



**PMA Consultants**

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# AMESBURY ELEMENTARY SCHOOL

## *OWNER'S PROJECT MANAGEMENT SERVICES*

Joan Liporto, Director of Finance & Operations  
Amesbury Public Schools  
5 Highland Street  
Amesbury, MA 01913





## OUR SCHOOLS:

Cyrus E. Dallin Elementary (Arlington)  
Bridgewater-Raynham Regional High & Athletic Fields  
Swampscott High & Playing Fields  
Lillian M. Jacobs Elementary (Hull)  
Rochester Memorial Elementary  
Stratton Elementary Green Repair (Arlington)  
Roger E. Wellington Elementary (Belmont)  
Foxborough Regional Charter  
Pentucket Green Repair Program (West Newbury)  
Shrewsbury Spring St. Elementary Green Repair  
Hanover High  
West Barnstable Elementary Green Repair  
Tahanto Berlin-Boylston Regional Middle/High  
East Somerville Community School  
William Seach Primary School Accelerated Repair (Weymouth)  
Thompson Elementary (Arlington)  
Easton Middle Accelerated Repair  
Sudbury Nixon Elementary Accelerated Repair  
Sherwood Middle (Shrewsbury)  
David J. Quinn Middle (Hudson)  
Keefe Regional Technical Accelerated Repair (Framingham)  
Essex Technical High (Danvers)  
Callahan Elementary Accelerated Repair (Norwood)  
Francis-Parker & Lincoln-Hancock Accelerated Repairs (Quincy)  
North Reading Middle/High  
Lawrence Junior High Accelerated Repair (Falmouth)  
Falmouth Morse Pond School Accelerated Repair  
Carver Elementary  
Ipswich Winthrop Elementary  
Saugus Middle High  
Somerville High  
Boston Arts Academy  
Thompson Elementary Addition (Arlington)  
Catholic Memorial School (Boston)  
Mattacheese Middle School (Dennis-Yarmouth)  
Ivan G. Smith Elementary (Danvers)  
Beal Early Childhood Center (Shrewsbury)  
Minot Forest Elementary (Wareham)





August 7, 2017

Joan Liporto, Director of Finance and Operations  
Amesbury Public Schools  
5 Highland Street, Amesbury, MA 01913

## **OWNER'S PROJECT MANAGEMENT SERVICES FOR AMESBURY ELEMENTARY SCHOOL**

Dear Ms. Liporto and Selection Committee,

Thank you for the opportunity to submit our proposal for the Amesbury Elementary School Project. We are a team of Project Managers who currently call the North Shore our home, and take great pride in teaming with Cities and Towns in the surrounding area to make improvements to their school facilities that will benefit several generations to come. My name is Steve Rusteika, Project Director, and I represent **PMA Consultants, LLC**. The following paragraphs highlight just a few takeaways about our firm, our people, as well as our vision for your school project:

### **Who We Are & What We Do**

Founded in 1971 as a certified Minority Business Enterprise (MBE), we are proud to be recognized this year ranked #36 nationally in Program Management by Engineering News-Record (ENR). We provide OPM services to numerous public and private clients, which includes a resume of **34 school projects with the MSBA**, and just received our 14th Construction Management Association of America (CMAA) Award, 5 received for local school projects. Our project experience spans a diversity of sizes, scopes, complexities and industries. It is our mission to stand by Owners (that's you) from start to finish, collaborate and **solve problems** with the utmost **transparency**, advocate for your best interests at all times, and proactively manage processes to **meet your goals**.

### **A Winning Team**

Today we present to you a winning team -- Project Managers (PMs) with resumes that reflect many of our **award-winning MSBA projects** and successes in managing new builds, renovations, phased constructions, and other school projects initiated by the need to address obsolete buildings.

- » Brian DeFilippis, MCPPO, Project Manager: 20 years' experience, 7 with PMA. Brian has worked as a project manager on numerous school and municipal projects. His latest, the Thompson Elementary Addition is MA-CHPS Certified, and he has led the way for numerous other schools to become LEED certified.
- » Mohammed Aljuboori, CCM, EIT Assistant Project Manager: 16 years' experience, 1 with PMA, and most recently assisted in the management of the Monadnock Hall dormitories at Southern New Hampshire University.
- » Cristian Sailer, Cost and Schedule Control: 8 years' experience, 3 with PMA. Cristian has worked on a number of school projects including the Thompson Elementary Addition, Saugus Middle High School, and North Reading Middle High School.



These three PMs are your core team, and are supported by an expanded management team including a Project Director (that's me), Project Manager, Assistant Project Manager, Project Representative, Cost and Schedule Control Specialist, and select on-call sub consultants, all with resumes further discussed within Attachment C. All MCPPO certifications are attached to this cover letter as requested.

### **The Feasibility Study**

We understand the priorities of the Amesbury Elementary School Project will be to address the existing issues with overcrowding, ADA and code compliance, as well as obsolete buildings. We're ready to stand by you through the feasibility study, examining all possible options as the MSBA requires, but also keeping in mind the goals of the City of Amesbury and the most cost-efficient options available to us. Regardless of the final selected alternative, we are prepared to continue efforts through the design and construction phases, recognizing community concerns along the way, managing the mitigation of construction impacts on abutting neighbors and schools, and bringing your project to the finish line the same way we have with our 34 past MSBA school projects—on time and on budget!

### **MSBA Experience & Maximizing Grant Reimbursement**

This early in the project, we realize your main concerns are likely to focus around project funding, including understanding where MSBA grants come into play and how you can **maximize your MSBA grant reimbursement**, as well as how to communicate ongoing financial information to the community in a transparent and easy-to-understand way. We've been through this process many times before, and are prepared to guide you through these important steps. This team is confident we can help you maximize getting the most school for your money, while facilitating community approval throughout the duration of your project.

### **Let's Get Started & Minimum Requirements**

To recap, we present to you a team composed of our best local Project Managers and staff, all ready to start today, and prepared to leverage their extensive MSBA experience to get you the most out of your grant reimbursement. I certify that we meet the minimum criteria and that I have the full authority to sign this proposal. We have read and acknowledge the RFS, the Standard Contract and take no exceptions.

Please feel free to contact me directly with any questions you may have regarding our submission. I can be reached at [srusteika@pmaconsultants.com](mailto:srusteika@pmaconsultants.com) or 508.725.7666 at any time. Thank you for considering PMA Consultants for the Elementary School Project and we look forward to this exciting opportunity to work with the City of Amesbury.

Sincerely,

Steve Rusteika, CSL, M.ASCE, MCPPO, Managing Director, Project Executive  
PMA Consultants, LLC  
35 Braintree Hill Office Park #300  
Braintree, MA 02184  
508.725.7666 | [srusteika@pmaconsultants.com](mailto:srusteika@pmaconsultants.com)






# ATTACHMENT C

## OWNER'S PROJECT MANAGER APPLICATION FORM - MAY 2008 (Updated September 07, 2010)

1. Project Name/Location for Which Firm is Filing: **Amesbury Elementary School, Amesbury, MA**

1a. MSBA Project Number: N/A

2a.	Respondent, Firm (Or Joint-Venture) - Name And Address Of Primary Office To Perform The Work:	2b.	Name And Address Of Other Participating Offices Of The Prime Applicant, If Different From Item 3a Above:
	 PMA Consultants, LLC 35 Braintree Hill Office Park #300, Braintree, MA 02184		N/A
2c.	Date Present And Predecessor Firms Were Established:  1971	2d.	Name And Address Of Parent Company, If Any: N/A
2e.	Federal ID #: 38-3327768	2f.	Name of Proposed Project Director: Steve Rusteika, CSL, M.ASCE, MCPPO

3. Personnel From Prime Firm Included In Question #2 Above By Discipline (List Each Person Only Once, By Primary Function -- Average Number Employed Throughout The Preceding 6 Month Period. Indicate Both The Total Number In Each Discipline):

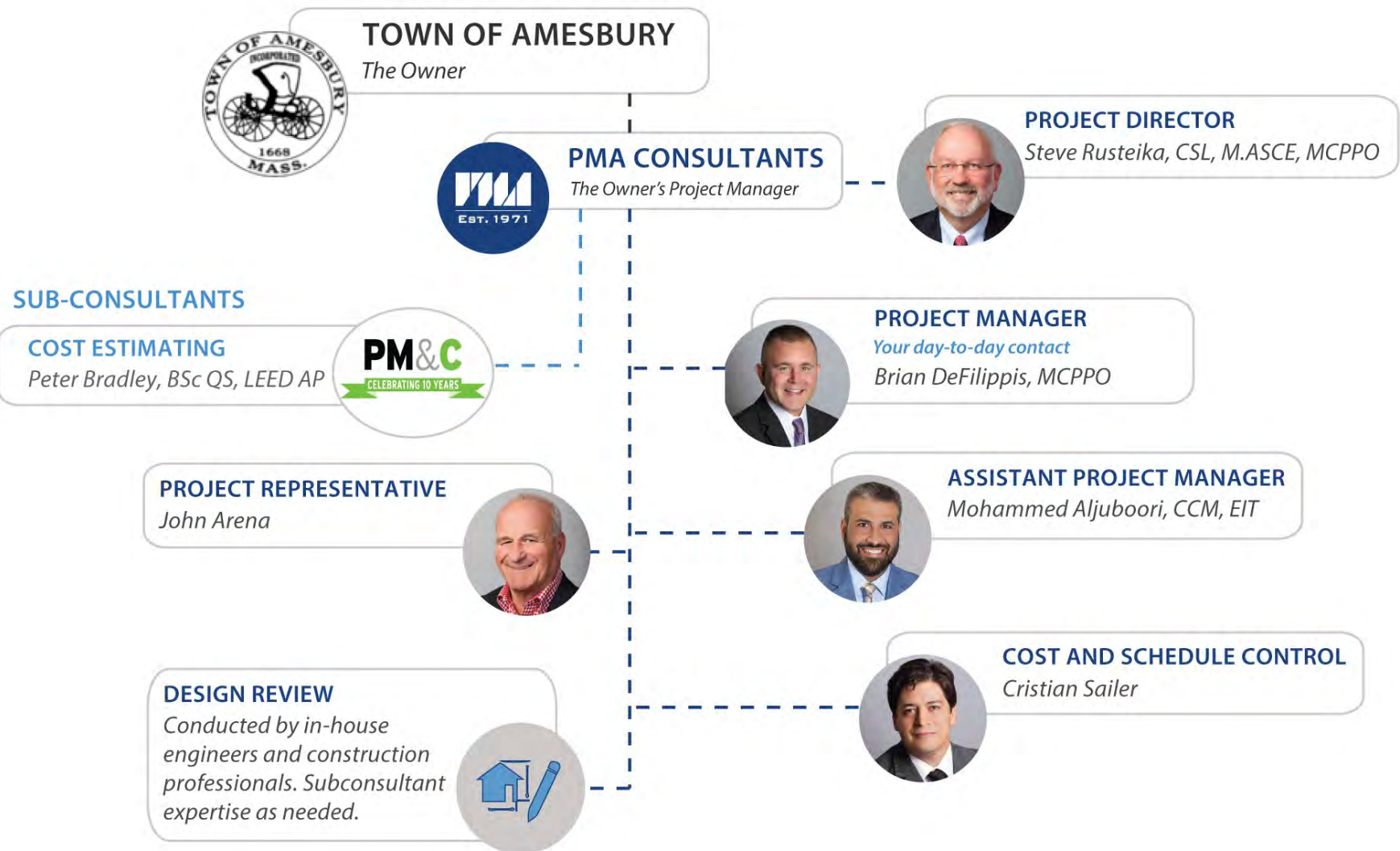
Admin. Personnel	27			Cost Estimators	4			Other	3			Structural Engineer	4		
Architects	2			Electrical Engrs.	5			Chemical Engineer	3			Technician/Analyst	12		
Acoustical Engrs.				Environmental				Construction	4*			Transportation Eng.	3		
Civil Engrs.	13			Licensed Site Profs.				Project Manager	33*			Value Engineer	4		
Code Specialists				Mechanical Engrs.	6			Risk Assessor	4			Change/Claims	8		
Construction				IT	7			Schedule Engineer	40			Contractor Admin	6		
												TOTAL	188		



\* All personnel also provide field supervision, constructability, review, and Quality Control/Safety.

4. Has this Joint-Venture previously worked together? ☐ Yes ☐ No







5. List **ONLY** Those Prime and Sub-Consultant Personnel identified as Key personnel in the Response to Request for Services. This Information Should Be Presented Below In The Form Of An Organizational Chart modified to fit the firm's proposed management approach. Include Name of Firm And Name Of The Person:



6. Brief Resume for Key Personnel <b>ONLY</b> as indicated in the Request for Services. Resumes Should Be Consistent With The Persons Listed On The Organizational Chart In Question # 5. Additional Sheets Should Be Provided Only As Required For The Number Of Key Personnel And They Must Be In The Format Provided. By Including A Firm As A Subconsultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.									
a. Name And Title Within Firm:					a. Name And Title Within Firm:				
<b>Steve Rusteika, CSL, M.ASCE, MCPPO, Managing Director</b>					<b>Brian DeFilippis, MCPPO</b>				
b. Project Assignment:					b. Project Assignment:				
<b>Project Director</b>					<b>Project Manager</b>				
c. Name And Address Of Office In Which Individual Identified In 6a Resides:					c. Name And Address Of Office In Which Individual Identified In 6a Resides:				
 PMA Consultants, LLC 35 Braintree Hill Office Park #300, Braintree, MA 02184					 PMA Consultants, LLC 35 Braintree Hill Office Park #300, Braintree, MA 02184				
d. Years' Experience: With This Firm:					d. Years' Experience: With This Firm:				
27					7				
With Other Firms:					With Other Firms:				
8					13				
e. Education: Degree(s) /Year/Specialization					e. Education: Degree(s) /Year/Specialization				
MS, Civil Engineering, Northeastern University BS, Civil Engineering, Northeastern University					BS, Construction Management, Wentworth Institute of Technology				
f. Date of MCCPO Certification: February 2007; Re-Certified February 2010, May 2013, June 2017					f. Date of MCCPO Certification: October 2010; Re-Certified October 2014				
g. Applicable Registrations and Certifications :					g. Applicable Registrations and Certifications:				
10-Hour OSHA Certification; Member: Construction Management Association of America, Massachusetts Certified Public Purchasing Official (Office of the Inspector General)					10-Hour OSHA Certification; Massachusetts Certified Public Purchasing Official (Office of the Inspector General)				
h. Current Work Assignments And Availability For This Project: Current: Availability: Immediately as needed					h. Current Work Assignments And Availability For This Project Current: Availability: Immediately as needed				
i. Other Experience And Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):					i. Other Experience And Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):				
<p>As a Managing Director in PMA's Northeast Region, Mr. Rusteika coordinates timely and effective delivery of owner's project management and construction management services throughout the region. Mr. Rusteika's experience in these practice areas translates to successful projects and long-lasting relationships with numerous owners. Avg. number projects per year: 3-4.</p> <p>Related project experience includes: Swampscott High School, Lillian M. Jacobs Elementary School (Hull), Bridgewater-Raynham Regional High School</p> <p>Reference: Christopher Gordon, Harvard University, 617.495.9666</p>					<p>Mr. DeFilippis has extensive experience providing project, contract and cost &amp; schedule management on numerous public and private projects. He was the project manager on the award-winning MA-CHPS certified Thompson Elementary School in Arlington, MA and has also work as the project manager on several fire and police headquarters. Avg. number projects per year: 1-2.</p> <p>Relevant project experience includes: Arlington Thompson Elementary, Arlington Central &amp; Highland Fire Station, Arlington Police Station, Arlington Stratton Elementary Green Repair Phase 2, and Arlington Thompson Elementary Addition.</p> <p>Reference: Police Chief Goulding, Weston Police Station, 781.697.5307</p>				



6. Brief Resume for Key Personnel <b>ONLY</b> as indicated in the Request for Services. Resumes Should Be Consistent With The Persons Listed On The Organizational Chart In Question # 5. Additional Sheets Should Be Provided Only As Required For The Number Of Key Personnel And They Must Be In The Format Provided. By Including A Firm As A Subconsultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.										
a. Name And Title Within Firm:					a. Name And Title Within Firm:					
<b>Mohammed Aljuboori, CCM, EIT</b>					<b>Cristian Sailer, Senior Consultant</b>					
b. Project Assignment:					b. Project Assignment:					
<b>Assistant Project Manager</b>					<b>Cost and Schedule Control</b>					
c. Name And Address Of Office In Which Individual Identified In 6a Resides:					c. Name And Address Of Office In Which Individual Identified In 6a Resides:					
 PMA Consultants, LLC 35 Braintree Hill Office Park #300, Braintree, MA 02184					 PMA Consultants, LLC 35 Braintree Hill Office Park #300, Braintree, MA 02184					
d. Years' Experience With This Firm:		1	With Other Firms:		15	Years' Experience With This Firm:		3	With Other Firms:	5
e. Education: Degree(s) /Year/Specialization		MS, Construction Management, Wentworth Institute of Technology BS, Civil Engineering, Mustansiriah University			e. Education: Degree(s) /Year/Specialization		MS, Construction Engineering Management, University of Michigan BS, Civil Engineering, Universidad de Santiago de Chile			
f. Date of MCCPO Certification: N/A					f. Date of MCCPO Certification: N/A					
g. Applicable Registrations and Certifications:		30-Hour OSHA Certification, Certified Construction Manager #7085, Engineer in Training #14-906-21			g. Applicable Registrations and Certifications :		10-Hour OSHA Certification			
h. Current Work Assignments And Availability For This Project		Current: Southern New Hampshire University Monadnock Hall Availability: Immediately as needed			h. Current Work Assignments And Availability For This Project:		Current: Supporting projects for MassPort, MassDOT and Kallidus Technologies; Availability: Immediately as needed			
i. Other Experience And Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):		<p>Mr. Aljuboori has 15 years of project management experience, including managing time and cost, processing invoices, budget forecasting, and change order budget management. He is currently supporting project management efforts at Southern New Hampshire University where he is responsible for tracking project schedules, maintaining status reports, managing the day-to-day project site activities, and serving as the main point-of-contact between the general contractor and SNHU. Avg. number projects per year: 1-2.</p> <p>MSBA project experience includes: Henry E. Warren Elementary School (Ashland), Blackstone-Millville Regional High School, Dighton Elementary School</p> <p>Reference: Monther Mardini, AVP Capital Projects, Southern New Hampshire University, 603.644.3103</p>			i. Other Experience And Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):		<p>Mr. Sailer is a civil engineer with professional experience in project planning and control, cost estimating, financial planning, and contract management of large-scale projects in the construction industry. He has experience with Primavera P6 and MS Project scheduling software. Avg. number projects per year: 3-4</p> <p>Similar project experience includes North Reading Middle High School, the Weston Police Headquarters, Arlington Central and Highland Fire Station and Boston Public Library Central Library Renovation.</p> <p>Reference: Phil Joy, Project Manager, Kallidus Technologies, 978.551.0498</p>			

6. Brief Resume for Key Personnel <b>ONLY</b> as indicated in the Request for Services. Resumes Should Be Consistent With The Persons Listed On The Organizational Chart In Question # 5. Additional Sheets Should Be Provided Only As Required For The Number Of Key Personnel And They Must Be In The Format Provided. By Including A Firm As A Subconsultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.									
a. Name And Title Within Firm:					a. Name And Title Within Firm:				
<b>John Arena</b>					<b>Peter Bradley, BSc QS, LEED AP, Principal</b>				
b. Project Assignment:					b. Project Assignment:				
<b>Onsite Representative</b>					<b>Cost Estimator</b>				
c. Name And Address Of Office In Which Individual Identified In 6a Resides:					c. Name And Address Of Office In Which Individual Identified In 6a Resides:				
 PMA Consultants, LLC 35 Braintree Hill Office Park #300, Braintree, MA 02184					 PM&C 59 South St., Hingham, MA 02043				
d. Years' Experience With This Firm:					d. Years' Experience: With This Firm:				
					8				
With Other Firms:					31				
e. Education: Degree(s) /Year/Specialization					e. Education: Degree(s) /Year/Specialization				
MA State Journeyman Plumber #17932					BSc, Quantity Surveying, University of Ulster (Belfast)				
f. Date of MCCPO Certification: N/A					f. Date of MCCPO Certification: N/A				
g. Applicable Registrations and Certifications :					g. Applicable Registrations and Certifications:				
30-Hour OSHA Certification					LEED AP; Member, Association for Advancement of Cost Engineering				
h. Current Work Assignments And Availability For This Project:					h. Current Work Assignments And Availability For This Project				
Current: Andover Municipal Services Facility					Current: Middleboro High School				
Availability: Immediately as needed					Availability: Immediately as needed				
i. Other Experience And Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):					i. Other Experience And Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):				
<p>With his experience in the OPM role, John is well versed at managing and coordinating design and construction teams, interacting with the owner/architect, schedule tracking, and cost reporting to ensure owner's project goals are met and/or exceeded.</p> <p>Relevant project experience includes: Essex Tech High School, Pentucket Regional School District Green Repair, North Andover Central Fire Station, North Andover Police Facility</p> <p>Reference: Ray Santili, Assistant Town Manager, North Andover, 978.688.9516</p>					<p>Relevant project experience includes Billerica High School, Winthrop Middle/High School, Hanover High School, West Bridgewater Junior/Senior High School, Marshfield High School, Natick High School, Norwood High School, Quincy Upper/Boston Academy of the Arts, Agawam Middle/High School, Conte Middle School, FA Day Middle School, Galvin Middle School, Thurgood Marshall Middle School and Sherwood Middle School.</p> <p>Reference: Lori Cowles, AIA, HMFH Architects, 617.492.2200, cowls@hmfh.com</p>				



7a	Past Performance: List all Completed Projects, in excess of \$1.5 million, for which the Prime Applicant has performed, or has entered into a contract to perform Owner's Project Management Services for all Public Agencies within the Commonwealth within the past 10 years.									
a.	Project Name And Location Project Director	b. Brief Description Of Project And Services (Include Reference To Areas Of Similar Experience)	c. Project Dollar Value	d. Completion Date (Actual Or Estimate)	e. On Time (Yes Or No)	f. Original Construction Contract Value	g. Change Orders	h. # of Accidents & Safety Violations	i. \$ Value of any Safety fines	j. # & Outcome Of Legal Actions
(1)	Bridgewater-Raynham Regional High School Bridgewater, MA Proj. Dir.: Steve Rusteika	340,000 SF new construction. 2,000 students. CMAA Award Winning.	\$71M	August 2007	Yes	\$71M	\$2.3M	None	None	None
(2)	Swampscott High School Swampscott, MA Proj. Dir.: Steve Rusteika	147,000 SF new construction. 850 students. CMAA Award Winning.	\$56M	September 2007	Yes	\$44M	\$979K	None	None	None
(3)	Rochester Memorial Elementary Rochester, MA Proj. Dir.: Chris Carroll	35,000SF add & reno of 70,000SF of occupied building; accommodates 680 elementary students; Complicated, six-phase CM-at-Risk project	\$26M	September 2011	Yes	\$26.5M	\$900K	None	None	None
(4)	Wellington Elementary School Belmont, MA Proj. Dir.: Chris Carroll	87,000SF of new construction; CM-at-Risk; MSBA-funded; MA-CHPS certified	\$40M	September 2011	Yes	\$40M	\$1.7M	2 minor reportable	None	None
(5)	Hanover High School Hanover, MA Proj. Dir.: Chris Carroll	156,000SF of new construction ; MSBA funded project; MA-CHPS certified	\$51M	May 2012	Yes	\$48M	2% (Owner Improvements)	None	None	None
(6)	East Somerville Community School Somerville, MA Proj. Dir.: Chris Carroll	105,000SF rehab. & 16,000SF of new construction; CMAA-Award winning; CM-at-Risk; MSBA-funded; MA-CHPS certified	\$39.5M	August 2013	Yes	\$39.5M	\$1M	None	None	None
(7)	Sherwood Middle School Shrewsbury, MA Proj. Dir.: Chris Carroll	130,000 SF of new construction; 900-student capacity; MSBA funded CM-at-Risk project; MA-CHPS certified	\$37M	August 2013	Yes	\$34M	\$720K	None	None	None
(8)	Quinn Middle School Hudson, MA Proj. Dir.: Chris Carroll	117,920 SF of new construction; MSBA funded project; LEED-Gold certification	\$44M	August 2013	Yes	\$34M	\$1.3M	None	None	None
(9)	Tahanto Middle/High School Boylston, MA Proj. Dir.: Chris Carroll	126,000-SF new construction adjacent to an existing high school with a 560-student capacity	\$41M	August 2013	Yes	\$41M	\$1.3M	None	None	None

(10)	Thompson Elementary Arlington, MA Proj. Dir.: Steve Rusteika	New 57,000 SF construction, 380 students, meets MA-CHPS Standards	\$20.6	September 2013	Yes	\$14.7	\$400K	None	None	None
(11)	Essex Tech High Danvers, MA Proj. Dir.: Chris Carroll	335,000 SF new const. main building; 40,000 SF farmstead/outbuildings reno. & additions; New school district representing 17 towns; 1,440 students; CM @ Risk; MSBA funded project. CMAA & ENR award-winning	\$134M	June 2014	Yes	\$104.6	\$257K	None	None	None
(12)	North Reading Middle High North Reading, MA Proj. Dir.: Chris Carroll	270,000SF of new construction merging middle school and high school into one facility; CM-at-Risk; MSBA-funded project; LEED Gold certification	\$107M	December 2015	Yes	\$101M	\$1.3M	None	None	\$5M in ongoing claims resolution

**PLEASE NOTE: THIS IS A PARTIAL LIST OF OUR ROBUST PROJECT EXPERIENCE. PMA CONSULTANTS HAS COMPLETED DOZENS OF OTHER OPM PROJECTS OVER THE PAST 10 YEARS, WHICH ARE NOT INCLUDED IN THIS LIST (DUE TO PAGE LIMIT) BUT ARE AVAILABLE UPON REQUEST.**

7b. (cont)	Past Performance: Provide the following information for those completed Projects listed above in 7a for which the Prime Applicant has performed, or has entered into a contract to perform Owner's Project Management Services for all Public Agencies within the Commonwealth within the past 10 years.						
a.	Project Name And Location Project Director	b. Original Project Budget	c. Final Project Budget	d. If different, provide reason(s) for variance	e. Original Project Completion	e. Actual Project Completion On Time (Yes or No)	f. If different, provide reason(s) for variance.
(1)	Bridgewater Raynham Regional High School Bridgewater, MA Proj. Dir.: Steve Rusteika	\$71M	\$71M	N/A	August 2007	August 2007, Yes	N/A
(2)	Swampscott High School Swampscott, MA Proj. Dir.: Steve Rustieka	\$56M	\$56M	N/A	September 2007	September 2007, Yes	N/A
(3)	Memorial Elementary School Rochester, MA Proj. Dir.: Chris Carroll	\$26.5M	\$26M	Under budget	August 2011	August 2011. Yes	N/A
(4)	Wellington Elementary School Belmont, MA Proj. Dir.: Chris Carroll	\$40M	\$40M	N/A	September 2011	Sept. 2011, Yes	N/A

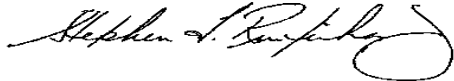


(5)	Hanover High School Hanover, MA Proj. Dir.: Chris Carroll	\$59M	\$51M	Under budget	May 2012	May 2012, Yes	N/A
(6)	East Somerville Community School Somerville, MA Proj. Dir.: Chris Carroll	\$39.5M	\$38.9M	Under budget	August 2013	August 2013, Yes	N/A
(7)	Sherwood Middle School Shrewsbury, MA Proj. Dir.: Chris Carroll	\$37M	\$34M	Under budget	August 2013	August 2013, Yes	N/A
(8)	Quinn Middle School Hudson, MA Proj. Dir.: Chris Carroll	\$44M	\$44M	N/A	August 2013	August 2013, Yes	N/A
(9)	Tahanto Regional Middle/High Boylston, MA Proj. Dir.: Chris Carroll	\$44M	\$41M	Under budget	August 2013	August 2013, Yes	N/A
(10)	Thompson Elementary School Arlington, MA Proj. Dir.: Chris Carroll	\$20.5M	\$20.5M	N/A	September 2013	September 2013, Yes	N/A
(11)	Essex Tech High Danvers, MA Proj. Dir.: Chris Carroll	\$134M	\$134M	N/A	June 2014	June 2014, Yes	N/A
(12)	North Reading Middle High North Reading, MA Proj. Dir.: Chris Carroll	\$107	\$123	Scope creep	December 2015	December 2015, Yes	N/A

*PLEASE NOTE: THIS IS A PARTIAL LIST OF OUR ROBUST PROJECT EXPERIENCE. PMA CONSULTANTS HAS COMPLETED DOZENS OF OTHER OPM PROJECTS OVER THE PAST 10 YEARS, WHICH ARE NOT INCLUDED IN THIS LIST (DUE TO PAGE LIMIT) BUT ARE AVAILABLE UPON REQUEST.*

8. Capacity: Identify all current/ongoing Work by Prime Applicant, Joint-Venture Members or Subconsultants. Identify project participants and highlight any work involving the project participants identified in the response.									
a. Project Name And Location Project Director		b. Brief Description Of Project And Services (Include Reference To Areas Of Similar Experience)	c. Original Project Budget	d. Current Project Budget	d. Project Completion Date	e. Current forecast completion date On Time (Yes Or No)	f. Original Construction Contract Value	g. Number and dollar value of Change Orders	h. Number and dollar value of claims
(1)	Boston Arts Academy Boston, MA Proj. Dir.: Chris Carroll	OPM services for the current feasibility and design phases.	\$75-100M	\$75-100M	TBD	Yes	TBD	N/A	N/A
(2)	Ipswich Winthrop Elementary Ipswich, MA Proj. Dir.: Kevin Nigro	OPM services for the current feasibility and design phases. 775 students, grades K-5	\$62M	\$62M	Estimated June 2020	Yes	TBD	N/A	N/A
(3)	Carver Elementary Carver, MA Proj. Dir. : Chris Carroll	112,000-SF new construction, 825 students. Currently in the feasibility/schematic design phase,	\$52M	\$52M	Estimated October 2018	Yes	Approx. \$48M	N/A	N/A
(4)	Somerville High School Somerville, MA Proj. Dir. Chris Carroll	Project scope includes updating major building systems and communication systems, and updating the science labs. Currently in feasibility/ schematic design phase. School is 400,000 SF with 1,500 students.	\$256M	\$256M	Estimated October 2021	Yes	TBD	N/A	N/A
(5)	Saugus High School Saugus, MA Proj. Dir.: Chris Carroll	OPM services for feasibility and design phases, including a Master Plan Assessment of the entire Town school system. Submitted feasibility study to MSBA with preferred solution of a combined middle/high school (pending MSBA approval).	\$140-160M	\$140-160M	Estimated June 2021	Yes	TBD	N/A	N/A

**PLEASE NOTE: THIS IS A PARTIAL LIST OF PMA'S CURRENT PROJECTS. PMA IS CURRENTLY WORKING ON OTHER PROJECTS WHICH ARE NOT INCLUDED IN THIS LIST (DUE TO PAGE LIMIT) BUT ARE AVAILABLE UPON REQUEST.**

9. References: Provide the following information for completed and current Projects listed above in 7 and 8 for which the Prime Applicant has performed, or has entered into a contract to perform Owner's Project Management Services for all Public Agencies within the Commonwealth within the past 10 years.									
a.	Project Name And Location Project Director	Client's Name, Address and Phone Number. Include Name of Contact Person	Project Name And Location Project Director		Client's Name, Address and Phone Number. Include Name of Contact Person		Project Name And Location Project Director		Client's Name, Address and Phone Number. Include Name of Contact Person
1)	Memorial Elementary School Rochester, MA Proj. Dir.: Chris Carroll	Richard LaCamera Town Administrator (774) 766-7398	5)	Sherwood Middle School Shrewsbury, MA Proj. Dir.: Chris Carroll	Robert Cox Director of Public Buildings (508) 841-8390		9)	North Reading Middle High North Reading, MA Proj. Dir.: Chris Carroll	Jon Bernard Superintendent of Schools (978) 935-6792
2)	Wellington Elementary School Belmont, MA Proj. Dir.: Chris Carroll	Mark Haley School Building Committee (617) 993-5400	6)	Quinn Middle School Hudson, MA Proj. Dir.: Chris Carroll	Thomas Moses Executive Assistant (978) 562-9963		10)	Ipswich Winthrop Elementary Ipswich, MA Proj. Dir.: Chris Carroll	Robin Crosbie Town Manager (978) 356-6609
3)	Hanover High School Hanover, MA Proj. Dir.: Chris Carroll	Bob Murray, Facilities Engineering Manager (781) 424-3047	7)	Tahanto Regional Middle/High School Boylston, MA Proj. Dir.: Chris Carroll	Nadine Ekstrom Superintendent of Schools (508) 864-0479		11)	Carver Elementary School Carver, MA Proj. Dir.: Chris Carroll	Michael Milanoski Town Administrator (508) 866-3401
4)	East Somerville Community School Somerville, MA Proj. Dir.: Chris Carroll	Tony Pierantozzi, Former Superintendent (617) 828-6773	8)	Essex Tech High Danvers, MA Proj. Dir.: Chris Carroll	Tom St. Pierre Building Committee Chairman (978) 375-6252		12)	Somerville High School Somerville, MA Proj. Dir.: Chris Carroll	Tony Pierantozzi Building Committee Chair (617) 828-6773
9. Use This Space To Provide Any Additional Information Or Description Of Resources Supporting The Qualifications Of Your Firm And That Of Your Subconsultants. If Needed, Up To Three, Double-Sided 8 1/2" X 11" Supplementary Sheets Will Be Accepted. APPLICANTS ARE REQUIRED TO RESPOND SPECIFICALLY IN THIS SECTION TO THE AREAS OF EXPERIENCE REQUESTED.									
<i>PLEASE REFER TO THE PAGES FOLLOWING THIS FORM. THANK YOU.</i>									
10. I hereby certify that the undersigned is an Authorized Signatory of Firm and is a Principal or Officer of Firm. The information contained in this application is true, accurate and sworn to by the undersigned under the pains and penalties of perjury.									
Submitted By (Signature)					Printed Name And Title		Steve Rusteika, Managing Director		Date 8/7/2017



# OUR K-12 EXPERIENCE

*PMA New England - Braintree Office*

38 school projects  
since 2006

31 cities & towns  
across the state

34 of those with  
the MSBA

That's over

**\$1.4 billion**

in total project costs managed

For projects ranging from

**\$20k to \$256m**

(including the largest \$ valued school in MA history)



## Essex Technical High School

Danvers, MA

### OWNER

**ESSEX TECHNICAL HIGH SCHOOL**

### SERVICES

*Owner's Representative • Cost Management  
Project Controls • Scheduling*

### PROJECT DESCRIPTION

This ENR and CMAA award-winning school construction project valued at \$134 million represents the creation of a new school district and the merger of North Shore Technical High School with Essex Agricultural School and the City of Peabody's vocational programs for a combined student body of 1,440.

The school encompasses 335,000 SF in the new main building and an additional 40,000 SF of farmstead and outbuildings, renovations, and additions.

Combining North Shore Technical High School with Essex Agricultural School required the vote of 17 member communities and a vote of the legislature to create the new Essex Technical School.

### PMA ROLE

PMA provided comprehensive owner's project management services, including Architect and Construction Manager (CM) procurement, owner testing procurement, design and value management reviews, public outreach and presentations, project controls, scheduling and cost estimating, and weekly and monthly Architect/CM/Owner/MSBA/DCAMM programming and management meetings. PMA acted as a liaison between the district/new school and all other parties.

### REFERENCE

Tom St. Pierre, Building Committee Chairman,  
978.375.6252





## Thompson Elementary School

Arlington, MA

### OWNER

TOWN OF ARLINGTON

### SERVICES

*Owner's Representative • Cost Management  
Project Controls*

### PROJECT DESCRIPTION

This \$20M new school opened in September 2013 to accommodate 380 students, grades K through 5. It was built to replace the existing 1950s school on its three-acre property with three street frontages and the fourth edge abutting town play fields in a residential neighborhood.

PMA assisted the town in relocating children from the school slated for demolition and put out an early bid package for the abatement, demolition, and backfilling for the demolition project. Early packages were managed by PMA and the Town, while HMFH Architects continued final design on the new school. This early effort saved overhead and profit of a typical GC-assigned demolition and saved four months on the project schedule.

### PMA ROLE

PMA provided comprehensive owner's project management services to the Town, including early demolition and site packages to preserve the schedule and to minimize the time children were relocated to other schools.

### REFERENCE

John Cole, Building Committee Chairman,  
207.739.9916



## Somerville High School

Somerville, MA

### OWNER

City of Somerville

### SERVICES

*Owner's Representative • Cost Management  
Procurement • Scheduling*

### PROJECT DESCRIPTION

Somerville High School was originally constructed in 1895, with additions in 1914, 1929, and 1986. Replacement or renovation to the existing building is needed to provide a full range of programs consistent with approved state and local authorities. Vocational programs located in the building include automotive technology, carpentry, cosmetology, culinary arts, drafting, early education and care, electricity, graphic communications, health assisting, dental hygiene, machine tool technology, marketing, metal fabrication, and painting and design technology. Special programs include special education and English language learners.

### PMA ROLE

PMA was selected in early 2015 by the City of Somerville to provide comprehensive feasibility and schematic design phase project management services on its 1,590-student 385,000-SF comprehensive high-school project. PMA is representing the city in its quest to construct a modern facility for a comprehensive four-year academic and vocational high-school program.

### REFERENCE

Tony Pierantozzi, Building Committee Chair and  
Former Superintendent of Schools  
617.828.6773





Photo: O'Brien and Sons

## East Somerville Community School

Somerville, MA

### OWNER

**CITY OF SOMERVILLE**

### SERVICES

*Owner's Representative • Cost Management  
Project Controls • Scheduling*

### PROJECT DESCRIPTION

This CMAA award-winning project includes selective demolition and rehabilitation of a 105,000-SF, fire-damaged, K-8 school along with 16,000 SF of new space, including a state-of-the-art media center, guidance suite, and after-school entrance. This unique inner-city project resulted from a 2007 fire that forced the closure of the school.

The existing structure was abated and gutted, new entrance structures were constructed, and existing slabs and structural steel were utilized to renovate and construct a new elementary school, which was completed in time for the fall 2013 school year. This CM-at-Risk project delivered a new and much-needed 21st century educational facility with associated play spaces.

### PMA ROLE

PMA represented the City as the Owner's Project Manager. The construction phase start date was initially delayed six months due to funding concerns. In spite of this delay, the team was able to manage the schedule to maintain the September 2013 opening.

To reach this goal of opening in time for the school year, the OPM, Architect, and CM worked diligently with the subcontractors to minimize all requests for additional schedule/time on change order work.

### REFERENCE

Tony Pierantozzi, Former Superintendent of Schools  
617.828.6773



## Sherwood Middle School

Shrewsbury, MA

### OWNER

TOWN OF SHREWSBURY

### SERVICES

*Owner's Representative • Cost Management  
Project Controls • Scheduling*

### PROJECT DESCRIPTION

This \$40 million project was safely constructed under budget. After occupancy of the new school, the old school was demolished, followed by construction of access roadways, parking, and a baseball field.

This school was completed ahead of schedule, opening in January of 2013 rather than in September 2013 due to the establishment of a reasonable project completion milestone within the bid documents and the development of an effective staging plan by the CM-at-Risk firm.

The Sherwood Middle School was selected by the MSBA for the 2015 "Story of a Building" event to showcase the workings of a successful project.

### PMA ROLE

As Owner's Project Manager, PMA reviewed and reconciled construction cost estimates, conducted constructability reviews, reviewed contract documents, and supported the town in obtaining funding for this project from the MSBA.

During procurement, PMA managed the selection of a CM-at-Risk firm, solicited and reviewed statements of qualifications from trade contractors, managed the bid process, assisted with the review of contract documents, and supported the Town with opening trade contract bids.

### REFERENCE

Robert Cox, Director of Public Buildings,  
508.841.8390



# EVALUATION CRITERIA

*The Owner will evaluate responses based on criteria that shall include, but not be limited to, the following:*

## PAST PERFORMANCE

Please refer to Attachment C for our full documented performance on previous projects. In summary, we have worked on **38 Massachusetts K-12 projects** to date, with **34** of those projects managed in conjunction with the Massachusetts School Building Authority (**MSBA**), and all of those projects finishing within schedule and budget.

Our K-12 OPM projects require us to interact, advise and consult with Owners, the MSBA, as well as

numerous public boards and committees, Architects, Contractors, and more. We exercise proactive project management by identifying and addressing issues before they arise through **open and transparent communication** with all related parties, bringing your project to the finish line and meeting or exceeding your project goals. We invite you to **please contact any of our references** provided within Attachment C to ask about our past performance and working relationships.

All of our K-12 projects have crossed the finish line both:

ON SCHEDULE  
(or early!)



WITHIN BUDGET  
(or under!)



## CODES & REGULATIONS

*Among several other pertinent codes and regulations related to the successful completion of this project, PMA has thorough knowledge of the following:*

### MA Building Code

All of our public projects meet Massachusetts State Building Code. We are constantly referring to these codes and ensuring their continued compliance on the work site. PMA routinely works with expert code consultants and also provides in-house workshops to keep all OPM's up-to-date and up-to-code with changes in the industry.

### Americans with Disabilities Act

PMA works with the Architect, their code consultant, the local inspectors and concerned owner groups to ensure early acceptance of egress plans, fire protection areas, ADA/access copes etc. PMA's goal is to identify potential code issues early and minimize their cost and/or schedule impacts during construction.

## PROCUREMENT

All of our school project managers are Massachusetts Certified Public Purchasing Official (MCPPO) Certified. We thoroughly understand the 2004 Construction Reform laws and how they will affect your project. PMA has completed trade procurements on a number of school projects, has managed RFP/RFQ packages, has tabulated and selected the lowest bidder, and has represented Owners at Attorney General Bid protest hearings. We also maintain open communication with the state agencies that enforce public procurement such as the Inspector General's Office, Attorney General's Office, and DCAMM.

## CM-at-Risk Experience

If CM-at-Risk procurement is selected for your school project, our OPMs have the hands-on and related experience to help you manage the process. Our related experience includes: East Somerville Community School, Belmont's Wellington Elementary School, Rochester Memorial Elementary School, Shrewsbury's Sherwood Middle School, North Reading Middle High School and Essex Technical High School in Danvers. We also recently managed the award-winning, \$126 million Bruce C. Bolling Municipal Building Project (which houses the Boston Public School's Administration Offices) as the City's first CM-at-Risk procurement.

## MANAGEMENT APPROACH

*The who, what and how to our approach and level of staffing for a proposed new construction of 65,000-74,165 SF or renovation of 43,560 SF:*



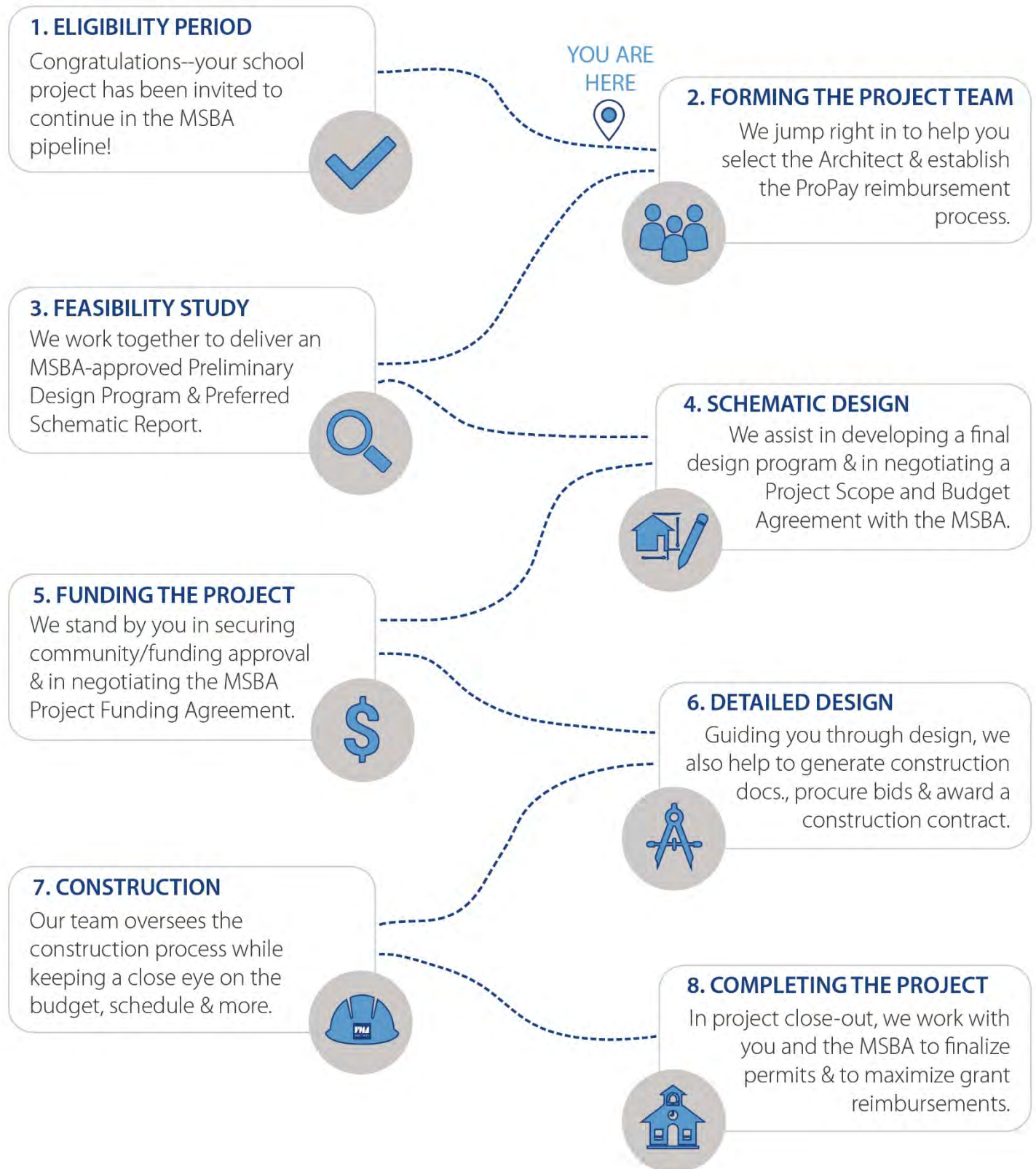
### »»»»»»»»»» SUB-CONSULTANTS ««««««««««

We only team up with outside consultants for **cost estimating** services. Although we could provide these services in-house, there are other local specialized firms who can best give you the high-level expertise your school project needs.

Concerned about coverage? Our management approach and team structure has proven to be continuously effective in making certain that your project gets the full attention it deserves—even on the occasions of vacation, sick time, and other unforeseen events. That's because the Project Executive, Project Director, Project Managers and Project Representative all work together, **communicating every day**, to cover any and all needs your school project may have on the horizon.



Continuing with our **management approach**, here's a quick snapshot of the road ahead in MSBA Modules and what our team can do for you to help make your school project a success:



## Proposed Project Management Systems

We understand from experience that transparent, effective and secure communication plays a critical role in successfully managing your project. In the early phases, we propose implementing Microsoft **SharePoint** (or similar) as a document control system, Microsoft **Excel** for cost/budgets/logs, and Primavera **P6** and PMA's own **NetPoint**® for schedule and risk management. During final design and construction, we team with the Architect and Contractor to select a collaboration software like ProCore, NewForma, or ProjectWise to use in the management of design, contract and construction documents.

## Effective Information Management

In conjunction with the project management systems mentioned above, we communicate key project information with the help of **reports, budgets and schedules**.



### Reports

Our custom reports have been developed and perfected over time to keep you (the Owner), as well as other project stakeholders, informed on the **topics you want to hear about most**, including: contract status, budget status, percent complete/schedule status, design & quality issues, safety issues and community concerns.



### Budgets

We will work with you and the MSBA to prepare an **approved and detailed baseline project budget**. From there, we will proactively monitor and manage the project cost, routinely comparing cost information to the baseline project budget. We will continuously maintain and update the budget throughout all project phases, reporting back to you on any variances or necessary revisions.



### Schedules

We will work with you to create a **baseline master schedule** and will proactively evaluate the schedule progress throughout each project phase, reporting back to you on any necessary revisions. For the utmost schedule accuracy, we will conduct **interactive planning sessions** with all team members to realistically define overall task durations, identify potential risks, and more.

### *But how closely do we monitor all this information?*

Very closely. The custom reports that give a quick snapshot of where your project stands in terms of schedule, budget, manpower, major work activities completed, etc. will be provided to you at least **monthly** through all project phases, but we expect you would **contact the Project Managers at any time** for an update on project happenings. Once construction starts, we develop and maintain **daily field reports** which track things such as progress, manpower, site visitors and observations/photos.

### *And how do we keep the community informed too?*

Lots of ways. We have prepared several documents for use in **marketing past school projects to their communities**, school committees, parent groups and various other authorities having jurisdiction. These documents are tailored to each group to communicate the project status, cost and need. We have even hosted informational booths at Town Fairs and traveled to neighborhood associations to give presentations about school projects.

Most recently, our OPM team helped the Town of Carver to finally pass on the voting ballot for a Carver Elementary School Project after 3 previous failed votes with a different OPM firm. We credit this success to our transparent communication and consistent efforts in hosting informational meetings for various community groups.

## Examples of Problem Solving

Project	Problem	Solution	Results
<i>Hanover High</i>	Cost – bid protest Time – bid protest	Team work & communication between our cost/schedule experts and the Contractor	Project completed on time and \$9 million under budget
<i>Essex Tech High</i>	Time – 17 communities + state legislature involved in the approval vote	Managed a strict time schedule for meeting state legislative, local town meeting, and city council votes, creating a consistent, trackable budget, and providing value management, design change and presentation documents that allowed all parties to share the same up-to-date and accurate information	Unanimous support at time of vote. Allowed for school to open September 2014 opening instead of 2015
<i>Bruce C. Bolling Municipal Building</i>	Time – project complexities & aggressive schedule	Nine early design packages and procurements. Daily analysis of the extremely aggressive construction schedule	Substantial completion just 22 months after receipt of the 100% construction documents and only 20 months after receipt of the trade bids

### *What about your school project's anticipated problems?*

We're prepared for those too. The small list provided above is just to give you an idea of the types of problems we have helped to solve in the past. The reality of construction is that every project faces its challenges, but there are steps and measures we can all take to make sure things run at their smoothest. Our **proactive approach to problem solving** is only one of the reasons why we have been awarded over thirty K-12 schools in the past ten years, and is also the reason why all of those projects have crossed the finish line both on time and within budget.

### **Problem: Obsolete Buildings**

We understand your Priority #1 is to **address the existing overcrowded building's ADA and code compliance, as well as obsolete buildings**. These are all common issues we see with other school projects around the state, and we have found there are various solutions based on community preferences and overall school conditions.



Upon exploring all construction options through a feasibility study, we will work with you to build a strong case as to why your preferred option is the best option for this project. Once approved by the MSBA, next steps involve identifying the best options for construction on the existing site. We understand this area is surrounded by residents and will also involve removing an oil tank, so we would work with you to **mitigate construction** impacts and make **safety** our top priority.

For the Shrewsbury's Sherwood Middle School, a feasibility study concluded it was more economically sound to build a new school. The PMA OPM team worked with Shrewsbury to successfully build a new school within feet of the existing school, as well as move the students into the new school and tear down the old school with minimal impacts to abutters and the school schedule.

## KEY PERSONNEL

Please refer to **Sections 5 and 6 of Attachment C** for more information regarding our key personnel including commitment, related experience and references.



PROJECT  
DIRECTOR  
*Steve Rusteika*



PROJECT  
MANAGER  
*Brian DeFilippis*



ASSISTANT  
PROJECT  
MANAGER  
*Mohammed Aljuboori*



COST AND  
SCHEDULE  
CONTROL  
*Cristian Sailer*



ONSITE  
REPRESENTATIVE  
*John Arena*

## CAPACITY AND SKILLS

PMA Consultants, LLC is a firm of approximately 188 industry professionals, with almost 60 of those professionals working out of our New England Unit in Braintree, MA. Please refer to **Section 3 of Attachment C** for more information regarding our existing employees by number and area of expertise.

The organizational chart and resumes provided within **Sections 5 and 6 of Attachment C** will further detail the cost estimating and design review services provided by sub consultants.

## CURRENT AND PROJECTED WORKLOAD

Our current and projected workload for projects estimated to cost in excess of \$1.5 million can be found listed within **Section 8 of Attachment C**. Thank you.

## GREEN BUILDING

All of our school projects have green components, and we have provided OPM services on numerous LEED/LEED-S/MA-CHPS/NE-CHPS certified schools. If you decided to pursue a LEED certification for your school, we have LEED Accredited Professionals on staff that can assist in the grant application process for funding and the tracking of Owner documentation for LEED prerequisites. Some of our high performance Green school projects include:

Project	Status
Cyrus E. Dallin Elementary (Arlington)	LEED Certified
Swampscott High	LEED Certified
Hanover High	LEED Certified
East Somerville Community School	LEED Silver Certified
David J. Quinn Middle School (Hudson)	LEED Gold Certified
Essex Tech High	LEED Silver Certified
North Reading Middle/High School	LEED Gold Certified
Thompson Elementary School	MA-CHPS Certified
Rochester Memorial High School	MA-CHPS Certified



## LIFE CYCLE COSTS, COST ESTIMATING & VALUE ENGINEERING

Detailed life-cycle costing is an effort performed by Engineers so that Owners can understand future operating costs. We assist in coordinating this effort and will work to ensure the scope is adequately addressed with the Architect and their Engineers so your community has **all the information needed to make future budgeting/operational decisions.**

We work with select sub-consultants to provide independent cost estimating services. As the project moves towards construction, we will work with the cost estimator to evaluate submitted estimates from the Architect, to reconcile costs and to **identify areas of potential cost-cutting.** If the project proceeds under a CM-at-Risk procurement, we will work with the CM and Architect to provide you with an estimated construction cost that considers current market conditions. This information allows you to evaluate and determine what elements of the program will be incorporated. Since the Architect is contractually responsible to design to budget, Value Engineering (VE) can be implemented early if cost reductions are needed.

With VE, PMA may suggest bid alternates so that you have the option of deleting them from the scope depending on the actual bid results. At the commencement of our services, we will review the conceptual plans to begin VE efforts in order to **deliver an enhanced facility within the established budget constraints.**

Project	VE Savings
Hanover High	Reduction of SF cost from \$318 to \$285
Rochester Memorial Elementary	\$5 million in savings during schematic phase
Essex Tech High	Transformed the conceptual budget of \$145M to an MSBA approved \$134M
Tahanto Regional Middle/High (Berlin-Boylston)	Identified a total of \$3,420,833 in potential savings. \$3,247,743 of that total was approved and implemented

## BUILDING COMMISSIONING CONSULTANTS

Since we are currently managing multiple public projects, we are already working closely with Commissioning Agents (CxA) on various projects involving design review and specification requirements, building envelope issues, and startup of new mechanical equipment. For your project, the MSBA will assign and directly contract with a Cx Agent. We will then work with you to coordinate the CxA efforts throughout the project. The CxA will typically review the design from a constructability and testing standpoint, and also from a long-term maintenance perspective. This CxA effort **ensures you receive a more maintainable facility** and helps in obtaining the LEED Credit for Enhanced Commissioning, if LEED-S certification is desired.

## FINANCIAL STABILITY

Please refer to the next page for our records in Financial Stability including a current balance sheet and income statement. Thank you.

Attachment D  
Required Certifications

**Certificate of Non-Collusion**

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

**Tax Compliance Certification**

Pursuant to M.G.L. c. 62C, §49A, I certify under penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting of child support.

**Conflict of Interest Certification**

The undersigned certifies that the Responder understands that the Massachusetts Conflict of Interest Law, Chapter 268A of the Massachusetts General Laws, applies to the Responder with respect to the services outlined in the Request for Services. The undersigned also certifies that the Responder understands that the Responder, its officers, employees, agents, subcontractors and affiliated agencies, shall not participate in any activity which constitutes a violation of the Massachusetts Conflict of Interest Law or which creates an appearance of a violation of the Massachusetts Conflict of Interest Law.

**Non-Debarment Certification**

The undersigned certifies under the penalties of perjury that the company/corporation is not presently debarred from entering into a public contract in the Commonwealth of Massachusetts under the provisions of M.G.L. c. 29, §29F, as amended, c. 152, as amended or any other applicable debarment provision of any other chapter of the Massachusetts General Laws or any rule or regulation promulgated thereunder.

**Hold Harmless Certification**

The undersigned agrees to indemnify and hold harmless the City of Amesbury, its officers, employees, and agents from and against any and all liabilities, claims, damages or expenses resulting from or incurred in connection with work performed under this contract. The undersigned agrees to indemnify and hold the City of Amesbury harmless from and against any and all suits, causes of action, judgments or damages including attorneys' fees, arising out of or resulting from bodily injury or death or destruction of property, in connection with work performed under this contract.

  
Signature

2/21/17  
Date

John Sheridan  
Name of person submitting proposal

PMA Consultants, LLC  
Name of business