrant
- ☐ C.5 Radioisotope  
Moisture Survey
- ☐ C.6 Thermographic Survey
- ☐ C.7 Video Survey  
(Sewer/Drain)
- ☐ C.8 Electrical Systems
- ☐ C.9 Air Balancing
- ✓ C.10 Ultrasonic Thickness
- ✓ C.11 Ferroskan Testing

**D. Environmental**

- ☐ D.1 Hazardous  
Gases/Liquids
- ☐ D.2 Asbestos
- ☐ D.3 Lead
- ☐ D.4 PCB
- ☐ D.5 Biological
- ☐ D.6 Indoor Air Quality
- ☐ D.7 Water & Wastewater  
Bacteriological
- ☐ D.8 Groundwater
- ☐ D.9 Soil
- ☐ D.10 Air Pollution
- ☐ D.11
- ☐ D.12
- ☐ D.13
- ☐ D.14
- ☐ D.15

REVIEWED BY:

APPROVED BY:

PAMELA SULLIVAN  
MANAGER, PREQUALIFICATION UNIT

RICHARD S. FLODMAND  
DEPUTY DIRECTOR

**NOTE: THIS IS AN ORIGINAL DOCUMENT AND MAY BE REQUIRED AS PROOF OF YOUR PRE-QUALIFICATION STATUS. PLEASE RETAIN THIS FORM FOR YOUR RECORDS.**



## STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE

**Taxpayer Name:** COLLIERS ENGINEERING & DESIGN, INC.

**Trade Name:** MASER CONSULTING

**Address:** 331 NEWMAN SPRINGS RD STE 203  
RED BANK, NJ 07701-5691

**Certificate Number:** 0099895

**Effective Date:** October 15, 1985

**Date of Issuance:** March 12, 2021

**For Office Use Only:**

**20210312073713376**



## MACBRIDE PRINCIPLES FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE:

(IDIQ) Multiple Award Term Contract (CMF 004) for Construction Management Services on various State Agency Projects Work Order for Term Contract Assignment (CMF-004)

VENDOR NAME:

Colliers Engineering & Design, Inc

Pursuant to Public Law 1995, c. 134, a responsible Vendor/Bidder is required to provide a certification in compliance with the MacBride Principles and Northern Ireland Act of 1989. Pursuant to N.J.S.A. 52:34-12.2, Vendor/Bidder must complete the certification below by checking one of the two options listed below and signing where indicated. If a Vendor/Bidder that would otherwise be awarded a purchase, 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 purchase, contract or agreement to another Vendor/Bidder that has completed the certification and has submitted a bid within five (5) percent of the most advantageous bid. If the Director finds contractors to be in violation of the principles that are the subject of this law, he/she shall take such 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.

I, the undersigned, on behalf the Vendor/Bidder, certify pursuant to N.J.S.A. 52:34-12.2 that:

### CHECK THE APPROPRIATE BOX



The Vendor/Bidder has no business operations in Northern Ireland; or

**OR**



The Vendor/Bidder 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 section 2 of P.L. 1987, c. 177 (N.J.S.A. 52:18A-89.5) and in conformance with the United Kingdom's Fair Employment (Northern Ireland) Act of 1989, and permit independent monitoring of its compliance with those principles.

### CERTIFICATION

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

**11/09/2023**

Signature

Date

**Eduardo M. Freire, PE, Principal Associate**

Print Name and Title

**NEW JERSEY DEPARTMENT OF THE TREASURY**  
**DIVISION OF PROPERTY MANAGEMENT AND CONSTRUCTION**  
**CERTIFICATION OF NON-DEBARMENT FORM**

DPMC Contract No: CMF-004

Contract Name: (IDIQ) Multiple Award Term Contract (CMF 004) for Construction Management Services on various State Agency Projects Work Order for Term Contract Assignment

Contractor Name: Colliers Engineering & Design, Inc.

Contractor Address: 101 Crawfords Corner Road, Suite 3400, Holmdel, NJ 07733

**CERTIFICATION**

Pursuant to N.J.S.A. 52:32-44.1, I, the undersigned, being duly authorized to complete this certification on behalf of the above-named Contractor, do hereby certify and attest, under the pains and penalties of perjury, that:

- The Contractor is not debarred at the federal level from contracting with the federal government;
- None of the parent entities, subsidiaries, related entities or affiliates of the Contractor are debarred at the federal level from contracting with the federal government;
- I am authorized to execute this certification on behalf of the Contractor;
- I acknowledge that the State of New Jersey is relying on the information contained herein;
- I acknowledge that I am under a continuing obligation from the date of this certification through the completion of any contract(s) with DPMC to notify DPMC in writing of any changes to the information contained herein; and
- I acknowledge that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I will be subject to criminal prosecution, and such misrepresentation may be considered fraudulent, and/or a material breach of the Contractor's contract(s) with the State of New Jersey.

If DPMC finds a person or entity to be in violation of the law, it shall take action as may be appropriate and permitted by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and/or seeking debarment or suspension of the party.

Signature: \_\_\_\_\_

Print Name: Eduardo M. Freire, PE

Title: Principal Associate

Date: 11/09/2023



## DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN FORM

**BID SOLICITATION # AND TITLE:** (IDIQ) Multiple Award Term Contract (CMF 004) for CM Services on various State Agency Projects Work Order for Term Contract Assignment (CMF-004)

**BIDDER NAME:** Colliers Engineering & Design, Inc.

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

### CHECK THE APPROPRIATE BOX

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

OR

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

**Entity Engaged in Investment Activities**

**Relationship to Bidder**

**Description of Activities**

**Duration of Engagement**

**Anticipated Cessation Date**

*Attach Additional Sheets If Necessary.*

### CERTIFICATION

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

Signature

**Eduardo M. Freire, PE, Principal Associate**

Print Name and Title

11/09/2023

Date



## SOURCE DISCLOSURE FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE:

(IDIQ) Multiple Award Term Contract (CMF 004) for Construction Management Services on various State Agency Projects Work Order for Term Contract Assignment (CMF-004)

VENDOR NAME:

Colliers Engineering & Design, Inc.

The Vendor/Bidder submits this Form in response to a Bid Solicitation issued by the State of New Jersey, Department of the Treasury, Division of Purchase and Property, in accordance with the requirements of N.J.S.A. 52:34-13.2.

### PART 1



All services will be performed by the Contractor and Subcontractors in the United States. Skip Part 2.



Services will be performed by the Contractor and/or Subcontractors outside of the United States. **Complete Part 2.**

### PART 2

Where services will be performed outside of the United States, please list every country where services will be performed by the Contractor and all Subcontractors. If any of the services cannot be performed within the United States, the Contractor shall state, with specificity, the reasons why the services cannot be performed in the United States. The Director of the Division of Purchase and Property will review this justification and if deemed sufficient, the Director may seek the Treasurer's approval.

Name of Contractor / Sub-contractor	Performance Location by Country	Description of Service(s) to be Performed Outside of the United States *	Reason Why the Service(s) Cannot be Performed in the United States *

*\*Attach additional sheets if necessary to describe which service(s), if any, will be performed outside of the U.S. and the reason(s) why the service(s) cannot be performed in the U.S.*

Any changes to the information set forth in this Form during the term of any Contract awarded under the referenced Bid Solicitation or extension thereof shall be immediately reported by the Contractor to the Director of the Division of Purchase and Property. If during the term of the Contract, the Contractor shifts the location of services outside the United States, without a prior written determination by the Director, the Contractor shall be deemed in breach of Contract, and the Contract will be subject to termination for cause pursuant to the State of New Jersey Standard Terms and Conditions.

### CERTIFICATION

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

Signature

Eduardo M. Freire, PE, Principal Associate

Print Name and Title

11/09/2023

Date

## CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents of all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Organization: Colliers Engineering & Design, Inc.

Street address: 5439 Harding Highway

City, State, Zip: Mays Landing, NJ 08330

Eduardo M. Freire, PE  
CERTIFIED BY: (type or print)

Principal Associate

TITLE: 

(signature)

11/9/23

(date)