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STATEMENT OF QUALIFICATIONS

Submitted by NV5

70 Fargo Street, Suite 800 | Boston, MA 02210

City of Newton

Owner's Project Manager Services for Franklin School Redevelopment
Request for Qualifications (RFQ#23-98)

May 4, 2023

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MEETING THE REQUIREMENTS	
Criteria	Our Qualifications
Experienced Project Director	Project Director Tim Dorman, MCPPO has more than 20 years of experience in Massachusetts public construction with a particular focus on K-12 facilities funded by the MSBA. A copy of Tim’s MCPPO certification is included following the cover letter.
Past Performance & Proven Track Record	NV5 has a long history of public construction projects, <i>we encourage you to contact our references who will attest to our past performance and exemplary reputation.</i>
Commonwealth Construction Knowledge	Our OPM team has an expert understanding of the State Building Code, the Massachusetts Architectural Access Board, and the Americans with Disabilities Act; ensuring that the buildings we help our clients create are safe, sustainable, and accessible to all. We are also thoroughly familiar with the 2004 Construction Reform Laws and have developed best practices for adhering to all legal and administrative requirements so that <i>every project we manage, and every client we serve, benefits from quality construction, open procurement, and fair labor practices.</i>
Management Approach & Key Personnel	Within this document we have included our approach to managing projects of a similar nature. We have also included the qualifications of our thoughtfully selected OPM staff that have the expertise and availability to help make your projects a success.
Financial Stability	NV5 is a leading provider of professional engineering and consulting solutions with a 70-year history. Over the last several years, we have experienced steady year-over-year growth as indicated in the excerpt of our attached financial statement located at the end of this proposal. Our longevity and continued growth is a testament to our financial stability and the strength of our professional capabilities.

May, 4, 2023



Nicholas Read, Chief Procurement Officer
Purchasing Department
Newton City Hall
1000 Commonwealth Avenue
Newton, Massachusetts 02459

SUBJECT: Owner's Project Management Services for Franklin Elementary School RFQ 23-98

Dear Mr. Read,

NV5 has an extensive working history with the City of Newton, which we never take for granted, and we remain confident that that experience combined with our level of commitment and professionalism will again be an immense benefit for the City.

Our experience translates into an intimate knowledge of how the City functions and facilitates a detailed community conversation.

Our proposal highlights our specifically selected team which will represent the City through site analysis, phasing and sequencing, construction logistics, design, and bidding phases. Our team will function as an extension of the City and our On-Site Representative will be on the front line of the project during construction.

Highlighted in our proposal is the recently completed K-12 project, the new Hildreth Elementary School in the Town of Harvard, MA, which features many innovations in space planning and technology while fostering educational collaboration and a sense of openness. Similar to Franklin Elementary School, the Hildreth School was accomplished on a constrained site with the existing school remaining in continuous operation. The distance between the old and new buildings was only 12 feet.

We enforce the City's emphasis on safety and efficiency in both the school building functions as well as on-site and during construction. While the Franklin ES site seems abundant, it is active with two ball fields, two playgrounds, and a basketball court in addition to the conventional features of drop off/pickup, staff parking lot, and pedestrian and vehicular access.

Our experience in the City of Newton ensures our understanding of the emphasis on an efficient design and bidding process that will set the project up for the optimum construction process. As with all our school projects, our collaborative and inclusive management approach will support the City in embracing strong relationships between all stakeholders with the ultimate goal of meeting the needs of the Franklin Elementary School, the community, and those of the City.

NV5's Boston OPM practice has a 40-year track record managing the design and construction of Massachusetts public facilities projects which is unsurpassed in the industry. Our portfolio of public buildings includes 20+ K-12 schools, MSBA-funded, municipal-funded, and dozens of MSBA Accelerated Repair projects. The majority of our OPM staff, including our proposed Project Manager and Director, are Massachusetts Certified Public Purchasing Officials (MCPPO).

Our project team will be led by **Project Director Timothy Dorman, MCPPO**. Tim has more than 20 years of experience in Massachusetts public construction including K-12 facilities funded by the MSBA. Tim is just completing the new Sgt. Shay Memorial Lower Elementary School in Amesbury, MA. Returning to Newton as part of the project team will also be **Melissa Gagnon, MCPPO, Project Manager and Community Outreach Expert**, and **William Shaw and Steve Stafford, On-Site Representatives**, and **Maria Hernandez, Assistant Project Manager, MCPPO**. These leaders will have some of the best technical support in the industry including **K-12 Practice Leader, Thomas Murphy, AIA, MCPPO** and providing **Sustainability Design Review will be Amir Salarifard, PE, LEED® AP BD+C, CEA**. Our lead construction **Cost Estimator, Dan Sexton, LEED® AP** will be available to the program as well. Of course, the entire strength of our local design team can also be made available including experts in commissioning, MEP/FP engineering, structural engineering, industrial hygienists, and AV/IT designers. In addition, NV5 has the privilege of offering the services of **Nancy Sturm Educational Programmer** and expert in pedagogy and the integration of emerging technologies with teaching and education.

We fully accepted the Scope, Requirements, and Sample Contract provided by the City for the assignment. NV5 exceeds the minimum requirements delineated in the RFQ and presents a highly qualified team to engage immediately with the City.

SUMMARY OF QUALIFICATIONS

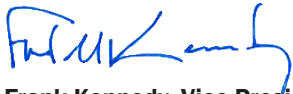
- Local providers of OPM services since 1983
- OPM for 20+ K-12 schools in the last 8 years
- In-house Sustainability and MEP Design Review capabilities
- MCPPO-certified Project Director with 30+ years of experience

While this package includes a representative sampling of our experience, NV5 enjoys an outstanding reputation with designers, engineers, consultants, and contractors, particularly with respect to municipal buildings and K-12 public schools. Our high-definition communications, collaboration, and inclusive approach supports strong relationships between the stakeholders of a project or program.

Required Statements:

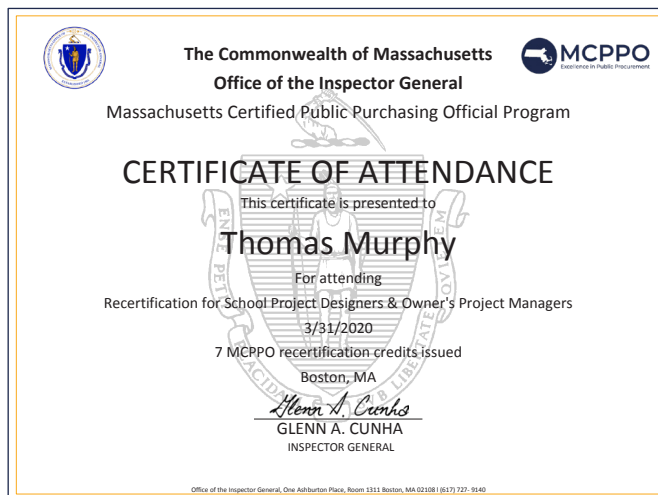
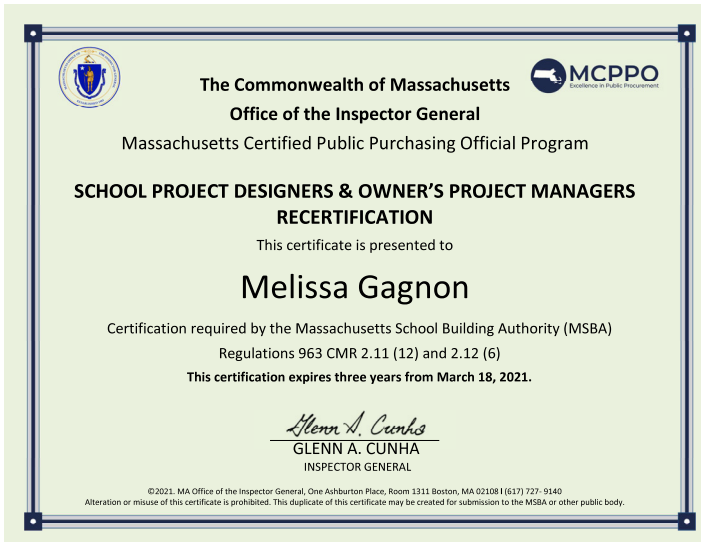
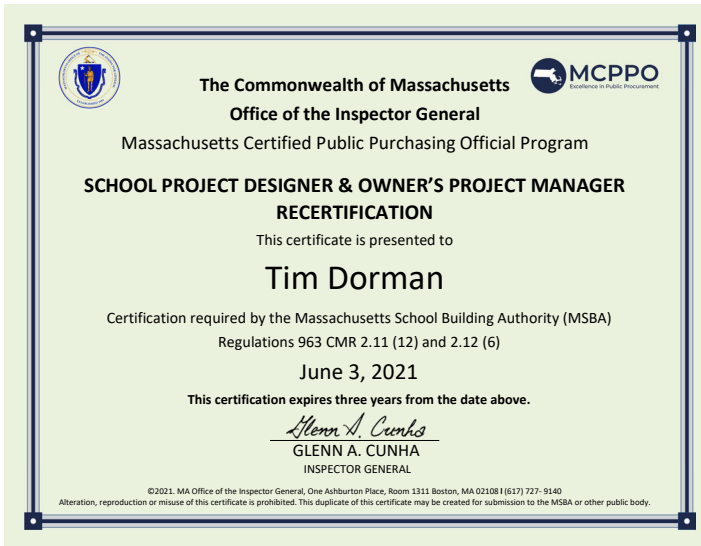
- We have received Addenda #1 and #2
- We have read the RFQ, Addendum, and the Contract for OPM services and we offer no exceptions and comply with all minimum requirements as outlined in the RFQ. We have read the Standard Contract and Amendments and do not have any exceptions.
- Our firm and our selected project team meet and exceed the minimum requirements as identified in the RFS. Copies of MCCPO certifications for our team have been included on the following page.
- NV5 provides engineering and consulting services to public and private sectors, delivering solutions through five business verticals: Construction Quality Assurance, Infrastructure, Utility Services, Program Management, and Environmental. With a staff of more than 4,000 and 100+ offices nationwide and abroad, NV5 helps clients plan, design, build, test, certify, and operate projects that improve the communities where we live and work. NV5 takes pride in helping our clients develop cost-effective and sustainable projects that improve lives and deliver solutions.
- As the Vice President of Boston's OPM Team, I am authorized to negotiate and execute the Contract for professional services on behalf of NV5. I will be the principal point of contact throughout the selection process. Please do not hesitate to reach out to me directly with any requests for additional information. We look forward to the opportunity to discuss our proposal at greater length with you and your team.
- Contact Information: Frank Kennedy, Vice President, Principal-in-Charge
70 Fargo Street, Suite 800, Boston, MA 02210 | Phone: 617.538.0803 | Email: Frank.Kennedy@NV5.com

Sincerely,
NV5 Consultants, Inc.



Frank Kennedy, Vice President, Principal-in-Charge





A. RELEVANT EXPERIENCE

1. a) Documented Performance on Previous Projects

NV5 has provided OPM services on more than 150 public building projects in Massachusetts. In the past eight years alone, this number includes the construction of 24 K-12 facilities, including 15 elementary schools. We managed three successful elementary school projects for the City of Newton: the Cabot School, the Zervas School and the Angier School.

Please see our completed **OPM Application Form** for project details.

1. b) Management philosophy of working with designers, contractors, Owners, and local officials

NV5 has worked with more than 20 different architectural firms on our extensive list of school projects and we have managed more than 30 CM at Risk (Chapter 149A) public projects in Massachusetts, working with multiple CMs. This experience affords us great working relationships with both designers and contractors. We have experience working with RDA on the successful completion of the Uxbridge Senior High School project and look forward to the opportunity to work again with Gene Raymond and his team.

Our staff at NV5 is a mix of architects, engineers and construction professionals which provides us with a broad base of experience in understanding goals, processes and languages of each of the firms that will eventually comprise the project team. Over the long process of design and construction we anticipate that experience will come into play as we support, assist and help each of the entities at various points throughout the project.

B. KNOWLEDGE OF CODES, PROCUREMENT AND SUSTAINABILITY

1. Thorough knowledge of MA State Building Code regulations related to the Americans with Disabilities Act and Massachusetts Department of Environmental Protection approvals process.

Our OPM team has an expert understanding of the State Building Code, the Massachusetts Architectural Access Board, and the Americans with Disabilities Act; ensuring that the buildings we help our clients create are safe, sustainable, and accessible to all.

Available land for a large new school project becomes increasingly harder to find and more often the quality and suitability becomes a major cost consideration. The Town of Amesbury faced many site-related issues from extensive reviews and permitting and public hearings with the Conservation Commission and Planning Board as the site involved some displacing of pristine wetlands. NV5 worked with the Massachusetts Department of Environmental Protection and consultants on the project as initial soil sampling revealed elevated levels of arsenic. Additional soil sampling was completed to further document the conclusion that the arsenic detected in the original samples was naturally occurring. The discovery made necessary the offsite disposal of soil with elevated arsenic levels at a significant additional, and unplanned, expense. NV5 worked closely with the project team to reevaluate and value engineer items to maintain the budget.

2. Thorough knowledge of Commonwealth construction procurement laws regulations, policies and procedures

All of our team members are MCPPO certified and have extensive experience in Massachusetts procurement regulations and protocols. We are thoroughly familiar with the 2004 Construction Reform Laws and have developed best practices for adhering to all legal and administrative requirements so that every project we manage, and every client we serve, benefits from quality construction, open procurement, and fair labor practices.

3. Thorough knowledge and experience with CM-at-Risk Procurement

We are familiar with the OIG application process for CH. 149A CM at Risk having successfully completed over 30 projects using that construction methodology.

4. Familiarity with Northeast Collaborative for High Performance Schools criteria or US Green Building Council's LEED for Schools Rating System

All of our MSBA projects and most of our school projects are LEED® or NE-CHPS certified. Our team is familiar with those checklists and experienced in finding the most advantageous yet cost-efficient design to meet the sustainability goals.

LEED-CERTIFIED PROJECTS

- MSBA, Angier Elementary School, Newton, MA (Gold)
- MSBA, Cabot Elementary School, Newton, MA (Gold)
- MSBA, Zervas Elementary School, Newton, MA (Silver)
- MSBA, Caleb Dustin Hunking School, Haverhill, MA (Silver)
- MSBA, Gibbs Middle School, Arlington, MA (Silver)
- MSBA, Thurgood Marshall Middle School, Lynn, MA (Gold)
- MSBA, Wilmington High School, Wilmington, MA (Gold)
- UMass Amherst, Commonwealth Honors College (Silver)
- UMass Amherst, Football Performance Center (Gold)
- UMass Boston, University Hall (Gold)
- UMass Lowell, Emerging Technologies and Innovation Center (Gold)
- UMass Dartmouth, Massachusetts Accelerator for Biomanufacturing (Certified)

NV5 is a corporate member of the US Green Building Council, and four members of our OPM Team have LEED® AP certification. Our Boston Office includes an in-house Commissioning Team to assist in the design phase led by Carol Donovan, LEED® AP and our Energy & Sustainability review process will be led by Amir Salarifard, PE, LEED® AP BD+C, CEA. With dozens of projects incorporating LEED® criteria, the City will benefit from a thorough analysis of all potential energy efficient designs and energy conservation measures.

In addition, NV5's in-house MEP and Energy & Sustainability engineering teams have designed more than 130 LEED Certified buildings, including multiple net-zero facilities across the country. In the last year alone, our team designed two net-zero facilities for Toyota Motor Engineering and Manufacturing. Both were constructed from the ground up, and the York, Michigan facility was recently certified LEED v4 Platinum. Their expertise in this area is available to our Clients as an additional design review resource.

5. Thorough knowledge and demonstrated experience with life cycle cost analysis cost estimating and value engineering

We are committed to being good stewards of the City's investment. Life Cycle Analysis – comparing initial installation costs of building systems and materials with the “life cycle” costs of maintenance and eventual replacement – and Value Engineering – developing alternative ways to build a project with the same quality at a lower cost – are just two of the tools we use on all of our projects, to help our clients keep their projects within budget:

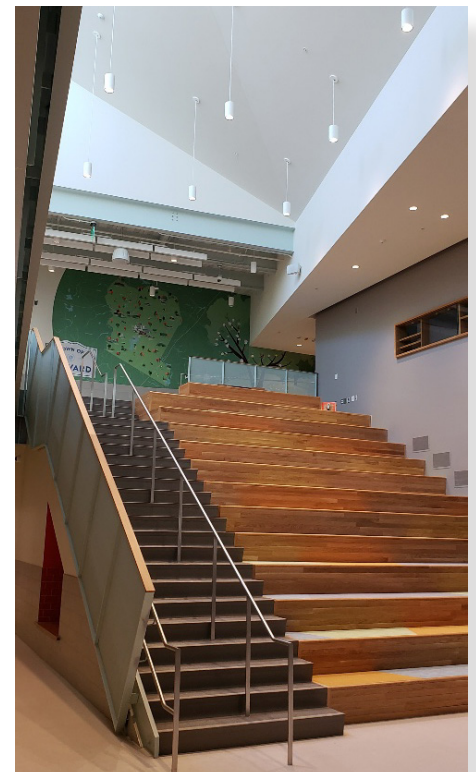
Greater Lowell Technical High School, Lowell, MA: We worked with the project team to help guide the process of selecting appropriate finish materials which would offer the greatest value and cost savings both initially and over the long term. Examples of highly durable material selections include ceramic tile wainscoting in the cafeteria as well as porcelain tile wainscot and two stage walk off mats at the main entrance, which help to minimize salt and dirt in the new building. Our guidance in assisting the Owner navigate through the careful decision making process has proven to be beneficial in terms of creating a building which requires minimal maintenance.

Hildreth Elementary School, Harvard, MA (pictured to the right): Multiple boulders were discovered during the initial site work as contractors were preparing for rammed aggregate piers. NV5 led the analysis process, and a presentation to the School Building Committee to understand the variables, the risks, and the unknowns so a decision could be made with respect to cost and schedule so the work could proceed without delay. The project team evaluated multiple solutions for removing the boulders, or processing them to reuse on site; the estimated costs for each option; the schedule implications; and the quality of the resulting subsurface materials. Through the diligent analysis a preferred solution was evident to the team and the information provided to the SBC was sufficient to communicate the critical points of the issue so a consensus decision could be made and the work proceeded without delay.

Hampshire Dining Commons, UMass Amherst, Amherst, MA: Working closely with the CM, we found alternatives to restrictive mechanical exhaust systems which allowed for more competitive bidding, saving hundreds of thousands of dollars.

6. Knowledge of the purpose and practices of the services of Building Commissioning Consultants

Our firm has extensive knowledge of both the purpose and practice, as well as the importance, of building commissioning consultants, courtesy of our in-house commissioning team, the Building Solutions Group. Building commissioning is an absolute essential service to any project. Not only does the work of building commissioning consultants ensure that all systems are functioning as they should, but their work also often creates buildings that are more sustainable and less expensive to operate in the long run. Our review of the designer documents will include our experienced Commissioning team to provide input on systems and options during the early planning stages in addition to their detailed review of the documents submitted at each stage of the design process.



C. PROJECT UNDERSTANDING AND APPROACH

Project Understanding

The current Franklin Elementary School dates back to the 1930s and was built as a WPA project. Classically designed in keeping with many of the City's schools with red brick, sandstone, hip roofs and Annapolis style cupola. The original building was just 45,500 SF and has seen many expansions over the years including in 1950 a 12,400 SF addition and then in 1953 a 5,000 SF addition of a modular nature. The interior has been modified and re-programmed over the years, taking advantage of basement spaces for a library/media center, art room, music, and after-school program space.

The building suffers all the symptoms typical of a facility of its 85-year age including an inefficiency associated with older, larger classrooms, a lack of adequate office, support, special education, and smaller instructional and conference room spaces. The building has an outdated and inefficient HVAC and control system utilizing steam boilers and creative, adaptive solutions throughout such as through-the-wall A/C units.

NV5 reviewed the Request for Qualifications provided and attended the site briefing and online community meetings to raise our understanding of the goals for this project. The Feasibility Study will consider all available options regarding renovation and addition(s) at the existing Franklin Elementary School. We know the Study Phase will include specialized community outreach in the form of surveys and meetings with residents, including direct abutters, in order to produce a comprehensive understanding of specific issues that affect students, parents, and neighbors. It is imperative to begin the outreach process early and to include all stakeholders in the planning and assessment of design options, especially when faced with construction on existing playgrounds and/or ballfields. The discussion will review the options of accommodating the construction with the building occupied (which may depend on the availability of the Lincoln-Eliot Elementary School for swing space). Evaluation of design alternatives will be performed. No doubt, the sentimental opinion to maintain and renovate the existing 1930s portion of the building will be strongly advocated by the residents of the City.

A Pre-Feasibility report was performed last year identifying opportunities and challenges to the site. While the site appears to be abundant in size and relatively level, there exists an elevation change of approximately 14 feet from Derby Street to the first floor. If a new building is constructed on the site, accommodations will need to be reached for the ball fields, open play space, play structures, etc.

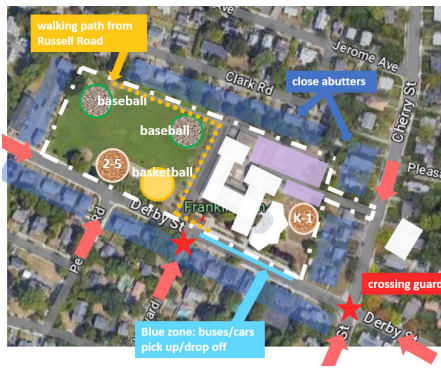
At NV5, our team has extensive experience with renovation/addition projects, including occupied schools most recently with programs in Arlington, Stoneham, and Haverhill. We have been working with the City of Newton for an occupied, phased construction approach to the renovations and additions to the Horace Mann Elementary School.

NV5 Process

We have broad experience with elementary school projects and the unique challenges and opportunities that must be assessed at an early stage in order to best meet the needs of the City. We expect to work closely with the administration and educators to evaluate your current thoughts regarding scope and budget and contribute our knowledge and experience of educational programming, space planning and utilization, construction logistics and construction planning, sequencing, and phasing in occupied buildings and grounds.

Our extensive recent experience with similar school building projects in the City of Newton, as well as with many other local communities, provides us with a thorough understanding of the local approvals process and the need to maintain an open, public process to best support the City in achieving the project goals.





Existing Conditions



New Construction



Addition/Renovation

First Steps

NV5 is adept at assisting Owners with their particular needs during the Feasibility Study and scoping stage of a project. This is the most important phase of the project since it sets the scope, budget, and goals that will serve as the basis of the design approved. Our OPM staff brings the technical support resources of our in-house MEP engineering professionals, allowing us to quickly evaluate and analyze the needs for building systems, cost estimates, project phasing sequencing, and scheduling. These become most important for renovating occupied spaces and buildings.

Our first step will be to meet with the Franklin School Building Committee, Newton representatives and design team to further enrich our understanding of the project history and parameters, to confirm school needs and the local approval process as well as to review existing reports which may inform the project approach. Whereas the City of Newton and NV5 have successfully completed several elementary school projects in Newton, we anticipate using the processes and procedures employed on those projects to serve as the template for the Franklin project. We understand that an addition/renovation project and a new construction project are both feasible options. We believe that a focus on defining the overall project goals will help to define criteria which can be used to analyze design options and aid in the deliberation and communication process.

Options Analysis & Site Selection

During the Feasibility Study phase, NV5 will work with Newton Public Schools, City Authorities, and the Franklin School Building Committee to identify the most educationally and economically appropriate option for the new Franklin Elementary School. NV5 will use our past, successful understanding of the Newton process, Newton Public Schools and the community along with the NPS goals for the project to create an objective framework to assess the relative merits of multiple approaches. Each scenario will present different logistical, phasing, scheduling, permitting, cost and design characteristics. As part of the Feasibility Study, similar to our work on the multiple other City of Newton projects, we will develop a matrix to assist the project team in identifying pros and cons in relation to the education program, site conditions and constraints, cost factors, phasing/schedule and other pertinent criteria. This approach allows the team to make an informed strategic decision and to substantiate to all stakeholders the sound basis for determining the final direction for the optimal outcome. This approach was very successful in developing the preferred options for the three recently completed elementary school projects in Newton.

Our team attended several of the Franklin School Building Committee meetings online and are familiar with the design options presented as part of the initial analysis for consideration. While the various options will each have unique opportunities and challenges, it is also likely that each option will have its supporters and detractors. We take pride in our ability to manage the project team as well as the overall decision-making process by way of solid and transparent communication.

This project will require multiple levels of early coordination and phasing that must be considered and planned for during the Feasibility phase of the design process. Understanding that coordination will be critical to the project development and efficiently planning for that phasing will be critical to the project success. NV5 has successfully completed multiple projects involving early new construction adjacent to an occupied building and addition/renovation to an existing building. Understanding the project educational goals and the primary and secondary needs of each of the phases is integral to developing an efficient planning process.



Education Plan

At the heart of all school building projects is the District Education Plan, which provides the necessary foundation for the development of thoughtful and appropriately specific design. We are very familiar with the Newton Public Schools Education Plan as prepared for the multiple school project we have participated in. Given recent changes in education and how building infrastructure affects student learning, a thorough review will be required to incorporate applicable updates and ensure the Education Plan prepared for the Franklin Elementary School addresses current thought. Our team will work with HMFA and Newton Public Schools to finalize a project specific educational program which meets the needs of the future Franklin Elementary School. Our OPM team is skilled at leading the full project team in analysis of the program to ensure affordable full compliance. NV5 will work closely with the District to determine the most appropriate construction delivery method for the new Franklin School project: Design-Bid-Build (Chapter 149) or Construction Manager at-Risk (Chapter 149A). Opportunities and challenges relative to phased construction will be evaluated as part of the process of determining whether early construction packages could help expedite the schedule and therefore result in a more cost-effective approach.

Community Outreach

We believe in the “early and often” approach to public outreach. We understand the importance of garnering consensus among various City and School departments, committees, sub-committees and commissions for the project as a critical first step. We will work with the Franklin School Building Committee to develop an outreach plan to communicate with all relevant City entities, so all stakeholders are included in the design process and their input is heard. Effective communication is key to ensure the design process is transparent and inclusive, particularly at the early stages of the project when initial decisions will undoubtedly have profound effects on the final design. We will assist the School Building Committee and Administration to schedule and lead community meetings to listen, garner feedback and respond to questions from residents. This process is key to keep everyone informed during both the design and construction process.

Throughout the Feasibility Study and Schematic Design phases community outreach efforts will be coordinated and scheduled including, but not limited to, multiple public forums, website updates and email blasts. We often create brochures, flyers, and dedicated websites to disseminate project information such as schedules, meetings, project milestone accomplishments, and important documents. These platforms allow the community to interact with the project team and provide feedback on an informal level. Please feel free to visit an example of the project website NV5 created, and is currently managing, by going to <https://newcal.projects.nv5.com>.

Budget Development & Management

We manage the budget from the inception of the project. A cost estimate prepared by NV5's cost estimator will be reconciled with the Designer's cost estimate to ensure the design meets the program and is on budget. NV5 will manage the cost reconciliation process to help assure that bids are received within budget. The budget will be carefully managed throughout the project, to make sure the project stays within approved amounts including all hard and soft costs, all project commitments and expenditures-to-date. We will also provide projections of additional costs that may be needed in order to assess financial risk and exposure, and continually update the formal budget on a monthly basis.

Schedule Development & Management

The cornerstone of an effective management plan is the schedule for the project. We will develop a Master Project Schedule that will include all critical tasks including design, bidding, construction, furniture, fixtures and equipment procurement, start-up, and occupancy. The Schedule is a planning tool that we develop and review with the Project Team on a regular basis to ensure that project tasks are identified and completed on a timely basis. We will work with the project team to reach a consensus on the Master Project Schedule. We will require the Contractor to provide a CPM (Critical Path Method) schedule, which clearly identifies project milestones, long-lead items, dependent activities, float times, and contingency plans. We will review the schedule on a monthly basis and will require the Contractor to provide a schedule-recovery plan, should the schedule show any slippage.

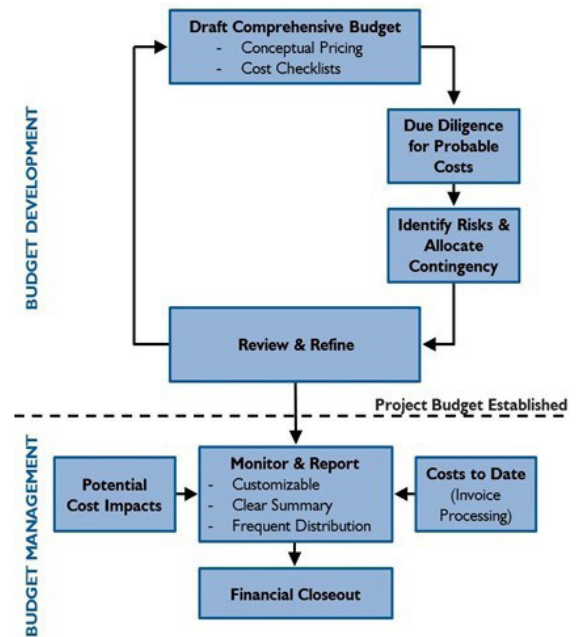
Contract Documents

Excellent documentation in the form of specifications and drawings is critical on any project, but even more so on a public sector project. Being proactive in the design stage to ensure that drawings and specifications are consistent and accurately reflect what the Town intends is critical to reducing potential change orders and project delays. As mentioned above, NV5 will review the bid set to see if there are any immediate issues as follows, by focusing on what we refer to as the Four C's:

- **Compliance:** Does the design meet the required standards and is it consistent with the approved program?
- **Coordination:** Are details consistent between the architectural and engineering drawings? Are the requisite details in each of the filed sub-trade sections?
- **Constructability:** Does the design adequately recognize the constraints or conditions of the site? Are different elements of the job buildable?
- **Claims Avoidance:** Are the plans and specifications concerning work constraints and pricing requirements complete and appropriate for each trade?

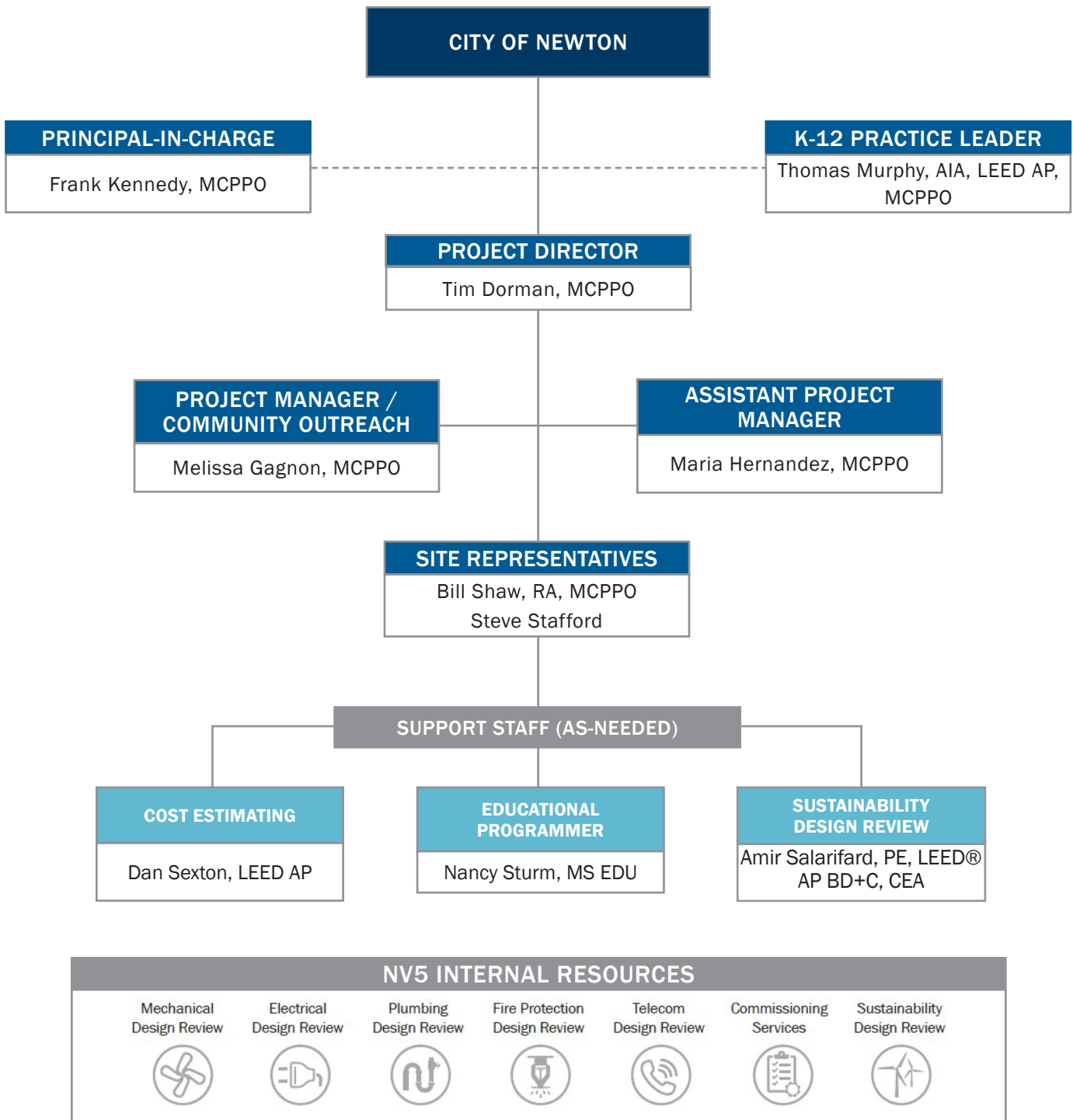
Information Management

For all of our projects we generally serve as the communications center for the team. We track documents produced throughout the project so they are readily at hand to the Owner and all team members as required. We serve as the nexus for scheduling team meetings and ensure that meeting agendas are appropriate, comprehensive and that all members are prepared for the meetings. We assist clients with making sure meetings are on the calendars of the appropriate members of the Client's team so the Owner's review process is efficient



D. PROJECT TEAM / COMMITMENTS / AVAILABILITY

On the following pages we have included an organizational chart of our Project Team as well as their references and availability. Brief resumes can be found on the following page as well as in the **OPM Application Form**.



Frank Kennedy, MCPPO Principal-in-Charge

Frank brings to each assignment the perspective of senior level leadership and the skills to develop project strategies, coordinate agreements and assemble appropriate teams, provide critical analysis, and ensure project oversight and direction in order to ensure that the project progresses on schedule, within budget and that client goals and expectations are met. Frank has managed projects for school districts throughout Massachusetts, including those completed with funding from the MSBA.

EDUCATION Bachelors in Civil Engineering, University of Dayton /



a presentation addressing Strategies for Efficient Closeout of MSBA project.

EDUCATION BA, Architecture, University of Kansas

Melissa Gagnon, MCPPO Project Manager / Community Outreach & Document Controls Expert

Trained as an architect, Melissa has more than 20 years of design, construction administration, and project management experience in the building industry in Massachusetts. Melissa is an integral member of our OPM team, has worked on \$250M worth of public construction projects, serving in a variety of capacities including Project Manager, Community Outreach Coordinator, and Project Controls Administrator.

EDUCATION BA, Architecture, Syracuse University



Bill Shaw, MCPPO Project Site Representative

Bill Shaw has served in a variety of capacities in the construction industry – as an Architect, a Project Manager, and a Project Representative – on K-12, higher education, military, and recreational facilities in a career that spans more than 30 years in the construction industry. Since joining NV5 in 2010, Bill has served as Project Representative on four MSBA core projects. Bill will be on site full time during the construction phase of the project.

EDUCATION BA, Architecture, Boston Architectural College



Tim Dorman, MCPPO Project Director

Trained as a Civil Engineer, Tim has been a senior member of NV5’s OPM group in Massachusetts for more than 10 years. Since joining NV5, Tim has focused on public projects in Massachusetts, ranging from a large scale \$260M campus wide infrastructure improvement project at UMass Boston to municipal public safety, public works, and K-12 school buildings.

EDUCATION BS, Civil Engineering, Northeastern University



Maria Hernandez, MCPPO Assistant Project Manager

Maria is a driven and ambitious assistant project manager with an architectural background. Her 8+ years’ of experience working with large scale, international firms has honed her skills in establishing owner relationships and managing successful teams. Maria has worked on a variety of project types from multi-phased higher education renovations to high-end, ground-up residential developments.

EDUCATION BA, Architecture, Universidad Autonoma de Nuevo



Steve Stafford Project Site Representative

Steven is an expert construction management professional. A Licensed Construction Supervisor with 40 years of experience in the construction industry, Steven has managed over \$650 Million worth of construction projects, with a focus on academic facilities. Steven has a demonstrable track record of delivering projects on-time and on-budget, fostering positive relationships along the way and ensuring client satisfaction. In fact, he has received the Gold Star Award for Client Satisfaction.

EDUCATION B.S. in Construction Management, Wentworth Institute of Technology



Tom Murphy, AIA, LEED AP, MCPPO K-12 Practice Leader

Since joining NV5’s Boston OPM group in 2010, after a 20-year career as an Architect, Tom has managed more than \$300M public K-12 projects. Tom is currently overseeing elementary school projects in Amesbury, Harvard, and West Springfield. In 2015, and again in 2018, Tom developed and delivered, at the request of the MSBA,



PROJECT TEAM REFERENCES

Team Member / Role	Relevant Experience	Reference	Availability
Frank Kennedy, MCPPO Principal in Charge	<ul style="list-style-type: none"> Middlesex Community College On-Call Caleb Dustin Hunking School, Haverhill 	Christina Kelley, Chief Procurement Officer of Middlesex Community College, 978-280-3526, kelleyca@middlesex.mass.edu	10-15%
Tim Dorman, MCPPO Project Director	<ul style="list-style-type: none"> Sgt. Jordan Shay Memorial Lower Elementary School, Amesbury UMass Boston CIP On-Call Program 	Elizabeth McAndrews, Superintendent of Schools, 978-388-0507, Elizabeth.mcandrews@amesburyma.org	20-25%
Thomas Murphy, AIA, LEED AP, MCPPO K-12 Practice Leader	<ul style="list-style-type: none"> Cabot Elementary School, Newton Angier Elementary School, Newton Hildreth Elementary, Harvard 	Dr. Linda Dwight, Superintendent, Harvard Public Schools, 978.456.4140, ldwight@psharvard.org	30-35%
Melissa Gagnon, MCPPO Project Manager/Community Outreach Specialist	<ul style="list-style-type: none"> Newton Center for Active Living, Newton Boston Public Schools Accelerated Repair Program 	Carleton Jones, City of Boston, Deputy Director of Operations, 617.869.1138, carleton.jones@boston.gov	20-25%
Maria Hernandez, MCPPO Assistant Project Manager	<ul style="list-style-type: none"> Move Management Services for MassBay Community College New Town Hall, Town of Norwell 		20-25%
Bill Shaw, RA, MCPPO On Site Representative	<ul style="list-style-type: none"> Cabot Elementary School, Newton Combined Public Safety Facility, Essex 	Brendhan Zubricki, Town Administrator, Town of Essex, 978-768-6531	75%

E. FIRM QUALIFICATIONS / CAPACITY

1. Capacity and Skills

NV5's OPM group in Boston currently employs 14 professionals all engaged exclusively in the work of Owner's Project Management, including seven who are full-time dedicated field staff. Nine of our employees have degrees in architecture or related fields of architecture, and three of these nine are registered in Massachusetts. Four others have degrees in engineering, and five have degrees in construction management or construction technology, and/or have Construction Supervisor Licenses.

With an average of 25 years in the building industry working for architectural and engineering firms, construction managers, general contractors, public building agencies, and developers, our team members have management and technical expertise in all facets of design and construction for public facilities, including procurement, design oversight, document management, construction administration and logistics planning, cost estimating, schedule analysis, budget control, sustainable design, constructability review, value engineering, FF&E, and move coordination.

In addition, the nearly 200 professionals in NV5's engineering offices across Massachusetts offer a spectrum of design and consulting services related to mechanical, electrical, plumbing, fire protection, AV/IT and security systems, code compliance, energy and sustainability, and commissioning. Their expertise complements the services of our OPM team.

NV5 employs a team of cost estimators in-house that are also available as a resource. We find that this team is especially useful during the feasibility study phase of our projects, and when an especially fast turnaround is needed.

Additionally, NV5 has a "deep bench" of professionals, employing more than 4,000 qualified staff including architects, engineers, project managers, construction inspectors, and project control managers nationwide and abroad.

2. References

Personal references for our team have been included in the matrix at the top of this page and reference information for our relevant projects has been included in our **OPM Application Form**.

3. Current and Projected Workload for Projects in Excess of \$1.5 million

Our team is available – and eager! – to begin work immediately on your project. The chart to the right contains our firm’s current and projected workload for projects in excess of \$1.5 million. Additional information regarding our firm’s current workload can be found in our **OPM Application Form**.

Client	Completion Date
Sgt. Jordan Shay Memorial Lower Elementary School, Amesbury	08/2023
Coburn Elementary School, West Springfield	08/2023
Newton Center for Active Living (NewCAL), Newton	2025
Campbell Accelerated Repair, New Bedford	08/2023
City on a Hill Charter School, Boston	08/2024
City of Boston Accelerated Repairs, Boston	09/2025
City of Fitchburg Accelerated Repairs, Fitchburg	09/2023
Horace Mann Elementary School, Newton	TBD

4. Financial Stability

NV5 is publicly traded and all financial reports are made available to the public at <https://ir.nv5.com/financial-information/annual-reports/>. Over the past several years, we have experienced steady year-over-year growth as indicated on our financial statements. Our longevity and continued growth is a testament to our financial stability and to the strength of our professional capabilities. Excerpts from our 2021 Annual Report are included in the **Appendix**.

5. Quality of Work and Level of Performance

NV5 enjoys an outstanding reputation with its Clients and working relationships in the A/E and CM industry. The highest compliment and testimony of dedication and focus to a Client is the award of repeat assignments. We have provided dedicated and professional teams to work in the City of Newton in the past, and like all of our clients, Newton has seen exceptional results and successful and proud building projects. Our systems, processes, and diligence to the tasks of planning, leading, and organizing a project provide our Clients **better information, to make better decisions, that result in better buildings**.

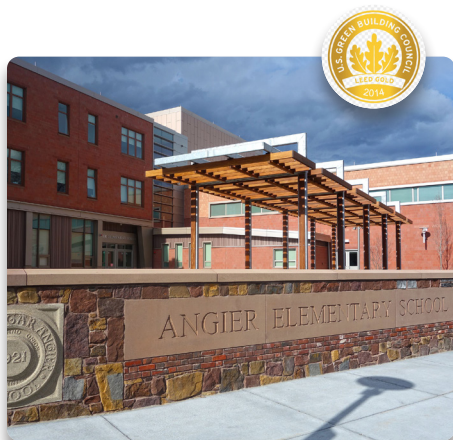
6. Ability to Schedule, Undertake and Complete Responsibilities in a Timely Manner

Our experience allows us to understand the overall timeline of a project(s) and identify those portions which may present the greatest challenges. Specifically, our experience with multiple projects within a client’s On-Call program such as the University of Massachusetts/Boston campus program, Northeastern University’s diverse list of projects, the projects within the two campuses of Middlesex Community College, our Wellesley College program, and other On-Call programs that NV5 has been trusted to manage.

On Time and On Budget

NV5 has a 35-year history in Massachusetts of not only bringing projects in on-time and on-budget, but frequently bringing them in ahead of schedule and under budget:

- Angier Elementary School - on time, on budget
- Zervas Elementary School - on time, on budget
- Cabot Elementary School - on time, on budget



ATTACHMENT C - OWNER'S PROJECT MANAGER APPLICATION FORM

Owner's Project Manager Application Form

1. Project Name/Location for Which Firm is Filing:

#23-98 Owner's Project Manager for Franklin School Redevelopment, City of Newton, MA

1a. Project Number: **TBD**

2a. Respondent, Firm (Or Joint-Venture) - Name And Address Of Primary Office To Perform The Work:

NV5 Consultants, Inc.
70 Fargo Street, Suite 800
Boston, MA 02210



2b. Name And Address Of Other Participating Offices Of The Prime Applicant, If Different From Item 3a Above:

n/a

2c. Date Present And Predecessor Firms Were Established:

1983 (as Joslin, Lesser + Associates, Inc.)

2d. Name And Address Of Parent Company, If Any:

NV5 Global, Inc.
200 South Park Road, Suite 350
Hollywood, FL 33021

2e. Federal ID #: **04-2785107**

2f. Name of Proposed Project Director:
Tim Dorman, 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): **Boston OPM Group**

Admin. Personnel	2	Cost Estimators		OTHER	
Architects		Electrical Engineers		Project Managers	7
Acoustical Engineers		Environmental Engineers		Project Representatives (Clerk-of-the-Works)	7
Civil Engineers		Licensed Site Professional			
Code Specialists		Mechanical Engineers		Total	14
Construction Inspectors				<i>Registered Architects</i>	3
				<i>MCPPO Certified</i>	9

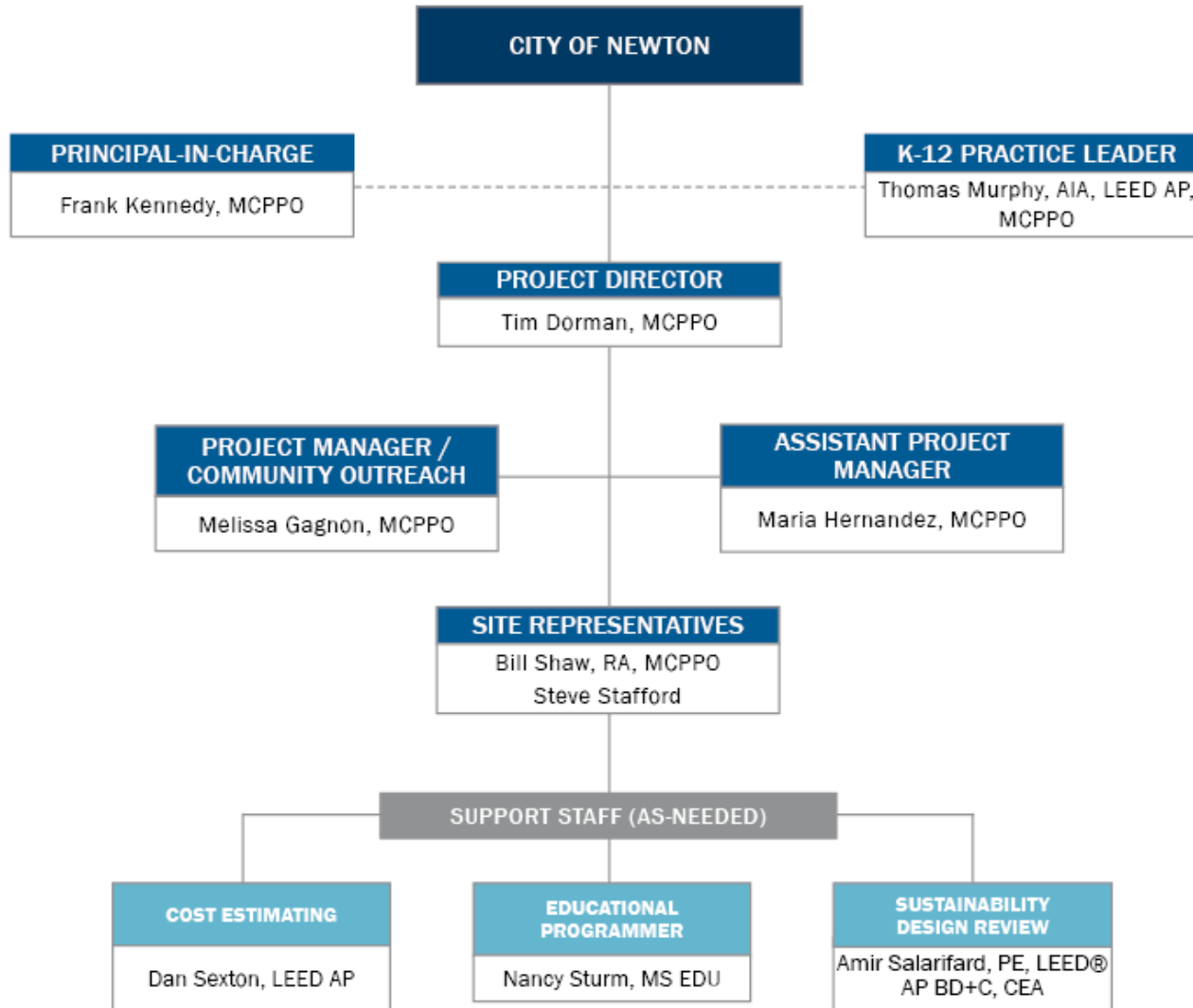
Includes personnel in NV5's Massachusetts (Boston) OPM office only. Additionally, NV5 has 1,800 industry professionals including architects, engineers, project managers, construction inspectors, and project controls managers in Massachusetts and nationwide.

4. Has this Joint-Venture previously worked together? Yes **N/A** No

ATTACHMENT C - OWNER'S PROJECT MANAGER APPLICATION FORM

Project Team

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:



ATTACHMENT C - OWNER'S PROJECT MANAGER APPLICATION FORM

Project Team Resumes

6a. Brief Resume for Key Personnel **ONLY** 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 Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.

<p>a. Name And Title Within Firm: Frank Kennedy, MCPPO NV5 Vice President</p> <p>b. Project Assignment: PRINCIPAL-IN-CHARGE</p> <p>c. Name And Address Of Office: NV5 Consultants, Inc. 70 Fargo Street, Suite 800 Boston, MA 02210</p> <p>d. Years Experience: With This Firm: 2 With Other Firms: 36</p> <p>e. Education: Bachelor of Civil Engineering, University of Dayton MBA, University of Toledo</p> <p>f. Date MCPPO Certified: Certified 2015</p> <p>g. Registrations / Certifications:</p>	<p>a. Name And Title Within Firm: Thomas Murphy, AIA, LEED AP, MCPPO NV5 Project Director</p> <p>b. Project Assignment: K-12 PRACTICE LEADER</p> <p>c. Name And Address Of Office: NV5 Consultants, Inc. 70 Fargo Street, Suite 800 Boston, MA 02210</p> <p>d. Years Experience: With This Firm: 8 With Other Firms: 23</p> <p>e. Education: Bachelor or Architecture, University of Kansas</p> <p>f. Date MCPPO Certified: Certified 2011, Recertified 2014, 2017, 2020</p> <p>g. Registrations / Certifications: Registered Architect, MA #8958 LEED AP</p>
<p>h. Current Work Assignments and Availability for This Project: DPW Facility, Burlington, MA Combined Public Safety Facility, Essex, MA Middlesex Community College, Cowan Center Reno, Lowell, MA</p> <p>*Available Immediately, 15%</p>	<p>h. Current Work Assignments and Availability for This Project: Coburn Elementary School, West Springfield, MA City on a Hill Charter School, Boston, MA Accelerated Repair Projects, Boston, New Bedford, and Fitchburg</p> <p>*Available immediately, 35-40%%</p>
<p>i. Other Experience and Qualifications Relevant to the Proposed Project:</p> <ul style="list-style-type: none"> • New Police Station, Merrimac, MA • Middlesex Community College – Bio Tech Teaching Lab, Lowell, MA • Middlesex Community College – Dental Clinic, Lowell, MA <p>Prior to NV5:</p> <ul style="list-style-type: none"> • Oxford Middle School, Oxford, MA • Worcester Technical High School, Worcester, MA • Edward Brooke Charter School, East Boston, MA • Lynnfield 4-School Building Program, Lynnfield, MA • New Westborough Intermediate School, Westborough, MA • Natick High School, Natick, MA • Sharon 3-School Building Program, Sharon, MA • Springfield renovation and expansion to the Van Sickle MS/HS, Springfield, MA • Revere Police Headquarters, Revere, MA • Revere Fire Station, Revere, MA 	<p>i. Other Experience and Qualifications Relevant to the Proposed Project:</p> <ul style="list-style-type: none"> • Longmeadow High School Addition/Renovation, Longmeadow, MA • Stoneham Middle School, Stoneham, MA • Cabot Elementary School Renovation/Expansion, Newton, MA • Angier Elementary School, Newton, MA • Wildwood Elementary School, Amherst, MA • Worcester Public Schools Accelerated Repair, Worcester, MA • Zervas Elementary School, Newton, MA • Woodland Elementary School, Milford, MA • Grafton High School, Grafton, MA <p>Prior to NV5:</p> <ul style="list-style-type: none"> • Beachmont Elementary School, Revere, MA • East Boston High School Renovations, Boston, MA • Randolph High School, Randolph, MA

ATTACHMENT C - OWNER'S PROJECT MANAGER APPLICATION FORM

Project Team Resumes

6a. Brief Resume for Key Personnel **ONLY** 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 Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.

<p>a. Name And Title Within Firm: Melissa Gagnon, MCPPO Project Manager NV5</p> <p>b. Project Assignment: PROJECT MANAGER / COMMUNITY OUTREACH & DOCUMENT CONTROLS EXPERT</p> <p>c. Name And Address Of Office: NV5 Consultants, Inc. 70 Fargo Street, Suite 800 Boston, MA 02210</p> <p>d. Years Experience: With This Firm: 10 With Other Firms: 11</p> <p>e. Education: Bachelor of Architecture, Syracuse University</p> <p>f. Date MCPPO Certified: Certified 2018</p> <p>g. Registrations / Certifications:</p> <p>h. Current Work Assignments and Availability for This Project: Newton Center for Active Living, Newton, MA UMass Boston Deferred Maintenance Projects, Boston, MA Leicester Elementary/Middle School, Leicester, MA</p> <p>*Available immediately, 40%</p> <p>i. Other Experience and Qualifications Relevant to the Proposed Project:</p> <ul style="list-style-type: none"> • Cabot Elementary School, Newton, MA • Boston Public School Accelerated Repair Program, Boston, MA • Angier Elementary School, Newton, MA • Zervas Elementary School, Newton, MA • Parker Elementary School, Billerica, MA • Freeman-Kennedy Elementary School, Norfolk, MA • Solmonese Elementary, Roof Repair, Norton, MA • Wayland Middle School, Roof Repair, Wayland, MA <p>Prior to NV5:</p> <ul style="list-style-type: none"> • Beaver Country Day School, Brookline, MA • Boston Latin School, Boston, MA • Everett High School, Everett, MA 	<p>a. Name And Title Within Firm: Tim Dorman, MCPPO Project Director NV5</p> <p>b. Project Assignment: PROGRAM DIRECTOR</p> <p>c. Name And Address Of Office: NV5 Consultants, Inc. 70 Fargo Street, Suite 800 Boston, MA 02210</p> <p>d. Years Experience: With This Firm: 12 With Other Firms: 8</p> <p>e. Education: Bachelor of Science, Civil Engineering, Northeastern University</p> <p>f. Date MCPPO Certified: Certified 2018, Recertified 2021</p> <p>g. Registrations / Certifications:</p> <p>h. Current Work Assignments and Availability for This Project: Amesbury Elementary School, Amesbury, MA UMass Boston Capital Improvement Program, Boston, MA</p> <p>*Available immediately, 35%</p> <p>i. Other Experience and Qualifications Relevant to the Proposed Project:</p> <ul style="list-style-type: none"> • Combined Public Safety Facility, Essex, MA • DPW Facility, Burlington, MA • Southbridge Middle/High School, Southbridge, MA • Thompson Island Outward Bound Education Center, Boston, MA • Downtown Flood Mitigation, Peabody, MA • Bayside Expo Center Due Diligence, UMass Boston, Boston, MA • Harborwalk & Shoreline Stabilization, UMass Boston, Boston, MA • Utility Corridor & Roadway Reconstruction, UMass Boston, Boston, MA • Fox Hall Dormitory Renovation, UMass Lowell, Lowell, MA • Tsongas Arena Due Diligence, UMass Lowell, Lowell, MA
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ATTACHMENT C - OWNER'S PROJECT MANAGER APPLICATION FORM

Project Team Resumes

6a. Brief Resume for Key Personnel **ONLY** 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 Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.

<p>a. Name And Title Within Firm: Bill Shaw, RA, MCPPO Site Representative NV5</p> <p>b. Project Assignment: SITE REPRESENTATIVE</p> <p>c. Name And Address Of Office: NV5 Consultants, Inc. 70 Fargo Street, Suite 800 Boston, MA 02210</p> <p>d. Years Experience: With This Firm: 9 With Other Firms: 12</p> <p>e. Education: Bachelor of Architecture, Boston Architectural College AS, Engineering Wentworth Institute of Technology</p> <p>f. Date MCPPO Certified: 2016</p> <p>g. Registrations / Certifications:</p> <p>h. Current Work Assignments and Availability for This Project: Amesbury Elementary School, Amesbury, MA *Available immediately, 100% during the construction phase</p> <p>Other Experience and Qualifications Relevant to the Proposed Project:</p> <ul style="list-style-type: none"> • Cabot Elementary School, Newton, MA • Grafton High School, Grafton, MA • Hunking Elementary/Middle School, Haverhill, MA • Wilmington High School, Wilmington, MA • Combined Public Safety Facility, Essex, MA • Facility Upgrades, MASCO (Medical Academic & Scientific Community Organization), Longwood Medical Area, Boston, MA 	<p>a. Name And Title Within Firm: Steve Stafford Site Representative NV5</p> <p>b. Project Assignment: SITE REPRESENTATIVE</p> <p>c. Name And Address Of Office: NV5 Consultants, Inc. 70 Fargo Street, Suite 800 Boston, MA 02210</p> <p>d. Years Experience: With This Firm: 1 With Other Firms: 30+</p> <p>e. Education: B.S. in Construction Management, Wentworth Institute of Technology</p> <p>f. Date MCPPO Certified:</p> <p>g. Registrations / Certifications: Licensed Construction Supervisor</p> <p>h. Current Work Assignments and Availability for This Project: UMass Boston On-Call Deferred Maintenance, Boston, MA *Available immediately, 20-35%</p> <p>i. Other Experience and Qualifications Relevant to the Proposed Project:</p> <ul style="list-style-type: none"> • DPW / Parks & Recreation Maintenance Facility, Burlington, MA • Engineering Product Innovation Center, Boston, MA • Hazardous Material Investigation, Boston, MA • New High School, Lawrence, MA • New Elementary School, Lexington, MA • School Building Program, Fall River, MA
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ATTACHMENT C - OWNER'S PROJECT MANAGER APPLICATION FORM

Project Team Resumes

6a. Brief Resume for Key Personnel **ONLY** 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 Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.

<p>a. Name And Title Within Firm: Nancy Sturm, MS EDU Educational Programmer</p> <p>b. Project Assignment: EDUCATIONAL PROGRAMMER</p> <p>c. Name And Address Of Office: NV5 Consultants, Inc. 70 Fargo Street, Suite 800 Boston, MA 02210</p> <p>d. Years Experience: With This Firm: With Other Firms: 40+</p> <p>e. Education: MS, Education, University of Iowa BA, Elementary Education, University of Northern Iowa</p> <p>f. Date MCPPO Certified:</p> <p>g. Registrations / Certifications: Green Classroom Professional by the Center for Green Schools at USGBC</p> <p>h. Current Work Assignments and Availability for This Project: *Available immediately as needed</p>	<p>a. Name And Title Within Firm: Dan Sexton, LEED AP NV5</p> <p>b. Project Assignment: COST ESTIMATING</p> <p>c. Name And Address Of Office: 30775 Bainbridge Road, Suite 180 Solon, OH 44139</p> <p>d. Years Experience: With This Firm: 5 With Other Firms: 30+</p> <p>e. Education: BS, Civil Engineering, University of Hartford</p> <p>f. Date MCPPO Certified:</p> <p>g. Registrations / Certifications: LEED AP</p> <p>h. Current Work Assignments and Availability for This Project: * Available immediately as needed.</p>
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Other Experience and Qualifications Relevant to the Proposed Project:

- **Ohio University Mccracken Hall Planning for College of Education, Athens, OH**
- **Norwin School District STEM Innovation Center Learning, North Huntingdon, PA**
- **St. Francis de Sales School Technology Assessment, Toledo, OH**
- **University of Michigan School of Education Visioning, Ann Arbor, MI**
- **Harrisburg Area Community College Classroom Audiovisual Assessment, Harrisburg, PA**
- **Bowling Green State University Next Generation Learning Spaces, Bowling Green, OH**

i. Other Experience and Qualifications Relevant to the Proposed Project:

- **Newton Center for Active Living, Newton, MA**
- **Middlesex Community College, Cowan Center Reno, Lowell, MA**
- **Cuyahoga Community College Infrastructure Maintenance Projects, Cleveland, OH**
- **Southwestern College Tennis Center, Chula Vista, CA**
- **Fire Training Research Center DFW International Airport, DFW Airport, TX**
- **Ruby Hill Park Improvements, Denver, CO**
- **North Olmsted Ice Arena Improvements, North Olmsted, OH**
- **Sandusky Justice Center, Sandusky, OH**
- **Veterans Park Improvements, Imperial Beach, CA**

ATTACHMENT C - OWNER'S PROJECT MANAGER APPLICATION FORM

Project Team Resumes

6a. Brief Resume for Key Personnel **ONLY** 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 Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.

<p>a. Name And Title Within Firm: Maria Hernandez</p> <p>b. Project Assignment: ASSISTANT PROJECT MANAGER</p> <p>c. Name And Address Of Office: NV5 Consultants, Inc. 70 Fargo Street, Suite 800 Boston, MA 02210</p> <p>d. Years Experience: With This Firm: With Other Firms: 5</p> <p>e. Education: BA, Architecture, Universidad Autónoma de Nuevo León</p> <p>f. Date MCPPO Certified:</p> <p>g. Registrations / Certifications:</p> <p>h. Current Work Assignments and Availability for This Project: Move Management Services for MassBay Community College Town of Norwell, New Town Hall *Available immediately, 20-35%</p> <p>Other Experience and Qualifications Relevant to the Proposed Project:</p> <ul style="list-style-type: none"> • Assistant Project Manager, Universidad De Monterrey • Construction Supervisor – High Court Of Justice Building • Project Coordinator – Fibra Inn 	<p>a. Name And Title Within Firm: Amir Salarifard, PE, LEED AP BD+C, CEA NV5</p> <p>b. Project Assignment: SUSTAINABILITY DESIGN REVIEW</p> <p>c. Name And Address Of Office: 1177 West Loop South, Suite 1560 Houston, TX 77027</p> <p>d. Years Experience: With This Firm: 1 With Other Firms: 10</p> <p>e. Education: MS, Mechanical Engineer, University of Illinois BS, Mechanical Engineering, KNTU</p> <p>f. Date MCPPO Certified:</p> <p>g. Registrations / Certifications: Registered Engineer (PE), LEED AP BD+C, Certified Energy Auditor (CEA)</p> <p>h. Current Work Assignments and Availability for This Project: * Available immediately as needed.</p> <p>i. Other Experience and Qualifications Relevant to the Proposed Project:</p> <ul style="list-style-type: none"> • Research And Development Laboratory, High-Rise Office Space, Confidential Client • 2525 Ponce de Leon Hines Energy Audit, Coral Gables, FL • Houston Methodist Hospital, Energy Audit, Houston, TX • Data Ceter Energy Audit, Dallas, TX • AEP Energy, Mechanical Engineer, Chicago, IL • Terminal 4 Expansion, Energy Model/LEED Certification, Los Angeles, CA
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ATTACHMENT C - OWNER'S PROJECT MANAGER APPLICATION FORM

Completed Projects

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 And 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. Number of Accidents and Safety Violations	i. Dollar Value of any Safety fines	j. Number And Outcome Of Legal Actions
(1)	Hildreth Elementary School Harvard, MA. PD: Tom Murphy	OPM for new elementary school.	\$53.6M	05/2021	YES	\$43M	\$950K	NONE	\$0	NONE
(2)	Cabot Elementary School Newton, MA. PD: Tom Murphy	OPM for renovation and addition of K-5 school.	\$48.9M	07/2019	YES	\$36.25M	\$ 224k	NONE	\$0	NONE
(3)	Stratton Elementary School, Arlington PD: Rob Juusola	OPM for 62,000 SF renovation and 24,000 SF temporary modular school.	\$14.4M	09/2017	YES	\$ 7.4M	\$ 1.2M	NONE	\$0	NONE
(4)	Zervas Elementary School, Newton PD: Tom Murphy	OPM for new 78,000 SF school on tight site in dense residential neighborhood.	\$40.0M	09/2017	YES	\$29.0M	\$ 236k	NONE	\$0	NONE
(5)	Caleb Dustin Hunking School Haverhill PD: Bill Cunniff	OPM for new grade reconfigured 148,000 SF K-8 school on occupied site.	\$60.5M	04/2017	YES	\$49.5M	\$ 1.5M	NONE	\$0	NONE
(6)	Lunenburg Middle/High School PD: Rob Juusola	OPM for phased construction of new 168,000 school on occupied site.	\$68.4M	12/2016	YES	\$58.0M	\$ 1.2M	NONE	\$0	NONE
(7)	Thurgood Marshall Middle School, Lynn PD: Lynn Stapleton	OPM for new 182,000 SF school using eminent domain in densely populated urban area.	\$85.0M	02/2016	YES	\$67.7M	NONE	NONE	\$0	NONE
(8)	Angier Elementary School, Newton. PM: Melissa Gagnon	OPM for new 75,000 SF K-5 school on tight site in dense residential neighborhood.	\$37.5M	01/2016	YES	\$27.7M	\$ 300k	NONE	\$0	NONE
(9)	Galvin Middle School, Wakefield PD: Lynn Stapleton	OPM for phased construction of new 188,000 SF school on occupied site.	\$74.4M	07/2015	YES	\$59.8M	\$ 3.5M	NONE	\$0	NONE
(10)	Greater Lowell Technical HS Tyngsboro. PIC: Stuart Lesser	OPM for 500,000 SF renovation and 22,000 SF addition, while occupied.	\$65.3M	09/2015	YES	\$53.0M	\$ 3.9M	NONE	\$0	NONE
(11)	Wilmington High School PD: Bill Cunniff	OPM for new 192,000 SF school.	\$83.0M	02/2015	YES	\$67.5M	\$ 2.3M	NONE	\$0	NONE
(12)	Stoneham Middle School PD: Tom Murphy	OPM for 80,000 SF addition and 50,000 SF renovation.	\$40.4M	09/2014	YES	\$32.0M	\$ 912k	NONE	\$0	NONE
(13)	New Merrimac Police Station PM: Ken Grizzell	OPM for new 89,000 SF school on occupied site.	\$6.5M	07/2020	YES	\$5.1M	NONE	NONE	\$0	NONE
(14)	Football Performance Center UMass Amherst PD: Tom Murphy	OPM for new athletic training facility and renovations to stadium.	\$36.0M	09/2014	YES	\$28.6M	\$ 1.3M	NONE	\$0	NONE
(15)	University Crossing UMass Lowell PD: Lynn Stapleton	OPM for 88,000 SF renovation and 143,000 SF in new construction for campus center.	\$97.3M	07/2014	YES	\$71.6M	\$ 7.0M	NONE	\$0	NONE
(16)	Kindergarten Center Expansion N. Andover, MA PD: Rob Juusola	OPM for DD-CA of permanent modular construction.	\$7.1M	08/2018	YES	\$6.38M	\$ 24k	NONE	\$0	NONE
(17)	Gibbs School Renovation Arlington, MA PD: Rob Juusola	OPM for renovation of mixed use building for new town wide dedicated 6 th grade	\$27.0M	08/2018	YES	\$21M	\$1.8M	NONE	\$0	NONE
(18)	Groton Senior Center Groton, MA PM: Melissa Gagnon	OPM for new 11,000SF facility	\$6.5M	10/2019	YES	\$4.8M	\$114K	NONE	\$0	NONE
(19)	Boston Public Schools Boston, MA PD: Michael Bongiorno	Replace (4) boilers and associated mechanical equipment and replace windows and doors at (2) schools	\$12.1M	10/2020	YES	\$8.1M	\$20K	NONE	\$0	NONE
(20)	Waltham New High School Waltham, MA PD: William Cunniff	OPM for Schematic/Feasibility Phase	\$377M	06/2020						
(21)	Leicester Elementary School / Middle School Leicester, MA PD: Melissa Gagnon	OPM for Schematic/Feasibility Phase	\$90.7M	N/A	N/A	N/A	N/A	N/A	N/A	N/A
(22)	Middlesex Community College Various Projects Bedford and Lowell, MA PD: Frank Kennedy	OPM for various campus projects	\$3.5M	07/2020	YES	\$2.39M	\$225K	NONE	\$0	

ATTACHMENT C - OWNER'S PROJECT MANAGER APPLICATION FORM

(23) City of Worcester ARP Worcester, MA PD: Rob Alger	OPM for Accelerated Repair Project	\$9.4M	12/2018	YES	\$7.6M	\$89K	NONE	\$0	NONE
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Completed Projects

7b. 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 And Project Director	b. Original Project Budget	c. Final Project Budget	d. If different, provide reason(s) for variance	e. Original Project Completion	f. Actual Project Completion On Time Y/N	g. If Different, Provide Reason(s) for Variance
(1)	Hildreth Elementary School Harvard, MA. PD: Tom Murphy	\$43M	\$53.6M	\$950K in Change Orders	05/2021	YES	
(2)	Cabot Elementary School Addition/Renovation Newton, MA PD: Tom Murphy	\$48.9M	\$47.5M	Budget savings	08/2019	08/2019	
(3)	Stratton Elementary School Arlington. PD: Rob Juusola	\$15.7M	\$14.4M	Savings in Construction Costs	09/2017	09/2017	
(4)	Zervas Elementary School Newton. PD: Tom Murphy	\$40.0M	\$40.0M		09/2017	09/2017	
(5)	Caleb Dustin Hunking School Haverhill. PD: Bill Cunniff	\$61.5M	\$60.5M	Savings in Construction Costs	04/2017	01/2017	3 months ahead of schedule
(6)	Lunenburg Middle/High School PD: Rob Juusola	\$72.9M	\$68.4M	Savings in Construction Costs	12/2016	12/2016	
(7)	Thurgood Marshall Middle School Lynn. PiC: Stuart Lesser	\$92.0M	\$85.0M	No Change Orders	07/2016	02/2016	5 months ahead of schedule
(8)	Angier Elementary School Newton. PM: Melissa Gagnon	\$37.5M	\$37.5M		01/2016	01/2016	
(9)	Galvin Middle School Wakefield. PiC: Stuart Lesser	\$74.4M	\$74.4M		07/2015	07/2015	
(10)	Greater Lowell Technical HS Tyngsboro. PM: James Riefstahl	\$65.3M	\$65.3M		09/2016	09/2015	12 months ahead of schedule
(11)	Wilmington High School PD: Bill Cunniff	\$83.0M	\$83.0M		02/2015	02/2015	
(12)	Stoneham Middle School PD: Tom Murphy	\$40.5M	\$40.4M	Savings in Construction Costs	09/2014	09/2014	
(13)	Football Performance Center UMass Amherst. PD: Tom Murphy	\$36.0M	\$36.0M		09/2014	09/2014	
(14)	Accelerated Repairs, Boston Public Schools PD: Tom Murphy	\$5M	\$5M		09/2020	09/2020	
(15)	University Crossing UMass Lowell. PiC: Stuart Lesser	\$86.4M	\$94.4M	Owner's Scope Changes	07/2014	07/2014	
(16)	Kindergarten Center Expansion N. Andover, MA PD: Rob Juusola	\$7.1M	\$7.1M		08/2018	08/2018	
(17)	Gibbs School Renovation Arlington, MA PD: Rob Juusola	\$27.0M	\$27.0M		08/2018	08/2018	
(18)	Groton Senior Center Groton, MA PM: Melissa Gagnon	\$4.8M		\$114K in Change Orders	09/2019	09/2019	
(19)	Boston Public Schools Boston, MA PD: Michael Bongiorno	\$12.1M	\$9.9M	Buyout savings & VE	11/2020	11/2020	
(20)	Waltham New High School Waltham, MA PD: William Cunniff	\$377M	N/A				
(21)	Leicester Elementary School / Middle School Leicester, MA PD: Melissa Gagnon	\$90.7M	N/A				

ATTACHMENT C - OWNER'S PROJECT MANAGER APPLICATION FORM

(22)	Middlesex Community College Various Projects Bedford and Lowell, MA PD: Frank Kennedy	\$5M	N/A	09/2021	09/2021
(23)	City of Worcester ARP Worcester, MA PD: Rob Alger	\$9.4M	\$8.4M	12/2018	12/2018

Current Projects

8. **Capacity:** Identify all current/ongoing Work by Prime Applicant, Joint-Venture Members or Sub-Consultants. Identify project participants and highlight any work involving the project participants identified in the response.

	a. Project Name and Location and Project Director	b. Brief Description Of Project And Services (Include Reference To Areas Of Similar Experience)	c. Original Project Budget	d. Current Project Budget	e. Project Completion Date	f. Current Forecast: Completion Date On-Time (Yes/No)	g. Original Construction Contract Value	h. Number & dollar value of CO	i. Number and Dollar Value of Claims
(1)	Amesbury Elementary School Amesbury, MA. PD: Tim Dorman	OPM for new elementary school.	\$60.5M	\$605M	08/2022	YES	\$48.9M	\$1.1M	NONE
(2)	Coburn Elementary School W. Springfield, MA. PD: Bill Cunniiff	OPM for new elementary school.	\$69M	TBD	08/2022	YES	TBD	NA	NONE
(3)	City Hall Renovation Phase II Chicopee, MA. PM: Rob Alger	OPM for renovations to historic City Hall and Annex.	\$20.5M	\$20.5M	06/2025	YES	20 M	NA	NONE
(4)	Newton Center for Active Living Newton, MA. PD: Tom Murphy	OPM for renovation/addition or replacement of existing Senior Center.	\$16M	TBD	TBD	TBD	TBD	NA	NONE
(5)	Campbell Elementary School Accelerated Repair Projects New Bedford, MA PD: Tom Murphy	OPM for renovations and HVAC improvements	\$7.93M	\$7.93M	TBD	TBD	TBD	TBD	TBD
(6)	Longsjo Middle School Accelerated Repair Projects Fitchburg, MA PD: Tom Murphy	OPM for windows and doors replacements	\$3.6M	\$3.6M	09/2023	TBD	TBD	TBD	TBD
(7)	City on a Hill Charter School Interior Renovations Boston, MA PD: Tom Murphy	OPM for interior renovations	\$1.5M	\$1.5M	TBD	TBD	TBD	TBD	TBD
(8)	Norwell Town Hall Norwell, MA PD: Frank Kennedy	Purchased new building for replacement Town Hall							

ATTACHMENT C - OWNER'S PROJECT MANAGER APPLICATION FORM

References

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 # for Contact Person	Project Name And Location Project Director	Client's Name, Address and Phone # for Contact Person	Project Name And Location Project Director	Client's Name, Address and Phone # for Contact Person
	1) Newton School Building Program (Cabot Elementary, Angier Elementary, Zervas Elementary) Newton, MA PD: Tom Murphy PM: Melissa Gagnon Site Rep: Bill Shaw	City of Newton 52 Elliot Street Newton, MA Alex Valcarce Deputy Commissioner (617) 594-2563 avalcarce@newtonma.gov	5) Coburn Elementary School (MSBA) West Springfield, MA PD: Tom Murphy	West Springfield Public Schools 26 Central Street West Springfield, MA 01089 Vito Perrone Interim Superintendent of Schools (413) 263-3300 perrone@wsps.org	9) Newton Center for Active Living Newton, MA PD: Tom Murphy PM: Melissa Gagnon	City of Newton 52 Elliot Street Newton, MA 02461 Alex Valcarce Deputy Commissioner (617) 594-2563 avalcarce@newtonma.gov
	2) Hildreth Elementary School (MSBA) Harvard, MA PD: Tom Murphy	Harvard Public Schools 39 Massachusetts Avenue Harvard, MA 01451 Susan Mary Redinger School Building Committee Chair (978) 503-8917 smredinger@psharvard.org	6) Accelerated Repair Projects New Bedford, MA PD: Tom Murphy	455 County Street New Bedford, MA 02740 Dr. Barry Rabinovitch (508) 889-2693 brabinovitch@newbedfordschools.org	10) New Senior Center Groton, MA PM: Melissa Gagnon	Town of Groton 173 Main Street Groton, MA 01450 Peter Cunningham Chairman, Senior Center Building Committee (978) 448-3497 pcunningham@grotonma.gov
	3) Caleb Dustin Hunking School (MSBA) Haverhill, MA Site Rep: Bill Shaw	City of Haverhill 4 Summer Street Haverhill, MA 01830 Jared Fulgoni (Former) Assistant Superintendent (978) 388-0507 jaredfulgoni@yahoo.com	7) Wilmington High School (MSBA) Wilmington, MA PD: Bill Cunniff Site Rep: Bill Shaw	Town of Wilmington 121 Glen Road Wilmington, MA 01887 Jeffrey Hull Town Manager (978) 658-3311 Jhull@wilmingtonma.gov	11) UMass Boston Boston, MA PD: Tim Dorman	Town of Merrimac 2 School Street Merrimac, MA 01860 Carl Erickson Director of Project Management (617) 287-4836 Carl.Erickson@umb.edu
	4) Boston Public Schools Accelerated Repair (MSBA) Boston, MA PEX: Tom Murphy PM: Melissa Gagnon	Boston Public Facilities Department 26 Court Street Boston, MA 02108 Carleton Jones Deputy Director of Operations (617) 869-1138 carleton.jones@boston.gov	8) Longsjo Middle School Fitchburg, MA PD:	718 Main Street, Suite 208 Fitchburg, MA 01420 Mary A. Delaney, MCPPO Chief Procurement Officer (978) 829-1850 MDelaney@fitchburgma.gov	12) New Police Station Merrimac, MA PD: Frank Kennedy	Town of Merrimac 2 School Street Merrimac, MA 01860 Eric Shears Chief of Police (978) 346-8321 police@merrimacpolice.org

Use This Space To Provide Any Additional Information Or Description Of Resources Supporting The Qualifications Of Your Firm And That Of Your Sub-Consultants.

b.
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: **Frank Kennedy, Vice President**

Date: **May 3, 2023**



HILDRETH ELEMENTARY SCHOOL (MSBA)

HARVARD, MA

NV5 provided OPM services to the Town of Harvard for the replacement of a Pre-K through Fifth Grade elementary school. This project replaced an existing, outdated elementary school built over several different periods with a new, state-of-the-art building on an adjacent site **while the original school was occupied**.

Harvard Public Schools used this project for several different educational opportunities for the students in which the project team participated. The building design incorporated elements from the local architectural vernacular as well as established a contextual link to the historic library across the street. The new building includes multiple breakout spaces, a learning stair, a STEM based innovation lab as well as multiple skylights that bring natural light into the corridors. Phase 1 of the project was completed and the school was opened to students in May 2021. During Phase 2, the existing school building was demolished and play fields, a playground structure, and parking was developed.

PROJECT SIZE: 82,000 SF

PROJECT COST: \$53.6 MILLION

YEAR COMPLETED: 2021

CONSTRUCTION DELIVERY METHOD: CM @ RISK



SGT. JORDAN SHAY MEMORIAL LOWER ELEMENTARY SCHOOL (MSBA)

CITY OF AMESBURY

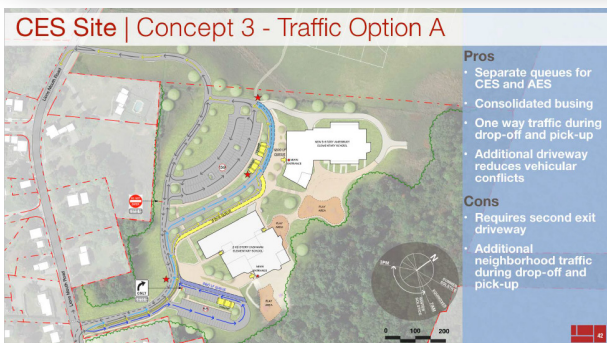
The City of Amesbury recognized the need to modernize its aging 1968 era school facility on S. Hampton Road. Expanding and renovating the existing building was deemed cost prohibitive due to its age, condition, and proximity to wetlands. Several options were explored for consideration and ultimately the City elected to move from neighborhood schools to a lower and upper elementary school campus, by locating a new building next to the existing Cashman Elementary School building and reconfiguring the grades accordingly. The new building was design to accommodate Pre-K through 2nd grade and the adjacent building reconfigured to accommodate grades 3 through 5. The new building takes advantage of the sloping site and while appearing two stories from the front has three floors that all share natural light and openness to the woods and nature to the north. Other innovative features include a public wing which can be isolated to host community events with a full sized gymnasium, cafeteria with platform area and media center as well as project area breakout spaces that are connected to groups of classrooms. The project faced many challenges related to the site including displacing ball fields, close proximity to wetlands and addressing naturally occurring soils with elevated levels of arsenic. A thoughtful and detailed plan was developed to retain and safely cap as much of the existing soil as possible in order to reduce the cost impact of offsite disposal and remain on budget.

PROJECT SIZE: 98,200 SF

PROJECT COST: \$60.5M

YEAR COMPLETED: 2023

CONSTRUCTION DELIVERY METHOD: GC



ANGIER ELEMENTARY SCHOOL (MSBA)

NEWTON, MA



NV5 provided complete OPM services for the new Angier Elementary School in Newton, MA, including strategic options analysis to determine the optimal approach to expand and renovate or replace the existing outdated facility. Development of the educational program and concept design for this project became a model for planned upgrades to all of the Newton elementary school facilities. The tight urban site required careful planning considerations.

The project earned LEED Gold Certification.

PROJECT SIZE: 74,960 SF
YEAR COMPLETED: 2016

PROJECT COST: \$37.5 MILLION
CONSTRUCTION DELIVERY METHOD: CM @ RISK

ZERVAS ELEMENTARY SCHOOL

NEWTON, MA



The City of Newton engaged NV5 to provide full OPM services for the project to replace and expand the Zervas Elementary School which serves grades K-5, as part of a district-wide strategic initiative. The feasibility study established objective criteria to select among 15 alternative locations and then a comparative analysis to determine whether it would be cost effective to expand the existing site through acquisition of up to 3 adjacent residential properties. In collaboration with the architect and construction manager, the team established a clear preferred option in conjunction with a comprehensive total project budget and critical path schedule. The strategy allows the City to continue the intimate neighborhood schools concept for elementary education while increasing overall system capacity.

The project earned LEED Silver Certification.

PROJECT SIZE: 78,800 SF
YEAR COMPLETED: 2017

PROJECT COST: \$40 MILLION
CONSTRUCTION DELIVERY METHOD: CM @ RISK

CABOT ELEMENTARY SCHOOL (MSBA)

NEWTON, MA



NV5 provided full OPM services during the replacement and expansion of the Cabot Elementary School which serves grades K-5, as part of a district-wide strategic initiative. The feasibility study established objective criteria to select among 8 alternative locations. A comparative analysis determined it would be cost effective to renovate the existing 1929 structure and add a new addition rather than demolish the existing structure and construct a new building.

In collaboration with the architect and construction manager, the team established renovation/addition as the clear preferred option in conjunction with a comprehensive total project budget and critical path schedule. The strategy allowed the City to continue the intimate neighborhood schools concept for elementary education while increasing overall system capacity.

The completed project achieved LEED Gold Certification.

PROJECT SIZE: 82,000 SF
YEAR COMPLETED: 2019

PROJECT COST: \$48.9 MILLION
CONSTRUCTION DELIVERY METHOD: CM @ RISK



STRATTON ELEMENTARY SCHOOL RENOVATION

ARLINGTON, MA

The Town of Arlington completed the rebuild of their 7 elementary schools with the renovation of the Stratton Elementary School, which serves grades K-5. The project included the construction of a temporary school of 22 modular classrooms plus administration offices and support to serve the students over the 2016-2017 school year while the existing building was renovated. Construction began in April 2016, and was completed in August 2017 with the removal of the modular classrooms, restoration of the site and fit out of the renovated school.

The project included the creation of a temporary school on site, and was completed on within a 14 month construction schedule.

PROJECT COST: \$10.6 MILLION

YEAR COMPLETED: 2017

CONSTRUCTION DELIVERY METHOD: CHAPTER 149





GIBBS MIDDLE SCHOOL RENOVATION

ARLINGTON, MA

The Gibbs Middle School, located in Arlington, MA, was originally the East Junior High School when it was constructed in 1928. Prior to the project, the building had been leased to several tenants. Additional space was needed immediately to alleviate over-crowding at the Ottoson Middle School, leading to the need to renovate the existing Gibbs School and relocate 6th grade students for the entire Town of Arlington. Services for this improvement included budget and schedule management, project procurement, analysis of options for construction delivery methods, construction administration, site representation and commissioning procurement.

To meet the needs of the students of Arlington, an aggressive design and construction schedule was established to open the school to students in the Fall of 2018. As part of the project, the existing interior of the school was completely gutted to allow for all new MEP throughout the entire building. The project pursued seeking LEED Silver V4, which involved incorporating many sustainable design elements into the project including replacing all exterior windows. The building was occupied during the design phase of the project.

PROJECT COST: \$27 MILLION

YEAR COMPLETED: 2018

CONSTRUCTION DELIVERY METHOD: CM @ RISK



ACCELERATED REPAIR PROJECTS

VARIOUS LOCATIONS | MASSACHUSETTS SCHOOL BUILDING AUTHORITY

The MSBA ARP program is designed to assist communities across the state with funding for essential and energy-saving repairs. As Owner's Project Manager for the ARP, NV5 worked within aggressive schedules on multiple projects simultaneously. Work included repairs and phased renovations of occupied buildings. Phasing and sequencing was essential in order to keep buildings occupied and running while repairs were made. Projects include:

Boiler Replacements:

- Rafael Hernandez School, Roxbury
- Lyndon School, West Roxbury
- Donald McKay, East Boston
- Josiah Quincy School, Boston
- Garfield Middle School, Revere
- Boston Latin School, Boston
- Condon Elementary School, Boston
- Channing Elementary, Boston

Window and Door Replacements:

- James Otis, East Boston
- John D O'Bryant School, Roxbury
- Thorndyke Elementary School, Worcester

Roof Replacements:

- McCormack School, Boston
- Dever Elementary School, Boston
- Fairview & Belcher Elementary, Chicopee
- Solmonese Elementary School, Norton
- Wayland Middle School
- Kensington School, Springfield

Exterior Window, Door, and Boiler Replacement:

- Brooks Elementary School, New Bedford
- Campbell Elementary School, New Bedford

Exterior Window, Door and Roof Replacement:

- Elm Park Community School, Worcester
- Lincoln Street School, Worcester

PROJECT COST: VARIOUS

YEAR COMPLETED: ONGOING

CONSTRUCTION DELIVERY METHOD: VARIOUS

ATTACHMENT D.1
CITY OF NEWTON

BIDDER'S QUALIFICATIONS AND REFERENCES FORM

All questions must be answered, and the data given must be clear and comprehensive. Please type or print legibly. If necessary, add additional sheet for starred items. This information will be utilized by the City for purposes of determining bidder responsiveness and responsibility with regard to the requirements and specifications of the Contract.

- 1. FIRM NAME: NV5 Consultants, Inc.
- 2. WHEN ORGANIZED: 1983 (as Joslin, Lesser + Associates, Inc.)
- 3. INCORPORATED? YES NO DATE AND STATE OF INCORPORATION: Massachusetts
- 4. IS YOUR BUSINESS A MBE? YES NO WBE? YES NO or MWBE? YES NO
- * 5. LIST ALL CONTRACTS CURRENTLY ON HAND, SHOWING CONTRACT AMOUNT AND ANTICIPATED DATE OF COMPLETION:

See attached

- * 6. HAVE YOU EVER FAILED TO COMPLETE A CONTRACT AWARDED TO YOU?
 YES NO
IF YES, WHERE AND WHY?

- * 7. HAVE YOU EVER DEFAULTED ON A CONTRACT? YES NO
IF YES, PROVIDE DETAILS.

- * 8. LIST YOUR VEHICLES/EQUIPMENT AVAILABLE FOR THIS CONTRACT:
N/A

- * 9. IN THE SPACES FOLLOWING, PROVIDE INFORMATION REGARDING CONTRACTS COMPLETED BY YOUR FIRM SIMILAR IN NATURE TO THE PROJECT BEING BID. A MINIMUM OF FOUR (4) CONTRACTS SHALL BE LISTED. PUBLICLY BID CONTRACTS ARE PREFERRED, BUT NOT MANDATORY.

PROJECT NAME: Cabot Elementary School Addition/Renovation
OWNER: City of Newton
CITY/STATE: Newton, MA
DOLLAR AMOUNT: \$ 47.5M DATE COMPLETED: 08/2019
PUBLICLY BID? YES NO
TYPE OF WORK?: Owner's Project Manager

RFQ for Owner's Project Management Services
Franklin Elementary School


CONTACT PERSON: Alex Valcare TELEPHONE #: (617) 594-2563
CONTACT PERSON'S RELATION TO PROJECT?:
(i.e., contract manager, purchasing agent, etc.)

PROJECT NAME: Hildreth Elementary School
OWNER: Harvard Public Schools
CITY/STATE: Harvard, MA
DOLLAR AMOUNT: \$ 53.6M DATE COMPLETED: 05/2021
PUBLICLY BID? YES NO
TYPE OF WORK?: Owner's Project Manager
CONTACT PERSON: SusanMary Redinger TELEPHONE #: (978) 503-8917
CONTACT PERSON'S RELATION TO PROJECT?: Chair, School Building Committee
(i.e., contract manager, purchasing agent, etc.)

PROJECT NAME: Wellesley College On-Call Program
OWNER: Wellesley College
CITY/STATE: Wellesley, MA
DOLLAR AMOUNT: \$ n/a - time and material DATE COMPLETED: on-going
PUBLICLY BID? YES NO
TYPE OF WORK?: Owner's Project Manager for various capital improvements / repairs / renovation projects
CONTACT PERSON: Timothy Singleton TELEPHONE #: (617) 901-6079
CONTACT PERSON'S RELATION TO PROJECT?: Contract Manager
(i.e., contract manager, purchasing agent, etc.)

PROJECT NAME: University of Massachusetts On-Call Program
OWNER: UMB
CITY/STATE: Boston, MA
DOLLAR AMOUNT: \$ n/a - time and material DATE COMPLETED: on-going
PUBLICLY BID? YES NO
TYPE OF WORK?: Owner's Project Manager for various deferred maintenance and repair projects
CONTACT PERSON: Carl Erickson TELEPHONE #: (687) 287-4836
CONTACT PERSON'S RELATION TO PROJECT?: Campus Capital Projects Director
(i.e., contract manager, purchasing agent, etc.)

10. The undersigned certifies that the information contained herein is complete and accurate and hereby authorizes and requests any person, firm, or corporation to furnish any information requested by the City in verification of the recitals comprising this statement of Bidder's qualifications and experience.

DATE: 05/03/23 BIDDER: NV5 Consultants, Inc.
SIGNATURE: 
PRINTED NAME: Frank Kennedy TITLE: Vice President

CURRENT CONTRACTS

<u>Project</u>	<u>Price</u>	<u>Est. Completion Date</u>
Chicopee City Hall	\$1,058,519	12/2024
Middlesex Community College, Cowan Center	\$500,000	TBD
Middlesex Community College, Federal Building	\$129,910	06/2022
Newton Center for Active Living	\$229,417	06/2023
Norwell Town Hall Renovation	\$120,000	12/2023
Amesbury Elementary School	\$1,208,030	06/2023
City on a Hill Charter School	\$56,000	12/2024
Fitchburg Longsjo Middle School ARP	\$88,000	12/2024
Boston 4-School ARP Study	\$40,000	12/2025
New Bedford Campbell APR	\$430,000	12/2023

CORPORATE AUTHORIZATION RESOLUTION

I, Richard Tong, Executive Vice President and Director of NV5 Consultants, Inc. (The "Corporation") hereby certifies that: the Corporation is duly organized and existing under the laws of the State of Massachusetts and the following is true, accurate and complete transcript of a resolution contained in the minute book of the Board of Directors of said Corporation duly held, at which meeting there was present and acting throughout a quorum authorized to transact business hereinafter described, and that the proceedings of said meeting were in accordance with the charter and by-laws of said Corporation and that said resolutions have not been amended or revoked and are in full force and effect:

Resolved, that Frank Kennedy, Vice President be and is hereby authorized and empowered to sign any and all contracts and documents on behalf of said Corporation, and to take such steps, and do such other acts and things, as in his judgment may be necessary, appropriate or desirable in connection with any proposal submitted to, or any contract entered into with the City of Newton, RFQ #23-98, Contract for Public Buildings Owner's Project Manager Franklin School Redevelopment.

Resolved, that any and all transactions by and of the officers or representatives of the Corporation, in its name and for its account, with the City of Newton, RFQ #23-98, Contract for Public Buildings Owner's Project Manager Franklin School Redevelopment, prior to the adoption of these resolutions be, and they are hereby, ratified and approved for all purposes.

Witness my hand and seal of the Corporation this May 2, 2023.



Richard Tong, Executive Vice President



ATTACHM3NT D.2

CERTIFICATE OF AUTHORITY – BUSINESS CORPORATIONS

As duly authorized meeting of the Board of Directors of _____
(name of corporation)
held on _____ at which all Directors were present or waived notice, it
was voted that, _____ (name) of this company be and hereby is
authorized to execute contracts and bonds in the name and behalf of said company, and affix
its Corporate Seal thereto, and such execution of any contract of obligation in this
company's name on its behalf by such _____ under seal of the company, shall be valid and
binding upon this company.

A TRUE COPY

ATTEST (clerk or secretary)

Place of Business

ATTACHMENT D.3

CERTIFICATION OF VOTE

I hereby certify that I am the clerk/secretary of the _____
(name of company)
that is the duly elected _____ of said company, and the
above vote has not been amended or rescinded and remains in full force and
effect as of the
_____, date on which the corporation's
authorized representative, named above, affixed his/her signature to this contract.

Clerk or Secretary
(Corporate Seal)

ATTACHMENT D.4

SATISFACTION OF STATE TAX REQUIREMENTS

ATTEST FORM

Pursuant to M.G.L. Chapter 49A, I certify under the penalties of perjury that I, to my best knowledge and belief, have filed all state tax returns and paid all state taxes required under law.

FIN: 04-2785107

Social Security Number or
Federal Identification Number

05/03/23

Date:

NV5 Consultants, Inc.

Signature of Individual
or Corporate Name



Corporate Officer (if applicable)

ATTACHMENT D.5

CERTIFICATE OF FOREIGN CORPORATION

The undersigned hereby certifies that it has been duly established, organized, or chartered as a corporation under the laws of:

Commonwealth of Massachusetts

(Jurisdiction)

The undersigned further certifies that it has complied with the requirements of M.G.L. c. 30, §39L (if applicable) and with the requirements of M.G.L. c. 156D, §15.03 relative to the registration and operation of foreign corporations within the Commonwealth of Massachusetts.

Frank Kennedy

Name of person signing proposal



Signature of person signing proposal

NV5 Consultants, Inc.

Name of Business (Please Print or Type)

Affix Corporate Seal here



ATTACHMENT D.6

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, business, partnership, corporation, union committee, club or other organization, entity or group of individuals.



Signature of individual submitting bid or proposal

NV5 Consultants, Inc.

Name of Business

ATTACHMENT D.7

City of Newton



Mayor
Ruthanne Fuller

Purchasing Department
Nicholas Read *Chief Procurement Officer*
1000 Commonwealth Avenue
Newton Centre, MA 02459-1449
purchasing@newtonma.gov

Telephone
(617) 796-1220
Fax:
(617) 796-1227
TDD/TTY
(617) 796-1089

Date:

Vendor

Re: Debarment Letter for Invitation For Bid # 23-98

As a potential vendor on the above contract, the City requires that you provide a debarment/suspension certification indicating that you are in compliance with the below Federal Executive Order. Certification can be done by completing and signing this form.

Debarment:

Federal Executive Order (E.O.) 12549 "Debarment and Suspension" requires that all contractors receiving individual awards, using federal funds, and all sub-recipients certify that the organization and its principals are not debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency from doing business with the Federal Government.

I hereby certify under pains and penalties of perjury that neither I nor any principal(s) of the Company identified below is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

Frank Kennedy _____ (Name)

NV5 Consultants, Inc. _____ (Company)

70 Fargo Street, Suite 800 _____ (Address)

Boston, MA 02210 _____ (Address)

PHONE 617.538.0803 FAX _____

EMAIL Frank.Kennedy@NV5.com

 _____ Signature

05/03/23 _____ Date

If you have questions, please contact Nicholas Read, Chief Procurement Officer at (617) 796-1220.

Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

► Go to www.irs.gov/FormW9 for instructions and the latest information.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
NV5 Consultants, Inc.

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

Individual/sole proprietor or single-member LLC

C Corporation

S Corporation

Partnership

Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► _____

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) ► _____

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.
Lockbox Address: P.O. Box 74008680

6 City, state, and ZIP code
Chicago, IL 60674-8680

7 List account number(s) here (optional)
Local Office: 70 Fargo Street, Suite 800 Boston, MA 02210

Requester's name and address (optional)
**Corporate Office:
200 S. Park Road, Suite 350
Hollywood, FL 33021**

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			-				
--	--	--	---	--	--	--	--

or

Employer identification number

0	4	-	2	7	8	5	1	0	7
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Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person ► 

Date ► **April 7th, 2021**

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

ATTACHMENT D.9

Business Category Information Form*

IFB No. 23-98

Owner's Project Manager Franklin School


Business Type Categories*	Select All That Apply
MBE: Minority-Owned Business Enterprise	
WBE: Women-Owned Business Enterprise	
VBE: Veteran Business Enterprise	
SDVOBE: Service-Disabled Veteran-Owned Business Enterprises	
DOBE: Disability-Owned Business Enterprise	
LGBTBE: Lesbian, Gay, Bisexual, Transgender Business Enterprise	

*Information is being collected as part of a City initiative to open contract opportunities to underrepresented vendors.

I do not wish to complete this form.

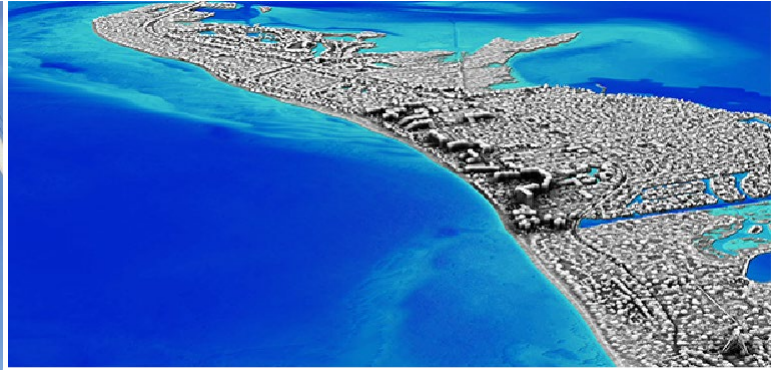
There is no penalty for persons who do not complete this Form, and whether or not the Form is completed will not be taken into consideration in awarding a bid.

I certify that the foregoing information is true and correct.



By: Frank Kennedy

Date: 05/03/23

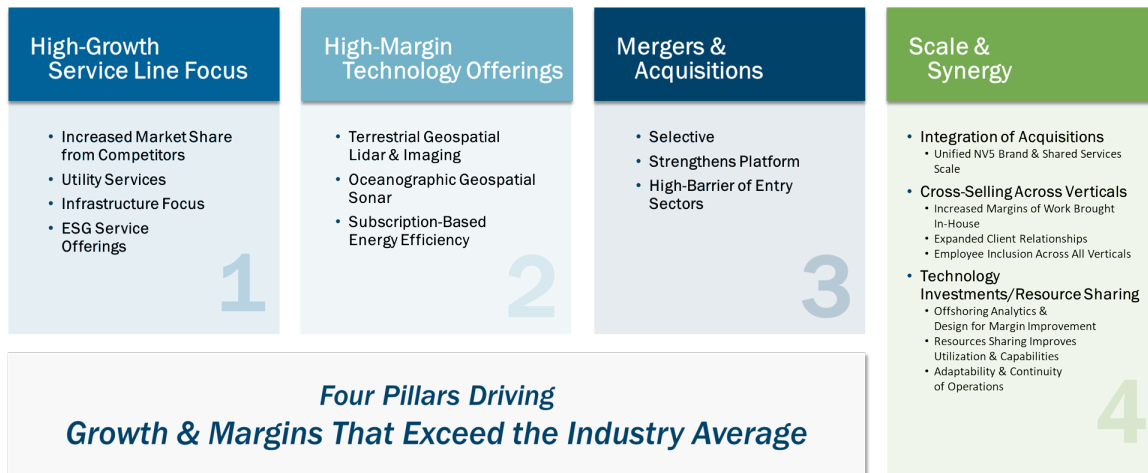




THE NV5 BUSINESS MODEL

The NV5 business model is built upon four pillars that drive our growth and margins that exceed industry average. Adherence to this model allowed us to adapt to changing market conditions and continue our growth trajectory.

The first pillar is our focus on high-growth service lines, such as utility services, infrastructure, and ESG, resulting in NV5's increased market share, taken from competitors. The second pillar refers to our high-margin service mix, such as terrestrial and oceanographic geospatial technologies and subscription-based energy efficiency services to complement our traditional engineering and compliance services. The third pillar of our business model is mergers and acquisitions, focusing solely on those companies that will strengthen our platform and operate in high-barrier to entry sectors. Finally, the fourth pillar is scale and synergy, driven through the integration of our acquisitions allowing NV5 to fully-extract synergies through cost efficiencies of our shared services model and commercially through a single NV5 brand.



PROPELLING TOWARD \$1 BILLION

In 2021, NV5 established a goal of generating \$1 billion in gross revenue run rate by the end of 2024. Our performance in 2021 has NV5 in a positive position to achieving this goal, and all of NV5's employees continue to propel us toward this collective target. We enter 2022 poised for growth with a record backlog, strong momentum in our operations, and favorable market conditions to drive organic growth throughout the NV5 organization. We will continue to invest in acquisitions to strengthen our verticals and introduce new technologies that provide higher margins and barriers to entry. We are excited about the growth opportunities for NV5 in 2022 and beyond, and we thank you for your continued support of NV5.

Sincerely,

Dickerson Wright, P.E.
Chairman and CEO

SELECTED FINANCIAL DATA.

The following selected financial data was derived from our consolidated financial statements and provides summarized information with respect to our operations and financial position. The data set forth below should be read in conjunction with the information contained in Item 7, *Management's Discussion and Analysis of Financial Condition and Results of Operations*, and our consolidated financial statements and the notes thereto contained in Item 8, *Financial Statements and Supplementary Data*, in this Annual Report on Form 10-K.

Statements of Operations Data	Fiscal Year Ended				
	January 1, 2022	January 2, 2021	December 28, 2019	December 29, 2018	December 30, 2017
	(in thousands, except per share data)				
Gross revenues	\$ 706,706	\$ 659,296	\$ 508,938	\$ 418,081	\$ 333,034
Direct costs:					
Salaries and wages	175,047	176,865	153,023	132,922	103,011
Sub-consultant services	124,998	107,602	79,598	62,218	50,171
Other direct costs	47,347	40,291	30,935	21,537	14,598
Total direct costs	347,392	324,758	263,556	216,677	167,780
Gross profit	359,314	334,538	245,382	201,404	165,254
Operating expenses:					
Salaries and wages, payroll taxes and benefits	176,838	176,816	128,558	102,221	86,222
General and administrative	53,986	50,214	42,656	31,713	26,747
Facilities and facilities related	20,193	21,280	17,145	14,401	12,589
Depreciation and amortization	39,953	42,079	25,816	17,384	13,128
Total operating expenses	290,970	290,389	214,175	165,719	138,686
Income from operations	68,344	44,149	31,207	35,685	26,568
Interest expense	(6,239)	(15,181)	(2,275)	(1,966)	(1,935)
Income before income tax expense	62,105	28,968	28,932	33,719	24,633
Income tax expense	(14,958)	(7,950)	(5,176)	(6,863)	(627)
Net income	\$ 47,147	\$ 21,018	\$ 23,756	\$ 26,856	\$ 24,006
Basic earnings per share	\$ 3.34	\$ 1.70	\$ 1.96	\$ 2.44	\$ 2.36
Diluted earnings per share	\$ 3.22	\$ 1.65	\$ 1.90	\$ 2.33	\$ 2.23
Weighted average common shares outstanding:					
Basic	14,135,333	12,362,786	12,116,185	10,991,124	10,178,901
Diluted	14,656,381	12,713,075	12,513,034	11,506,466	10,777,806
Balance Sheet Data	January 1, 2022	January 2, 2021	December 28, 2019	December 29, 2018	December 30, 2017
Cash and cash equivalents	\$ 47,980	\$ 64,909	\$ 31,825	\$ 40,739	\$ 18,751
Total assets	\$ 961,943	\$ 881,175	\$ 893,137	\$ 439,421	\$ 305,780
Long-term debt, including current portion	\$ 131,796	\$ 307,522	\$ 358,187	\$ 51,684	\$ 70,447
Total equity	\$ 624,720	\$ 394,069	\$ 355,963	\$ 317,542	\$ 180,097

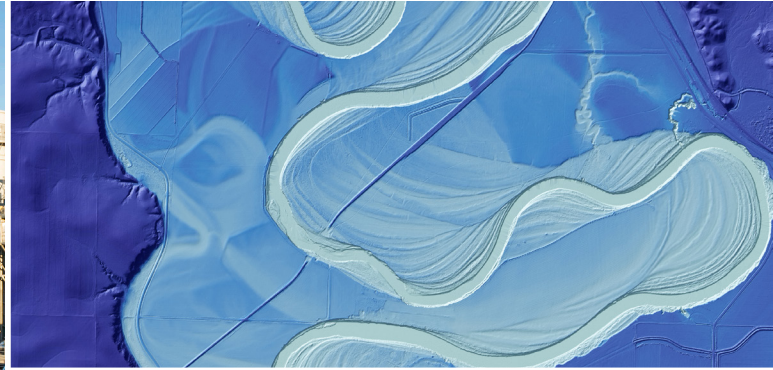
NV5 Global, Inc. and Subsidiaries
CONSOLIDATED BALANCE SHEETS
(in thousands, except share data)

Assets	January 1, 2022	January 2, 2021
Current assets:		
Cash and cash equivalents	\$ 47,980	\$ 64,909
Billed receivables, net	153,814	142,705
Unbilled receivables, net	89,734	74,458
Prepaid expenses and other current assets	12,442	6,804
Total current assets	303,970	288,876
Property and equipment, net	32,729	27,011
Right-of-use lease assets, net	44,260	43,607
Intangible assets, net	188,224	174,931
Goodwill	389,916	343,796
Other assets	2,844	2,954
Total Assets	\$ 961,943	\$ 881,175
Liabilities and Stockholders' Equity		
Current liabilities:		
Accounts payable	\$ 55,954	\$ 39,989
Accrued liabilities	50,461	45,325
Billings in excess of costs and estimated earnings on uncompleted contracts	29,444	24,962
Other current liabilities	1,551	380
Current portion of contingent consideration	5,807	1,334
Current portion of notes payable and other obligations	20,734	24,196
Total current liabilities	163,951	136,186
Contingent consideration, less current portion	2,521	1,066
Other long-term liabilities	34,304	38,737
Notes payable and other obligations, less current portion	111,062	283,326
Deferred income tax liabilities, net	25,385	27,791
Total liabilities	337,223	487,106
Commitments and contingencies		
Stockholders' equity:		
Preferred stock, \$0.01 par value; 5,000,000 shares authorized, no shares issued and outstanding	—	—
Common stock, \$0.01 par value; 45,000,000 shares authorized, 15,414,005 and 13,270,131 shares issued and outstanding as of January 1, 2022 and January 2, 2021, respectively	154	133
Additional paid-in capital	451,754	268,271
Retained earnings	172,812	125,665
Total stockholders' equity	624,720	394,069
Total liabilities and stockholders' equity	\$ 961,943	\$ 881,175

See accompanying notes to consolidated financial statements.

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2020 | ANNUAL REPORT





WHAT WE HAVE ACHIEVED

In 2020, we generated \$659 million in gross revenues and \$105 million in Adjusted EBITDA, which is a 52% increase over 2019 Adjusted EBITDA. Our operations generated \$96 million in cash flows from operations. During the course of the year, we reduced debt by almost \$52 million and finished the year with approximately \$65 million of cash on hand. NV5 has also continued to be recognized by the industry, including being selected as the fastest growing company on Zweig Group's "Hot Firm List" for the fourth consecutive year. We also increased our position to #27 on the Engineering News Records list of Top 500 Design firms and #13 on its Top 100 Pure Design Firms list.

2020 was also a record year for our cross-selling program, completing almost \$33 million in cross-sales throughout the year, and eclipsing the previous record set in 2019 by 41%. We expect 2021 to be another successful year for selling across verticals and delivering the full breadth of NV5's capabilities to our valued clients.

WHAT WE ARE PLANNING FOR THE FUTURE

Throughout our history, NV5 has established a track record of setting ambitious growth targets and successfully delivering on those goals. In 2020, we exceeded our goal of \$600 million in gross revenues by 10%, delivering \$659 million in revenues for the year.

We have established a new growth target for the company to generate \$1 billion in gross revenue run rate by the end of 2024. All 3,300 employees across more than 100 NV5 offices are united in our drive to achieve this milestone.

We enter 2021 poised for growth with strong momentum and a healthy backlog. We will continue to invest in acquisitions to strengthen our verticals, introduce new technologies that provide higher margins and barriers to entry, and drive organic growth throughout the organization.

We are excited about the opportunities ahead of us in 2021 and beyond, and thank you for your continued support of NV5.

Sincerely,

Dickerson Wright, P.E.
Chairman and CEO



ITEM 6. SELECTED FINANCIAL DATA.

The following selected financial data was derived from our consolidated financial statements and provides summarized information with respect to our operations and financial position. The data set forth below should be read in conjunction with the information contained in Item 7, *Management's Discussion and Analysis of Financial Condition and Results of Operations*, and our consolidated financial statements and the notes thereto contained in Item 8, *Financial Statements and Supplementary Data*, in this Annual Report on Form 10-K.

Statements of Operations Data	Fiscal Year Ended				
	January 2, 2021	December 28, 2019	December 29, 2018	December 30, 2017	December 31, 2016
	(in thousands, except per share data)				
Gross revenues	\$ 659,296	\$ 508,938	\$ 418,081	\$ 333,034	\$ 223,910
Direct costs:					
Salaries and wages	176,865	153,023	132,922	103,011	73,966
Sub-consultant services	107,602	79,598	62,218	50,171	31,054
Other direct costs	40,291	30,935	21,537	14,598	11,310
Total direct costs	324,758	263,556	216,677	167,780	116,330
Gross Profit	334,538	245,382	201,404	165,254	107,580
Operating Expenses:					
Salaries and wages, payroll taxes and benefits	176,816	128,558	102,221	86,222	55,586
General and administrative	50,214	42,656	31,713	26,747	19,351
Facilities and facilities related	21,280	17,145	14,401	12,589	8,012
Depreciation and amortization	42,079	25,816	17,384	13,128	6,228
Total operating expenses	290,389	214,175	165,719	138,686	89,177
Income from operations	44,149	31,207	35,685	26,568	18,403
Interest expense	(15,181)	(2,275)	(1,966)	(1,935)	(257)
Income before income tax expense	28,968	28,932	33,719	24,633	18,146
Income tax expense	(7,950)	(5,176)	(6,863)	(627)	(6,539)
Net income	\$ 21,018	\$ 23,756	\$ 26,856	\$ 24,006	\$ 11,607
Basic earnings per share	\$ 1.70	\$ 1.96	\$ 2.44	\$ 2.36	\$ 1.27
Diluted earnings per share	\$ 1.65	\$ 1.90	\$ 2.33	\$ 2.23	\$ 1.22
Weighted average common shares outstanding:					
Basic	12,362,786	12,116,185	10,991,124	10,178,901	9,125,167
Diluted	12,713,075	12,513,034	11,506,466	10,777,806	9,540,051
Balance Sheet Data	January 2, 2021	December 28, 2019	December 29, 2018	December 30, 2017	December 31, 2016
Cash and cash equivalents	\$ 64,909	\$ 31,825	\$ 40,739	\$ 18,751	\$ 35,666
Total assets	\$ 881,175	\$ 893,137	\$ 439,421	\$ 305,780	\$ 221,486
Long-term debt, including current portion	\$ 307,522	\$ 358,187	\$ 51,684	\$ 70,447	\$ 34,835
Total equity	\$ 394,069	\$ 355,963	\$ 317,542	\$ 180,097	\$ 148,161

NV5 Global, Inc. and Subsidiaries
CONSOLIDATED BALANCE SHEETS
(in thousands, except share data)

	January 2, 2021	December 28, 2019
Assets		
Current assets:		
Cash and cash equivalents	\$ 64,909	\$ 31,825
Billed receivables, net	142,705	131,041
Unbilled receivables, net	74,458	79,428
Prepaid expenses and other current assets	6,804	8,906
Total current assets	288,876	251,200
Property and equipment, net	27,011	25,733
Right-of-use lease assets, net	43,607	46,313
Intangible assets, net	174,931	255,961
Goodwill	343,796	309,216
Other assets	2,954	4,714
Total Assets	\$ 881,175	\$ 893,137
Liabilities and Stockholders' Equity		
Current liabilities:		
Accounts payable	\$ 39,989	\$ 36,116
Accrued liabilities	45,325	47,432
Billings in excess of costs and estimated earnings on uncompleted contracts	24,962	3,303
Client deposits	380	221
Current portion of contingent consideration	1,334	1,954
Current portion of notes payable and other obligations	24,196	25,332
Total current liabilities	136,186	114,358
Contingent consideration, less current portion	1,066	2,048
Other long-term liabilities	38,737	34,573
Notes payable and other obligations, less current portion	283,326	332,854
Deferred income tax liabilities, net	27,791	53,341
Total liabilities	487,106	537,174
Commitments and contingencies		
Stockholders' equity:		
Preferred stock, \$0.01 par value; 5,000,000 shares authorized, no shares issued and outstanding	—	—
Common stock, \$0.01 par value; 45,000,000 shares authorized, 13,270,131 and 12,852,357 shares issued and outstanding as of January 2, 2021 and December 28, 2019, respectively	133	129
Additional paid-in capital	268,271	251,187
Retained earnings	125,665	104,647
Total stockholders' equity	394,069	355,963
Total liabilities and stockholders' equity	\$ 881,175	\$ 893,137

See accompanying notes to consolidated financial statements.