

LAKE COUNTY FLORIDA  
DEPARTMENT OF FACILITIES  
DEVELOPMENT AND MANAGEMENT



PROPOSAL FOR  
ON-CALL CONSTRUCTION  
ESTIMATING SERVICES  
SOLICITATION NO. 21-0927



JULY 1, 2021



P.O. BOX 7800  
315 W. MAIN STREET, SUITE 441  
TAVARES, FL 32778

2420 S. LAKEMONT AVENUE, SUITE 450  
ORLANDO, FL 32814 | 407.897.5354

## **1. VENDOR PROFILE**

**STATEMENT OF INTEREST & UNDERSTANDING OF PROJECT**  
**FIRM PROFILE/FIRM HISTORY**  
**COMPLETED ATTACHMENT 3 - REFERENCE FORM**  
**PROGRAM MANAGER**  
**COPIES OF LICENSES OR PERMITS**

July 1, 2021

Lake County Florida  
Bill Ponko, Contracting Officer  
P.O. Box 7800  
315 W. Main Street, Suite 441  
Tavares, FL 32778



**RE: REQUEST FOR QUALIFICATIONS  
ON-CALL CONSTRUCTION ESTIMATING SERVICES FOR LAKE COUNTY FLORIDA**

Dear Mr. Ponko,

We appreciate the opportunity to submit this proposal in response to your recent solicitation for On-Call Construction Estimating Services for Lake County Florida to support the Department of Facilities Development and Management. Financial expectations often determine which projects are undertaken, but only accurate cost estimates determine which projects are successfully delivered on budget. We are excited for the opportunity to assist Lake County Florida by delivering successful budgets, estimates and advisory services.

Previously known as R.W. Block Consulting within Central Florida, Anser Advisory Consulting, LLC dba Anser Advisory (Anser) has been providing owner's representative and advisory services in the region since 2002. Anser is now locally stronger than ever in our ability to deliver industry leading services throughout the program and project lifecycle. The proposed On-Call Construction Estimating Services for Lake County fits perfectly within our cost estimating group as our Managing Director of Estimating, Andy Kleimola, who would be our lead on the contract, is a resident of Lake County, possesses over 30 years of hands-on broad construction industry and estimating-specific experience, and has strong knowledge of the local construction market in Central Florida. Supporting Mr. Kleimola and further strengthening our team are seasoned estimators, Dustin Reinhart and Edgar Salazar, who are also residents of Lake County. The proximity and residency of our key proposed team members emphasizes the importance of this engagement to Anser and highlights the priority that our team will place on delivering services under this contract.

We have assembled a local team with the appropriate knowledge, skills, and resources to support and provide reliable on-call budget and cost estimating services for Lake County Florida. We bring capabilities that differentiate our service offerings and establish Anser as the right fit to meet your cost estimating needs:

- ✓ The ability to draw from a large pool of our local and national resources with expertise in all facets of capital project and program advisory services. The services as a company that we provide cover the entire lifecycle of capital development and we have a diverse and talented team of over 400 professionals, however, commit a dedicated team based out of Florida to be immediately responsive to the Lake County's needs.
- ✓ Local cost estimating group with strong experience working on civic and government construction projects and programs throughout Florida and across the country.
- ✓ A team with direct knowledge of the Lake County and greater Florida market considerations and challenges with an acute understanding of how to identify risks in advance and address those risks in the preparation of the estimate so there are *no surprises*.



The proposed Anser staff are capable, committed, and **ready to begin work immediately**. We look forward to meeting with the Lake County Florida staff to discuss how we can collaboratively work to achieve your goals for your upcoming construction projects. Should you have any questions about our qualifications or proposal, please feel free to reach out to me at the contact information listed below.

Thank you for your time and consideration.

*Andrew J. Kleimola*

**Andy Kleimola**

*Senior Vice President/Managing Director of Estimating*

2420 S. Lakemont Ave., Suite 450, Orlando, FL 32814

C: (352) 801-3602

O: (407) 897-5354

F: (407) 897-5356

[andy.kleimola@anseradvisory.com](mailto:andy.kleimola@anseradvisory.com)

## Firm Profile/Firm History



**Any project,  
any size,  
any location...  
we can provide the  
accurate  
cost estimates you  
need.**

### Ownership Information:

Delaware Limited  
Liability Corporation

**Established:** 1996

**Reorganized:** 2018



**2420 S. Lakemont Avenue  
Suite 450  
Orlando, FL 32814**



Anser Advisory Consulting, LLC dba Anser Advisory (Anser) is a national program and construction management consulting firm, ranked 17th on the 2021 Engineering News-Record (ENR) list of top program management firms, ranked No. 2 on the Zweig Group 2021 Hot Firm List (which honors the fastest growing firms in the construction industry), and recently named a Great Place to Work company. Our services begin with early phase strategic organizational and project planning and continue through managing the tactical execution of each project. We operate locally from our office in Orlando, as well as nationally with offices spanning across 11 states. We have a diverse, talented staff of over 400 professionals nationwide, including estimators, management consultants, schedulers, financial analysts, procurement specialists, system configuration specialists, architects, engineers, construction managers, certified professional accountants, and construction auditors.

Anser's cost estimating group recognizes the importance of having **accurate cost estimates before a shovel ever goes in the ground**. Cost estimates are needed for budgeting, to verify or modify design decisions at various stages of project development, and to analyze the accuracy and fairness of estimate submissions. Our experienced team provides a full spectrum of cost estimating services from initial concept through project or program completion.

### SERVICES

- ✓ Program/project budgets
- ✓ Conceptual estimates
- ✓ Schematic and design development estimates
- ✓ Procurement advice
- ✓ Pre-bid construction estimates
- ✓ Third party estimating
- ✓ Cash flow preparation and analysis
- ✓ Estimate reconciliation
- ✓ Bid analysis
- ✓ Funding allocation plans
- ✓ Value engineering cost estimates
- ✓ Change order evaluations
- ✓ Preparing cost to complete estimates
- ✓ Claims pricing and evaluations
- ✓ Asset allocation plans
- ✓ Facility condition assessments
- ✓ Expert witness

List no more than five projects which best illustrates qualifications relevant to the Solicitation. References must be less than five years old. LIST no more than two LAKE COUNTY GOVERNMENT PROJECTS (past, current, prime, and subcontractor) FIRST.

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Anser Advisory Consulting, LLC

PROJECT NAME: Orlando International Airport

Agency: Greater Orlando Aviation Authority

Address: 5855 Cargo Road

City, State, Zip code: Orlando, FL 32827

Contact Person: Davin Ruohomaki

Title: Senior Director of Engineering & Construction

Email: druohomaki@goaa.org

Telephone: (407) 825-3105

Project Cost: \$3.8 Billion Capital Improvement Program

Contract Start and End Dates: February 2018-Current

SCOPE of Project (list tasks, outlines or descriptions of items): As part of Orlando International Airport's efforts to implement leading practices in support of the Airport's \$3.8 Billion CIP including the design and construction of a 15-gate international terminal and associated infrastructure, Anser was engaged to provide real-time contract, funding and payment compliance services whereby all contract awards including professional services, construction change orders, and construction contracts and capital expenditures are fully audited prior to encumbrance and payment. Additionally, Anser has been involved with developing and reviewing Construction Manager at Risk (CMAR) and Architect/Engineer (A/E) contract language, especially in areas of cost, change management and schedule. Anser also reviews change orders for compliance and reasonableness of merits of Cost. Anser is also extensively involved in value engineering reviews to ensure the CMAR stays within approved budgets. Anser further reviews all contracts, Guaranteed Maximum Price (GMP) proposals, and change orders submitted for approval, provides strategic program implementation support services, and all financial controls to capital activity.

Under a separate task, Anser prepares risk assessments of construction changes, budget exposure, funding exposure, and time utilization exposure on all capital development. Anser also prepares Independent Cost Estimates for Scope of Work of base contract and change orders on an on-call basis. In addition, Anser also performs schedule evaluations on all change orders requesting additional time. Anser also performs independent scope, cost, and schedule validation for all projects to be included in the Airport's CIP and provides strategic planning services relative to the Airport's CIP. Anser has also developed a wide range of databases to track various project cost and performance information and has recently supported the implementation of this clients Plan View (project portfolio management) program.

PROJECT NAME: Capital Improvement Program

Agency: Miami Dade College

Address: 11011 S.W. 104th St. Building L, Room L-109

City, State, Zip code: Miami, FL 33176

Contact Person: Todd Manning

Title: Associate Vice Provost Construction Management

Email: Tmannin1@mdc.edu

Telephone: (305) 237-0568

Project Cost: Varies

Contract Start and End Dates: [Click or tap here to enter text.](#)

SCOPE of Project (list tasks, outlines or descriptions of items): Miami Dade College utilizes Anser to assist with a variety of tasks for the College's capital development process allowing them to review all options and select a strategy best matched to their requirements. Key tasks include project management, Guaranteed Maximum Price CMAR cost evaluations, claim analysis and negotiation, change order verification for cost and merit, schedule review, contractor negotiations, value engineering, and independent cost estimates and verifications. Anser provides project management for a number of the capital improvement projects on behalf of MDC and are currently providing project managers for four of the campuses.

PROJECT NAME: Capital Improvement Plan

Agency: Loews Hotels

Address: 6800 Lakewood Plaza Drive

City, State, Zip code: Orlando, FL 32819

Contact Person: Samuel Curro

Title: Director of Capital Projects/Construction

Email: Samuel.Curro@loewshotels.com

Telephone: (407) 503-9361

Project Cost: Varies

Contract Start and End Dates: March 2018-Current

SCOPE of Project (list tasks, outlines or descriptions of items): As part of Loews capital improvement project team Anser provides cost estimating services at all levels of design from concept to bid documents for multiple hotel properties at Universal Orlando. Typical project costs range from \$1M-\$27M. Project include restaurant renovations, hotel room renovations, ballroom renovations, exterior fascade repair and renovation, facility condition assessments, office renovations, parking garage, on-site medical office and a stand-alone laundry facility. In addition to assisting with budget establishment Anser also participates in bid leveling, contractor reconciliations, and contractor negotiations.

PROJECT NAME: Capital Construction Project Process Analysis

Agency: Broward County

Address: 115 S Andrews Ave, Suite 429

City, State, Zip code: Fort Lauderdale, FL 33301

Contact Person: Bruce Ferguson

Title: Capital Program Administrator

Email: Bferguson@broward.org

Telephone: (954) 461-3691

Project Cost: Varies

Contract Start and End Dates: [Click or tap here to enter text.](#)

SCOPE of Project (list tasks, outlines or descriptions of items): Anser provided advisory services for Broward County's Capital Construction Process. Anser was selected to evaluate the County's processes and procedures and provide a detailed report and recommendation to streamline the County's capital construction program. Anser analyzed budgets and schedules, the procurement of architects, engineers, and contractors, design and construction performance, delivery methods vs actual results, project reporting practices, and assessment of compliance to regulations, policies and procedures as well as gap analysis. Anser interviewed staff and reviewed files to analyze their Capital Improvement Process and then prepared reports and presentation to review the findings with staff, make recommendations for implementation and present Best Practices to the County Leadership and Staff. Anser evaluated their budgeting and estimating process from the initiation stage of the project through turnover of the completed facilities.

PROJECT NAME: Phase '0' Infrastructure Project

Agency: West Los Angeles VA

Address: 11301 Wilshire Boulevard

City, State, Zip code: Los Angeles, CA 90073

Contact Person: Blake Coddington

Title: Director of Development

Email: [Blake@TSAhousing.com](mailto:Blake@TSAhousing.com)

Telephone: (951) 294-7469

Project Cost: \$6M

Contract Start and End Dates: July 2019-Current

SCOPE of Project (list tasks, outlines or descriptions of items): Anser is the Construction Management and Project Inspection firm for the Phase '0' Infrastructure Project. Anser provides services ranging from: Infrastructure condition assessments (sewer, storm drain, water, electrical, communication, steam, condensation, and gas), budget development, development of utility easements, cost estimating services, constructability reviews, financial assessments, project controls, claims mitigation, scheduling, site inspection, and project documentation. This is the initial phase of a multi-phase housing development on the VA campus. Construction consists of the new construction of new: Electrical duct banks, transformers and vaults over 4,500 LF; 8" Gas mainline over 4,500 LF; Communications duct bank, pull boxes and manholes, over 4,500 LF. Anser provided the initial budgeting services for the work on the project and worked with the design team updating and refining the budgets through the design phases and ultimately to the award of the infrastructure packages to the General Contractor.





**ANDY KLEIMOLA, CEP, CPC**  
**PROGRAM MANAGER / PRINCIPAL-IN-CHARGE / CHIEF ESTIMATOR /**  
**MAIN POINT OF CONTACT**

Mr. Kleimola will be the main point of contact for the On Call Services. He is the Managing Director/SVP of Estimating for Anser Advisory, LLC and brings over 30 years of construction experience, with a primary focus in cost estimating, preconstruction services, scheduling and construction management. In April 2015, Mr. Kleimola joined Anser Advisory after more than 23 years with an ENR Top 25 General Contractor where he held roles of both chief estimator and operations manager. In the capacity of chief estimator, he was responsible for the management of all aspects of the estimating department with a staff of ten estimators responsible for estimating projects ranging in values from \$10,000 up to \$2.2 Billion with a strong focus on Value Engineering, Constructability Review and Program Budget Management.

**Education**

Bachelor of Construction Engineering & Management, Purdue University, IN, 1989

**Licenses/Certifications**

Certified Estimating Professional (CEP), 2018

Certified Professional Constructor (CPC), 2017

OSHA 30 Hour Construction, 2011

CESSWI Stormwater Inspector, 2011

**Organizations/Affiliations**

AACE International, 2018

American Institute of Contractors, 2017

**Experience**

Years of Experience: 30+

Years with Anser: 6

**Contact Information**

2420 S. Lakemont Avenue  
 Suite 450  
 Orlando, FL 32814

Andy.kleimola@anseradvisory.com

(352) 801-3602

Mr. Kleimola has experience in Facility Conditions Assessments for maintaining facilities, as well as disaster repair and/or replacement. He has experience in construction auditing from his work on Capital Improvement Programs at Greater Orlando Aviation Authority, Miami Dade College and Broward County. He well-versed with many construction contract delivery methods including Construction Management at Risk, CM Agency, Design-Build, CM Multi-Prime and Public-Private Partnership (P3).

**PROJECT EXPERIENCE**

Mr. Kleimola has been involved in all aspects of preconstruction services, cost estimating, scheduling, project controls management, audit/compliance, condition assessment and overall cost control management for all types of construction programs.

**Civic/Government Project Experience**

- \$6M West Los Angeles VA Phase 0 Infrastructure in Los Angeles, CA
- \$22.5M City of St. Paul Ramsey County Courthouse Renovation in St. Paul, MN
- \$140.0M City of Newport Beach Civic Center in Newport Beach, CA (Audit Estimate)
- \$15.8M Temecula Parking Structure for City of Temecula, CA
- \$4.6M San Diego Fish and Wildlife Complex in Chula Vista, CA
- \$4.2M US Federal Courthouse Parking Structure Concrete Package in Minneapolis. MN
- \$7.2M Chaska Fire Station in Chaska, MN
- \$187.1M Hennepin County Public Safety Facility in Minneapolis, MN
- \$6.0M FAA Air Traffic Control Center in Farmington, MN
- \$17.5M Rosemount Armory & Community Center in Rosemount, MN

**Estimate Auditing Project Experience**

- Broward Capital Improvement Program
- \$140M Newport Beach City Hall Estimate Analysis and Audit
- \$2.9B Muskrat Falls 825MW Hydroelectric Station Estimate Analysis and Audit
- \$700M Salt Lake City Airport North Concourse Estimate Analysis and Audit
- \$1.6B Salt Lake City Airport South Concourse Estimate Analysis and Audit
- Jackson Health Services Signature Project Capital Program GMP Estimate and Change Order Analysis and Audit

**Facility Condition Assessment/Disaster Recovery Estimates**

- \$6M Loews Orlando Hard Rock Hotel Exterior Skin Facility Condition Assessment
- \$149M Frenchman Reef Condition Assessment Estimate – St. Thomas, USVI
- \$8M Naples Airport General Administration Building Condition Assessment
- \$24M Sheraton Suites Key West Facility Condition Assessment Estimate
- \$11M Havana Cabana, Key West Facility Condition Assessment Estimate

#### **Education Project Experience**

- Miami Dade College Capital Improvement Program
- \$9.4M CSU San Marcos Field House Expansion in San Marcos, CA
- \$7.2M Cesar Chavez Parking Garage SDCCD in National City, CA
- \$1.9M Hoover High School Remodel in San Diego, CA
- \$40.0M SDCCD City College Business and Humanities Building in San Diego, CA
- \$22.8M SDCCD Linda Vista Continuing Education Building in San Diego, CA
- \$37.0M CSU San Marcos University Student Union in San Marcos, CA
- \$45.8M Mesa College Student Services Building in San Diego, CA
- \$24.0M CSU San Marcos Parking Structure Phase 1 & 2
- \$3.7M UCSD Theodore Gildred Facility Renovation in San Diego, CA
- \$1.6M UCSD TMAC Ridgewalk Café and Market in San Diego, CA
- \$1.6M San Diego State University KPBS Renovation in San Diego, CA
- \$1.3M Pasco Hernando Community College Childcare Center in New Port Richey, FL
- \$2.1M New Jersey Institute of Technology Lecture Hall Renovation
- \$1.4M Ramapo College Pavillion Concept

#### **Transportation Project Experience**

- \$3.8 B Orlando International Airport (MCO) Capital Improvement Program in Orlando, FL
- \$450 M LA Metro's Div 20 Portal Widening & Turnback Facility Project in Los Angeles, CA
- \$971M Midfield Satellite Concourse Design-Build Joint Venture Project in Los Angeles, CA
- \$1.3B Pittsburgh International Airport (PIT) Terminal Modernization Program in Pittsburgh, PA
- \$14M – 516M, Various Program Projects at Charlotte International Airport (CLT) in Charlotte, NC
- \$812.5M Salt Lake City Int'l Airport (SLC) North Concourse Program in Salt Lake City, UT
- \$472M San Diego Terminal 2 Expansion Design-Build Joint Venture Project in San Diego, CA
- \$1.9B John Glenn Columbus Int' Airport (CMH) Terminal Capacity Projects in Columbus, OH
- \$193M Cincinnati/N. Kentucky Int'l Airport Consolidated Rental Car Facility in Cincinnati, OH
- \$6M FAA Air Traffic Control Center in Farmington, MN
- \$11.5M Airside 1 \$ 3 Renovations at Orlando International Airport
- \$5M Vero Beach Air Traffic Control Tower in Vero Beach, FL
- \$10.5M Midfield Terminal Complex Upper-Level Roadway in Fort Myers, FL
- \$15M North Terminal Station at Orlando International Airport
- \$24.5M Air Traffic Control Tower at Palm Springs International Airport
- \$28.7M Air Traffic Control Tower at Orlando International Airport
- \$21.4M Air Traffic Control Tower at Minneapolis/St. Paul International Airport

#### **Light Industrial/Manufacturing Project Experience**

- \$41.5M Solid Waste Authority New Combined Recycling Facility in West Palm Beach, FL
- \$124M Lafarge Wallboard Manufacturing Plant in Palatka, FL
- \$113.0M Lafarge Wallboard Manufacturing Facility in Silver Grove, KY
- \$8.9M General Atomics Building 5 Composites Project in Poway, CA
- \$1.8M General Atomics Building 21 in Poway, CA
- \$2.8M General Atomics Building 3 Improvement in Poway, CA

#### **Hospitality/Entertainment/Retail/Restaurant Project Experience**

- \$1.6M "The Kitchen" Restaurant – Loews Hotel in Orlando, FL
- \$1.2M Islands Restaurant Renovation – Loews Hotel in Orlando, FL
- \$2.0M Velvet Lounge Restaurant – Loews Hotel in Orlando, FL
- \$1.5M Hall of Cities Conference Rooms at Orlando World Center Marriott
- \$13.6M Loews Laundry Facility in Apopka, FL
- \$48.0M Mansion on Forsyth Park Hotel in Savannah, GA
- \$48M Pointe Orlando Retail/IMAX Theater Project in Orlando, FL
- \$19.8M Busch Gardens Jungala Project in Tampa, FL



**DEAN FOJO, PE, LEED AP**  
**FACILITIES CONDITION MANAGER**

Mr. Fojo is a senior manager with Anser Advisory, LLC, with 38 years of experience in multidisciplinary projects and has managed a variety of multimillion-dollar planning, engineering and construction projects. Mr. Fojo has provided planning, design, facility condition assessments, construction, project management, and cost control consulting services for public and private sector clients implementing large construction capital programs. He has experience in assessing financial feasibility, managing the planning, design and construction process, assessing project delivery methods, developing and managing CIP programs, monitoring construction costs, and performing cost analyses.

**SELECT PROJECT EXPERIENCE**

**Greater Orlando Aviation Authority (GOAA) | 2012-Current**

Reports directly to senior staff. Providing planning, construction and financial/cost advice and recommendations for major projects for feasibility and justification. Involved in cost and financial evaluation of major projects. Involved in evaluating projects for feasibility while considering not only capital costs but also financial impacts of delays, traffic congestion, environmental issues, etc. Major recent projects include \$3,022M new South Terminal C, \$446M Automated People Mover, \$144M International Terminal Expansion, and \$146M Ticket Lobby Expansion.

Providing planning/design/construction advice and recommendations for \$4.3B Capital Improvement Plan (CIP) and the Annual Capital process. Involved in the financial evaluation of CIP funding plan. Providing management oversight, monitoring and reporting for 2018-2025 Capital Improvement Plan. Advises on CIP element scope, budget, schedule, inter-project coordination, funding plan, and implementation plan. Advising and implementing methods to streamline CIP development, implementation, and monitoring

**Phoenix Sky Harbor International Airport, Phoenix, AZ | 2009-Current**

As part of the on-site project controls team, provides management reporting and monitoring of costs for elements of \$1.3B Capital Improvement Plan. Also advising on business processes to efficiently implement the construction program. Federal funding compliance for construction costs including projects such as the multiphase \$780M Automated People Mover, Terminal 3 Improvements, Terminal 4 International Improvements, and various airfield projects.

**Charlotte Douglas International Airport, Charlotte, NC | 2018-Current**

Mr. Fojo is assisting the airport in implementing process development and improvements to their CIP program. This includes recommending revisions to workflows and governance guidelines and implementing approved recommendations. Mr. Fojo also assists in the project validation phase of various proposed CIP projects, developing and reviewing scope, cost and funding eligibility information for inclusion in the CIP program.

**Salt Lake City Department of Airports (SLCDA) | 2010-2018**

Reported directly to Senior Staff. Provided design/construction process review and recommendations for a proposed \$1.8B Capital Improvement Plan. Advised on scope development and delivery methods and prepared the Program Implementation plan. Also advised on design review, cost estimating and value engineering.

**Greater Orlando Aviation Authority (GOAA) | 1990-1998 and 2002-2008**

Provided design phase and construction phase project management services on a variety of different projects and project types. Project types include terminal renovation and expansion, airfield and roadway. Mr. Fojo was the project manager on 2 separate pre-conditioned air central plant systems, serving 35 gates total, including chillers, cooling towers and associated piping, controls and equipment. Mr. Fojo was the project manager on a Baggage Handling System expansion. Mr. Fojo was a project manager on a major renovation expansion project where Level 1 of the terminal was converted from a car park to rental car lobby/facility. Mr. Fojo was the senior office engineer on a

**Education**

Master of Science, Engineering, Stanford University, CA, 1986

Bachelor of Science, Engineering, Brown University, RI, 1981

**Licenses/Certifications**

Professional Engineer, Florida, 1988 #39468

Special Inspector of Threshold Buildings, Florida, 1988

LEED Certified AP, 2009

**Organizations/Affiliations**

AAAE

**Experience**

Years' Experience: 38

Years with Anser: 1

large aircraft taxiway bridge and roadway project including involvement in contracts, contractor negotiations, change management, reviewed schedules, material quantities and pay applications.

**Piarco International Airport, Trinidad, West Indies | 1998-2002**

Mr. Fojo provided construction phase project management services on a \$125 million New Terminal project. He was the owner's representative responsible for all vertical construction on 500,000 square foot terminal building which included 14 international and two domestic airline gates, duty-free shopping mall and support offices. Mr. Fojo supervised and managed the inspection teams including structural, architectural, MEP and systems as well as related office staff. He also coordinated and managed the review of the contractor's schedules, negotiated contracts and change orders, reviewed and processed pay applications



## TAFF LIAO

### AUDITOR CLAIMS ANALYST

Taff has over 14 years of accounting and finance experience, primarily within the construction industry. He has worked on a broad range of construction projects within various sectors such as commercial, civil and industrial. He also has experience with managing the accounting of various contract types throughout his tenure and working on various claims such as default, Subguard and property insurance claims.

Prior to joining Anser, Taff was a controller for a mid-sized multi-residential construction firm. He obtained this role after his tenure of 8 years with one of the largest construction firms in the world where he held roles such as field accounting manager, financial manager and project accountant. His most recent experience was a field accounting manager on a \$200M+ industrial project which he had been promoted to following his tenure at the Dr. Phillips Center as part of the Owner Representative Team where he led the auditing and accounting efforts of the program on behalf of the Owner.

#### Education

Bachelor of Science, Finance,  
Florida State University, 2006

Bachelor of Science, Real Estate,  
Florida State University, 2006

#### Licenses/Certifications

National Association of  
Construction Auditors, Certified  
Construction Auditor (CCA),  
2018-Current

#### Organizations/Affiliations

Construction Financial  
Management Association

#### Experience

Years' Experience: 14

Years with Anser: 4

### PROFESSIONAL EXPERIENCE

#### Anser Advisory Orlando, FL | 2017-Current

As manager, Taff audits invoices for cost, contract and funding compliance. He provides guidance to associates on proper invoice review techniques. Advises on contractual issues for construction contracts and consulting agreements. He currently helps clients with invoice audit, funding and budget issues.

#### Foundation Management, LLC, Jacksonville, FL | 2016

As controller, Taff helped develop and implement controls to improve on outdated processes.

#### PCL Industrial, Freeport, TX | 2015-2016

As field accounting manager, Taff managed the accounting department for a \$200M self-perform project with Total Investment Cost of nearly \$1B including payroll for over 1300 employees. Provided strategic guidance on contractual matters to Project Director. Reviewed contract amendment and client correspondence letters. Worked with the client to resolve contractual issues of monthly invoices. Reduced the AR aging from an average of 50+ days overdue to 5 days.

#### PCL (Dr. Phillips Center for the Performing Arts), Orlando, FL | 2011-2015

As financial manager, Taff developed new processes and reports for the program which reduced payables by 30+ days. Audit CM and Architect general conditions on a monthly basis. Maintained program budget reporting to the City's finance department. Prepared cash flow projections. Managed all A/P and A/R for the project.

#### PCL Construction Services, Inc., Orlando, FL | 2008-2011

As project accountant, Taff managed the financial risks of large (10M-50M) construction projects. Prepared and filed monthly sales/use tax payments. Reviewed financial statements to qualify prospective subcontractors for projects.

#### G&T Conveyor Co., Tavares, FL | 2007-2008

As financial analyst, Taff developed and implemented a new process of preparing for monthly Estimate at Completion cost meetings. Managed the cost tracking and estimating process of over \$100 Million in projects.

## Education

Bachelor of Science,  
Construction Management,  
Minor in Business  
Management, East Carolina  
University, 1998-2002

## Experience

Years' Experience: 18

Years with Anser: 2

## JUSTIN OVERCASH

### SCHEDULER IV

Mr. Overcash is a program scheduler with Anser Advisory and brings nearly 20 years of experience in all aspects of project controls and construction management. His expertise includes Primavera P6 scheduling, project management, on-site supervision, project controls, estimating, earned value management, and cost/schedule analysis to ensure projects are completed efficiently. His experience includes successfully managing large scale private, heavy civil, and Department of Defense military construction projects from design to completion. He is experienced in implementing processes that increase efficiency and improve productivity.

### SELECT PROJECT EXPERIENCE

#### **Charlotte Douglas Int'l Airport, Capital Improvement Program, Charlotte, NC | 2020-Current**

Mr. Overcash is currently a program scheduler at the Charlotte Douglas International Airport. He assists the airport executive team with the development of project controls standards on their projects and capital program. He is in the process of developing project controls reporting requirements and dashboards for the airport leadership team and assisting airport project managers with construction contract standard requirements on their ongoing capital projects. He acts as staff extension providing support to the airport project managers with cost and schedule analysis on multiple projects. In addition, he is developing a Primavera master program schedule for the airport's future 10-year capital program expansion.

#### **MBP Engineering, Raleigh, NC | 2018-2020**

As senior consultant, Mr. Overcash supported senior management with claims and delay analyses for construction projects in dispute resolution ranging in size from \$20 million to \$300 million. His responsibilities included researching construction contract documents and project schedules for causes of delay, preparing technical reports, preparing time impact analyses, and coordinating with executive management for the preparation of the expert witness reports.

#### **HNTB Engineering, Charlotte, NC | 2013-2017**

As program scheduler, Mr. Overcash provided Primavera P6 scheduling and cost analysis support on the \$1.5 billion Charlotte Area Transit System (CATS) Light Rail Train (LRT) program which doubled the length of the existing 9.6-mile LRT system. He managed the schedule and project controls analysis of multiple large-scale heavy civil infrastructure contracts, expansive utility relocation contracts, and vertical construction on the station finishes contract.

#### **US Army Corps of Engineers (USACE)/MOCA Systems, Various Locations | 2009-2012**

As program scheduler, Mr. Overcash provided project controls and Primavera P6 schedule support to USACE on multiple vertical and horizontal military construction projects comprising the \$1 billion Fort Lee BRAC program. While working in the USACE Middle East District Office, he managed the Primavera P6 schedules for the \$2 billion USACE Military Construction Branch (MILCON) which consisted of 170 vertical and horizontal military construction projects located throughout the Middle East. In addition, he worked in the USACE Portland, OR District Office and provided Primavera P6 scheduling support to USACE for multiple large-scale hydroelectric power, environmental, and civil works projects.



## DUSTIN REINHART, CMIT

### SENIOR ESTIMATOR, MECHANICAL & ELECTRICAL

Mr. Reinhart is a Senior Estimator at Anser Advisory with over 6 years of estimating experience with a focus in Mechanical and Electrical Systems. In his role, his responsibilities include analyzing project documentation (plans, specifications, and details) and all other applicable documents and collaborate with owners, architects, engineers, contractors and consultants to ensure a complete and accurate estimate. He is experienced in working on estimates at all project stages from concept through completion.

He has experience in variety of market sectors and has estimated projects ranging in values up to \$1.3 Billion with a strong focus on mechanical and electrical systems, as well as structural and architectural estimating. Mr. Reinhart is ultimately responsible for putting together all parts of the estimate as well as providing a detailed Basis of Estimate to ensure the estimate is well documented and well communicated to all project stakeholders.

#### Education

Associates Degree, Lansing Community College, Lansing, MI, 2015

#### Licenses/Certifications

Construction Manager in Training (CMIT), 2018

#### Organizations/Affiliations

Construction Management Association of America (CMAA), 2015

#### Experience

Years' Experience: 6

Years with Anser: 2

### PROJECT EXPERIENCE

#### Infrastructure Project Experience

- \$6M West LA VA Infrastructure Phase 0 Concept in Los Angeles, CA
- \$97.1 West LA VA Infrastructure Concept in Los Angeles, CA
- \$3.1M Chiller Plant in Orlando, FL

#### Facility Condition Assessment

- \$6M Loews Orlando Hard Rock Hotel Exterior Skin Facility Condition Assessment
- \$149M Frenchman Reef Condition Assessment Estimate – St. Thomas, USVI
- \$8M Naples Airport General Administration Building Condition Assessment
- \$24M Sheraton Suites Key West Facility Condition Assessment Estimate
- \$11M Havana Cabana, Key West Facility Condition Assessment Estimate

#### Litigation Support Project Experience

- \$50M K-12 School Renovation and Abatement in Hartford, CA
- \$10M Medical Facility Renovation in Peoria, IL
- \$2.5M Apartment Building Courtyard Repair
- \$7.5M Renovation of Vacant Factory to Apartments in Jersey City, NJ

#### Office Complex Project Experience

- \$22.6M Loews Hotel Florida Headquarters Renovation in Orlando, FL
- \$11.5M Signature Flight Support Corporate Office Fit-out in Lake Nona, FL
- \$90M Suntrax Office Complex in Auburndale, FL
- \$3.5M Day Pitney Office Buildout in Boston, MA

#### Higher Education Project Experience

- \$2.1M NJIT Lecture Hall Renovation in Newark, NJ
- \$1.4M Ramapo College Pavilion Concept in Mahwah, NJ
- \$240K NJIT 5<sup>th</sup> Floor Telecom Renovation in Newark, NJ
- \$7.5M Mount Wachusett Community College in Gardner, MA
- \$3.9M NJIT Weston Hall Renovation in Newark, NJ
- \$5.9M Roxbury Community College in Boston, MA
- \$175K University of California Department of Agriculture and Natural Resources in Oakland, CA

#### Transportation Project Experience

- \$3.8 B Orlando International Airport (MCO) Capital Improvement Program in Orlando, FL
- \$5.2M Boca Raton Airport Authority CBP Facility in Boca Raton, FL

- \$8.9B Terminal Expansion (4 Options) in Charlotte, NC
- \$450 M LA Metro's Div 20 Portal Widening & Turnback Facility Project in Los Angeles, CA
- \$971M Midfield Satellite Concourse Design-Build Joint Venture Project in Los Angeles, CA
- \$1.3B Pittsburgh International Airport (PIT) Terminal Modernization Program in Pittsburgh, PA
- \$14M – 516M, Various Program Projects at Charlotte International Airport (CLT) in Charlotte, NC
- \$4.6M New FBO Terminal in Nashville, TN
- \$2.6M New FBO Terminal in Arlington, VA
- \$2.4M New FBO Terminal in Miami, FL
- \$1.6M FBO Terminal Renovation in Charlottesville, VA
- \$30.3M Terminal and Demo and Apron Renovation in Phoenix, AZ
- \$1.9M Structural Concrete Independent Cost Estimate in San Francisco, CA
- \$900K Doors and Hardware Independent Cost Estimate in San Francisco, CA
- \$2.8M Millwork Independent Cost Estimate in San Francisco, CA

**Hospitality/Entertainment/Retail/Restaurant Project Experience**

- \$1.2M Islands Restaurant Renovation Loews Hotels in Orlando, FL
- \$2.0M Velvet Lounge Renovation Loews Hotels in Orlando, FL
- \$1.6M The Kitchen Restaurant Renovation Loews Hotels in Orlando, FL
- \$2.0M Trattoria Restaurant Renovation Loews Hotels in Orlando, FL
- \$1.3M Villa Club Lounge Loews Hotels in Orlando, FL
- \$1.4M Malt Shop Restaurant Renovation Loews Hotels in Orlando, FL
- \$27.6M Cabana Bay Room Renovation Loews Hotels in Orlando, FL
- \$3.4M Portofino Bay Hotel Function Space Renovation Loews Hotels in Orlando, FL
- \$21M AC Kierland Hotel Concept in Phoenix, AZ
- \$160M Frenchman's Reef Resort in St. Thomas, USVI
- \$24M Universal Project #737 in Orlando, FL





## EDGAR SALAZAR

### ESTIMATOR 1

Mr. Salazar is a Commercial Cost Estimator for Anser Advisory. Mr. Salazar is responsible for working with the estimating team to create detailed quantity takeoffs, costing and pricing at every level (program, concept, schematic, design development, completion), scheduling for both private and public projects including government/civic, aviation, K-12 and higher education, and multifamily facilities. Since joining Anser, Mr. Salazar has worked on program and project estimates at multiple facilities including Orlando International Airport, Diamond Bar Golf Course, Loews Hotel, Rowan College Student Center, Los Angeles Metro Crack, Spall Repair and Falsework for Bridge repair work.

### SELECT PROJECT EXPERIENCE

Mr. Salazar has been involved in multiple aspects of preconstruction services, cost estimating, and overall cost control management for different types of public facilities.

#### **Orlando International Airport (GOAA), Airside South Terminal Phase 1 Program, Orlando, FL** **Construction Cost: \$279 M | Project Timeline: 2018 – 2021**

Mr. Salazar provided cost estimating services to provide an independent estimate for use in establishing costs to assist with negotiating settlements with various contractors and subcontractors. Mr. Salazar has also provided independent estimates used by the airport to reconcile change order work for multiple trades.

#### **Rowan College Student Center Expansion, Glassboro, New Jersey** **Construction Cost: \$24M | Project Timeline: 2021 - 2021**

Mr. Salazar prepared detailed quantity takeoffs to assist with the estimating 50% and 100% Construction Drawings. The project involved partial demolition of an existing building to allow a structural tie-in of the new student center, it also included a large amount of regrading, and structural work to allow the proposed building to properly fit the selected project site.

#### **Newton Cemetery Corporation Phase II Expansion, Boston, Massachusetts** **Construction Cost: \$13.4M | Project Timeline: 2021 – 2021**

Mr. Salazar provided conceptual estimating services for the expansion of the Newton Cemetery. This project was split into multiple phases to allow the owner to evaluate the feasibility of a complete expansion versus smaller incremental expansion. This project involved quantifying large amounts of earthwork, retaining walls, landscaping, irrigation, and crypt placement.

#### **Loews Orland Hard Rock Hotel Exterior Skin Assessment, Orlando, Florida** **Construction Cost: \$6M | Project Timeline: 2021-2021**

Mr. Salazar provided detailed quantity takeoffs to assist with estimating a complete removal and replacement of the hotel's roof as well as to fully repaint the exterior skin. He also assisted in a value engineering exercise to reduce the cost associated with the scaffolding necessary to repaint.

### ADDITIONAL CONSTRUCTION EXPERIENCE

- \$23.6M Integration Charter School in Staten Island, NY
- \$39.5M Diamond Bar Golf Course in Diamond Bar, CA
- \$1.8M Rowan Student Center Roof Replacement in Glassboro, NJ
- \$3.5M West LA VA Site Improvement Civil Estimate in Los Angeles, CA
- \$2.8M Gregory Ellery Hale Building Tenant Improvement Estimate in Pasadena, CA
- \$149M Frenchman Reef Condition Assessment Estimate in St. Thomas, USVI

#### Education

MBA, Florida International University, 2019

#### Licenses/Certifications

Associate Estimating Professional – AEP

Construction Manager in Training (CMIT)

#### Experience

Years' Experience: 3

Years with Anser: <1



## MICHAEL MARSHALL ADMINISTRATOR / ESTIMATOR

Mr. Marshall will be in the role of Administrator for the On-Call Services. He will compile and coordinate with task deliverables among all of the disciplines and compile/prepare the reports. He will provide any administrative support necessary for the tasks assigned. Mr. Marshall is responsible for working with the estimating team to create detailed quantity takeoffs at every level (program, concept, schematic, design development), scheduling, developing pricing for estimates including both private and international aviation facilities, infrastructure, public buildings, higher education facilities, multifamily structures, and other specialty construction, compiling historical cost data. Since joining Anser, Mr. Marshall has worked on program and project estimates at multiple facilities including the LA Metro Station, West LA VA, Long Beach Community Hospital, MCO Airport, CLT Airport, Rindge Commons & Loews Laundry Facility.

### SELECT PROJECT EXPERIENCE

Mr. Marshall has been involved in multiple aspects of preconstruction services, cost estimating, and overall cost control management for different types of public facilities.

#### Education

Bachelor of Science in  
Construction – Spring 2020  
Associates of Arts in General  
Studies – Fall 2016  
Seminole State College, Sanford,  
FL

#### Experience

Years of Experience: 2 years  
Years with Anser: 1+

#### **LA Metro Station, Portal Widening & Turnback Facility Change Order, Long Beach, CA** **Construction Cost: \$ Varies | Project Timeline: 2019 – Present**

Mr. Marshall created a cost estimate for a change order involving the duct banks that run under the Metro Rail Lines. This project consists of widening the rail tunnel, constructing a new turnback facility and the expansion and reconfiguration of rail storage tracks.

#### **Orlando International Airport (GOAA), Phase1 & Phase1x Program, Orlando, FL** **Construction Cost: \$92 M | Project Timeline: 2020 - 2020**

Mr. Marshall provided cost estimating services to construct and provide an independent estimate for use in establishing values for the A/E team for the \$92M Terminal Phase 1 & 1x, which was FAA regulated. Assisted in reconciliation and data analysis of the GMP estimate as well as analyzing previous and current changes made in the project.

#### **Charlotte International Airport (CLT), CAP Phase II Program & TAP II Program, Charlotte, NC** **Construction Cost: \$289M | Project Timeline: 2020 - 2020**

Mr. Marshall provided conceptual and detailed drawing estimating services for a proposed runway addition as well as a Terminal A expansion. These CAP Phase II estimating services assisted with providing CLT the information they required to validate the construction costs of this addition, based on FAA regulations. The TAP II program estimating services were applied as they utilized for design purposes because of runway and concourse expansion.

#### **Rindge Commons, (Pinck), Multifamily Low-Income Housing, Cambridge, MA** **Construction Cost: \$45M | Project Timeline: 2021-N/A**

Mr. Marshall conducted a conceptual cost estimating effort for Pinck Projects to budget for a future low-income housing project, located in the heart of Massachusetts student life activity. This two-building facility will incorporate mixed use construction as storefronts, a clinic, and residential units will all be located within these floors. Mr. Marshall provided services that were utilized for design cost purposes for future construction planning & budgeting.

#### ESTIMATING (OTHER MARKET SECTORS):

##### Aviation Project Experience

- \$1.1M Jet Fuel Systems Renovation at OIA in Orlando, FL
- \$5.2M ALS Concourse Renovation in Charlotte, NC
- \$1.9M Structural Concrete Independent Cost Estimate in San Francisco, CA
- \$31.63M Salt Lake City Airport Power Plan Renovation in Salt Lake City, UT

**Office Complex Project Experience**

- \$2.8M Hale Building FF&E Renovation in Pasadena, CA

**Hospitality/Entertainment/Retail/Restaurant Project Experience**

- \$10.6M Hard Rock Hotel Renovation in Tampa, FL

**Healthcare**

- \$4.5M Long Beach Community Hospital Central Utility Plant Concept in Long Beach, CA
- \$6.6M Long Beach Community Hospital Tenant Improvement Concept in Long Beach, CA

**Higher Education Project Experience**

- \$2.1M NJIT Lecture Hall Renovation in Newark, NJ
- \$3.9M NJIT Weston Hall Renovation in Newark, NJ
- \$22.4M Rowan Chamberlain College in Glassboro, NJ
- \$1.4M Ramapo College Pavilion Concept in Mahwah, NJ
- \$5.9M Roxbury Community College in Boston, MA
- \$59K Orange High School Change Order Estimate in City of Orange, New Jersey
- \$47.9M Miami Dade College School of Justice Concept in Miami, FL

**Infrastructure/Sitework Project Experience**

- \$97.1M West LA VA Infrastructure Concept in Los Angeles, CA
- \$611K LA Metro Portal Widening Turnback Ductbank Change Order in Los Angeles, CA
- \$5M Essex County Jail Restoration in Newark, NJ
- \$2.7M FT Smith Estimate Reconciliation in FT Smith, AK
- In Progress - Newton Cemetery Addition in Newton, MA

## Licensee Details

### Licensee Information

Name: **FOJO, DEAN FRANK (Primary Name)**  
Main Address: **216 SOVEREIGN CT  
ALTAMONTE SPRINGS Florida 32701**  
County: **SEMINOLE**  
  
License Mailing:  
  
LicenseLocation:

### License Information

License Type: **Professional Engineer**  
Rank: **Prof Engineer**  
License Number: **39468**  
Status: **Current,Active**  
Licensure Date: **03/18/1988**  
Expires: **02/28/2023**

**Special Qualifications**                      **Qualification Effective**  
**Special Inspector**                              **10/03/1990**

### Alternate Names

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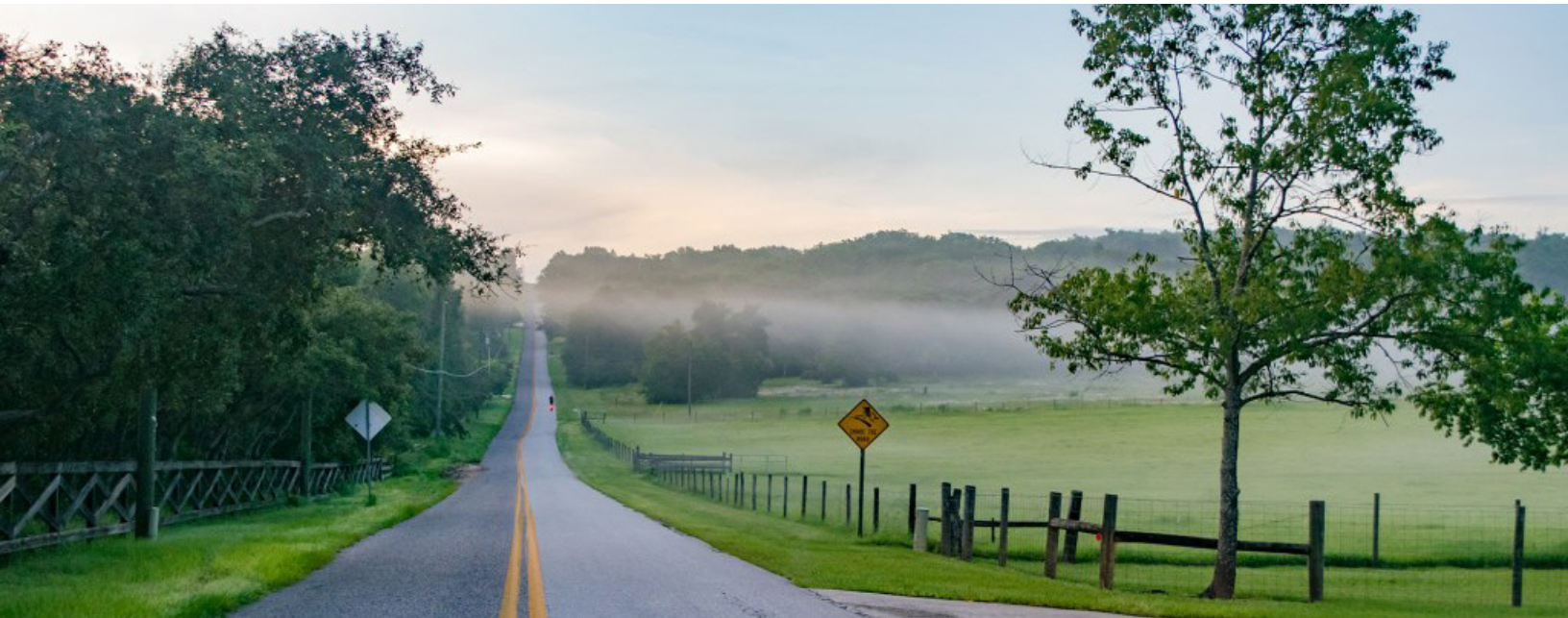
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**ANSER**<sup>▲</sup>  
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