

AVIATION

ANSER
ADVISORY



ANSERADVISORY.COM

WHO WE ARE

Anser Advisory is a **national program and project advisory firm** offering solutions to public and private sector clients implementing capital programs and projects. The services we provide cover the entire life cycle of capital development, beginning with early-stage organizational readiness and delivery strategies through managing the tactical execution of projects. Anser has a diverse and talented team of **over 1,200 professionals**, including management consultants, project and construction managers, estimators, architects, engineers, inspectors, accountants, financial analysts, procurement advisors, system configuration specialists, and construction auditors.

Anser **advises owners on capital improvement programs** on management issues related to engineering, planning, finance and construction. Our staff is comprised of technical specialists who understand and speak the language of both design and construction, as well as business. Our technical knowledge combined with our management consulting and financial experience creates a comprehensive approach to provide clients with the information required to make sound decisions for all aspects of their program and projects, **from inception through close-out**.

1,200+

National Professionals

21

National Offices

25+

Airports & Authorities
Served

\$20B+

National Aviation
Capital Program Portfolio



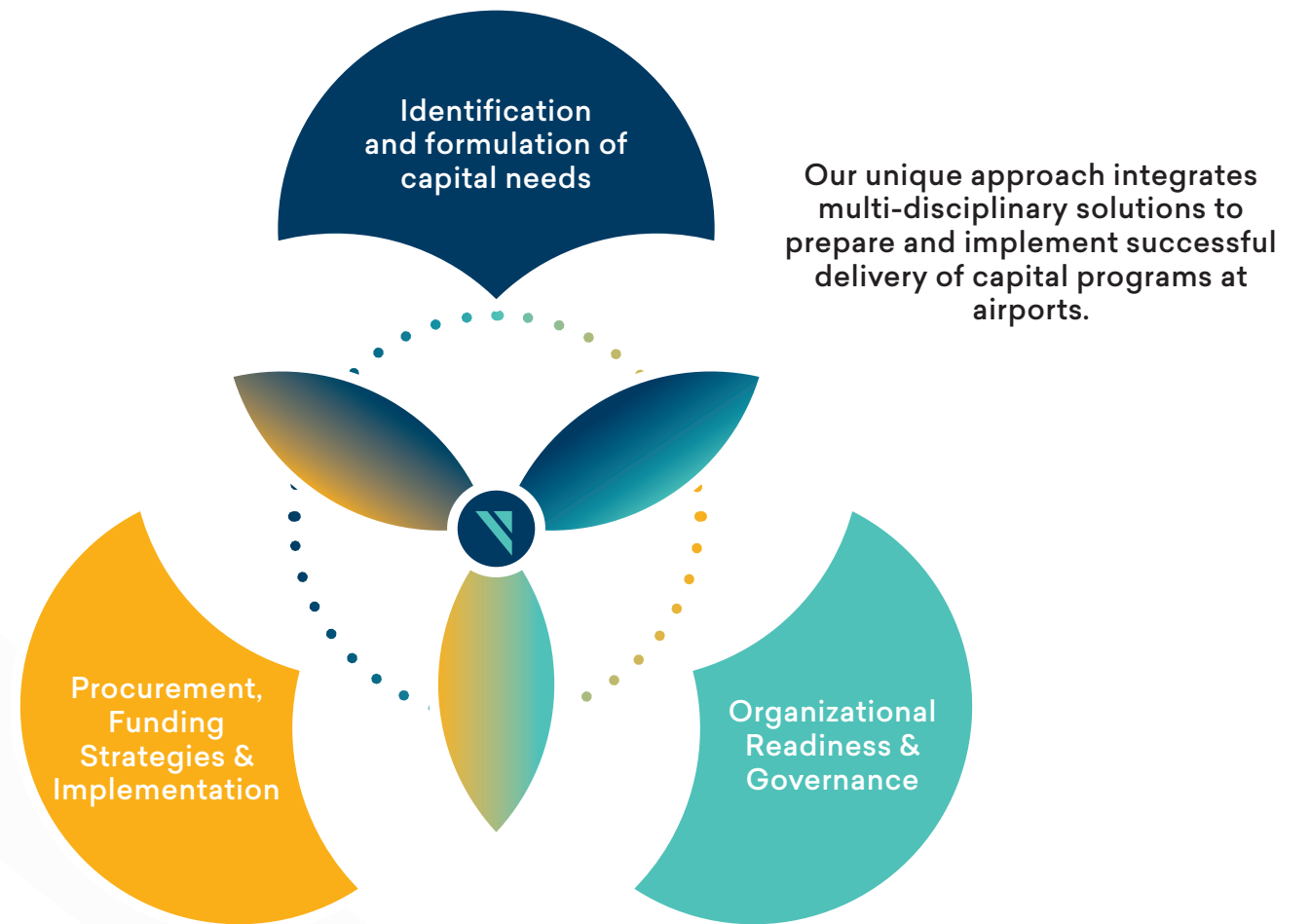
OUR SOLUTIONS

Anser provides advisory services, management consulting, program management, construction management, software system implementation, and construction auditing at airports nationwide. Our team is focused on advising owners on the execution of their capital programs, as well as an array of business related matters. We are advisors of finance and compliance, airport commercial business, real estate and concession strategies, estimators, project managers, and more. Many of us have held various leadership positions at some of the largest airports in the country, which provides us with a unique perspective. We understand that implementing a large capital program presents many challenges to the day-to-day operation of an airport.

We also understand the specific characteristics of airport capital development including design-build delivery structures, more traditional design-bid-build, as well as alternative delivery schemes such as CMAR and public private partnerships. We understand the links between the inputs contained in lease and use agreements, associated funding plans, cashflow requirements, and the implementation-side structure of contracting (such as asset tracking, segregation of funds), bidding, and change management.

Our commitment and focus on capital improvement projects for public agencies has allowed us to customize our approach to providing management services to suit the individual needs of each client and their specific circumstances in executing their project. We are comprised of

technical specialists who understand and speak the language of both design and construction, as well as an airport's finance and business interests. Our technical knowledge combined with management consulting and finance experience gives us a unique industry perspective to provide clients with the expertise required to make sound decisions for all their project delivery.



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AVIATION DRIVEN MISSION SUPPORT



Program Development

- CIP Development
- CIP Management
- Concept Solutions
- Delivery Strategies
- Procurement Development
- Cost Estimating



Finance

- Funding Strategies & Optimization
- Plan of Finance
- Cash Flow Analysis
- Grant Application, Management & Reporting
- Public/Private Finance
- Eligibility Analysis



Commercial Business

- Airline and Concession Agreement Support
- Commercial Lease negotiation support
- Revenue Strategies & Development
- Space Planning Validation



Readiness

- Organizational Assessment
- Governance
- Process Improvement
- Change Management
- Procurement Strategies
- Plan of Execution



Implementation

- Owner's Representative
- Program/Project Management
- Program/Project Controls
- Design Management
- Reporting



Risk

- Enterprise Risk Assessment
- Project Management Standards
- Cost, Schedule & Performance Analysis
- Claims Review
- Dispute Resolution



Compliance

- Eligibility Analysis
- Construction Agreement & Change Order Review
- Invoice Compliance
- Grant Assurances
- Agency Reporting

ADVISORY, COMPLIANCE, AND PROGRAM MANAGEMENT
INCLUDING Governance, Controls, Scheduling, Estimating and Executive Program Management

OUR AVIATION LEADERS

We understand the effort and coordination required to execute a large capital program and that it is not business as usual. Our team is comprised of aviation professionals that come from a variety of backgrounds and organizations. Our collective experience enables Anser to meet our clients' specific needs and integrate ourselves to support leadership, as well as other airport staff as needed.



ROB BRANCHEAU, PE, AAE

Mr. Brancheau has over 35 years of engineering and planning experience with his primary focus in airport development in the areas of capital program formulation, planning, design, and construction management. Prior to joining Anser, Mr. Brancheau served as the Senior Director of Planning, Engineering, and Construction for the Greater Orlando Aviation Authority.



DAN MOLLOY, PE, AAE

Mr. Molloy has over 30 years of civil engineering and program and project management experience primarily focused on large capital development programs at airports, nationally and internationally. Prior to joining Anser, Mr. Molloy was Senior Vice President of Planning and Development for Abu Dhabi Airports Company where he managed the Midfield Terminal Project and overall Capital Development Program. He previously served as the Assistant General Manager of Planning and Development for Hartsfield-Jackson Atlanta International Airport, overseeing the Capital Development Program.



JIM DRINKARD, PE, IAP

Mr. Drinkard brings over 45 years of civil engineering experience with his primary focus in the areas of aviation planning, engineering, program management and construction management. Prior to joining Anser, Mr. Drinkard served as an aviation consulting engineer, planner, and project manager, then served as the Assistant General Manager for Planning and Development for Hartsfield-Jackson Atlanta International Airport.



TOM HELLWIG, PE

Mr. Hellwig brings over 35 years of experience in the airline and airport industry. He has dedicated his career to managing multi-billion dollar programs at airports including Hartsfield-Jackson Atlanta International Airport and Denver International Airport. Mr. Hellwig is currently responsible for the budget and controls on the \$6 billion Terminal Development and Improvement Program at Los Angeles International Airport.



JOHN BUCKNER

Mr. Buckner has dedicated his career to the airport industry with his primary focus in the areas of management of airport facilities, airline negotiation strategies and enhancing non-aeronautical revenues as well as providing management and oversight of construction programs. Prior to joining Anser, Mr. Buckner served as the Director of Administration and Commercial Services for Salt Lake City International Airport.

BARBARA BOLTON, IAP, AAE

Ms. Bolton is an experienced airport professional with a demonstrated history of working in the construction industry. Ms. Bolton's primary experience is in airport management, financial management, contract and lease administration, safety and efficiency in operations, and creative economic development opportunities. Ms. Bolton has served within key airport development and business operation roles at Salt Lake City International Airport, Tallahassee Regional Airport, and the Harry Reid International Airport (formerly McCarran International Airport).



DAVID BENOUAICH, CCA, CCP

Mr. Benouaich has been providing capital advisory services to airports for over 20 years with an emphasis on critical financial and business management issues, process improvement, and change management initiatives related to planning, engineering, and construction. He has extensive experience in airport financial planning, federal and state grant funding, and construction auditing. He has supported various airports across the country that are implementing major capital improvement programs including San Francisco International Airport and the Greater Orlando Aviation Authority.



GUENTHER PREUHS

Mr. Preuhs has more than 25 years of program management, program controls and strategic planning experience on large-scale construction programs. He is an industry leader in program and project controls, and has developed global best practices in the delivery of program analytics and controls, delivering high strategic value to program and project teams. He has led the development of implementation plans for multi-billion dollar aviation programs in the both the United States and Europe.



CASSANDRA KRAUTSACK

Ms. Krautsack is an experienced aviation professional with over 25 years in leadership roles in both the airport and airline industry. She has experience providing program management, including capital planning, financial planning, contract development, and project management. Prior to joining Anser, Ms. Krautsack held the positions of Senior Program Manager and ConRAC Program Director for the Planning and Development Department at Cincinnati/Northern Kentucky International Airport, and Director of Corporate Real Estate and Support Services for Comair Airlines.



HEATHER HILGERS, PE

Ms. Hilgers is an experienced project management professional with 20 years of leadership in aviation, site civil, and water resources. She has successfully led clients, project teams, and stakeholder groups to identify key project objectives and deliver innovative results. She possesses an established history of success based on a thorough understanding of project coordination, technical requirements, and problem resolution. Ms. Hilgers is a results-oriented professional with proven leadership and a diverse technical background.



LOS ANGELES INTERNATIONAL AIRPORT

LOS ANGELES, CA

DATE OF SERVICES:

2017 to Present (Ongoing)

CAPITAL PROGRAM VALUE:

\$14 Billion



The Los Angeles International Airport's (LAX's) current \$14 billion capital program includes the Landside Access Modernization Program (LAMP) with a new 2.25-mile elevated electric automated people mover connecting the terminal complex with a new 5.3 million-square foot Consolidated Rent-A-Car facility, the local commuter rail network, and a new intermodal transportation facility with 4,300-customer parking spaces. The program also includes the Terminal Development and Improvement Program which includes major improvements and additions to all nine terminal buildings. Additionally, the new 12-gate Midfield Satellite Concourse has added much-needed aircraft parking positions. Finally, the airside capital improvement projects include modernization and upgrade of existing runways, taxiways, and aprons.

Services provided by Anser:

- » Program & Project Management
- » Design Oversight & Management
- » Construction Management
- » Best Practices Process Improvement & Implementation
- » Budget & Cost Management
- » Executive & KPI Reporting
- » Change Order Management
- » Procurement Support & Development (P3, DB, DBB)
- » Contract Negotiation & Management
- » Subject Matter Experts (SME)
- » Staff Augmentation
- » Dispute Resolution & Claims Management
- » Quality Assurance
- » Program & Project Schedule Management

GREATER ORLANDO AVIATION AUTHORITY

ORLANDO, FL

DATE OF SERVICES:

2002 to Present (Ongoing)

CAPITAL PROGRAM VALUE:

\$4.61 Billion



The Greater Orlando Aviation Authority (GOAA) manages both the Orlando International Airport (MCO) and the Orlando Executive Airport (OEA). In 2019, MCO handled 50.6 million passengers and was the 10th busiest airport in the United States. GOAA is currently implementing a capital program valued at \$4.61 billion and includes the construction of a new south terminal, airside and landside terminal rehabilitation projects, construction of a new intermodal terminal serving four forms of rail, parking facilities, rental car facilities, roadways and associated infrastructure.

Services provided by Anser:

- » Program Delivery Strategy
- » Benchmarking (CMAR Fees, Contract Language, A/E Contracts)
- » Process Improvement & Implementation
- » Budget Validation & Reconciliation
- » Funding & Financing Optimization
- » Real time audit of invoices while meeting the Florida Prompt Payment Act requiring all invoices be paid within 20 days for all construction services (100% Review)
- » Executive & KPI Reporting
- » Change Order Management & Compliance
- » Procurement Support & Development (CMAR, A/E, PM)
- » A/E, PM Fee Negotiations
- » Project Cost & KPI Reporting
- » Subcontractor Invoice Tracking
- » Estimate of Completion Development & Tracking
- » CIP Support & Development
- » FF&E/Owner Purchased Items Support & Tracking
- » Design Coordination, Phasing & Design Reviews
- » Value Engineering
- » Grant Application & Closeout (FDOT, AIP)
- » Construction Statistics Analysis Cost Estimating
- » Funding Applications & Procurement
- » Executive Analysis Reporting
- » Debt Issuance Support
- » Compliance & Funding Analyses
- » Cost of Money & Econometric Analysis
- » Segregation of Aeronautical & Non-Aeronautical Contracts/ Funding
- » Independent Fee Estimates
- » Passenger Facility Charge (PFC) Application & Closeout

LONG BEACH AIRPORT

LONG BEACH, CA

DATE OF SERVICES:

2019 to Present (Ongoing)

CAPITAL PROGRAM VALUE:

\$100 Million



Long Beach Airport's (LGB's) Terminal Improvement Program focuses on the landside and the overall passenger experience. To date, several key project components have been completed including a new Transportation Security Administration (TSA) in-line checked baggage inspection system (CBIS) facility (Component 1A) and a new ticketing facility incorporating a new common use passenger processing system (CUPPS) (Component 2).

Several other components are currently under construction. Component 1B is a new baggage claim facility with a state-of-the-art baggage handling system. Component 3A scope includes seismic retrofit and tenant improvements to the Historic Airport Terminal Building. The tenant improvements consist of the relocation of the rental car customer service transaction counters into the Historic Airport Terminal Building. Component 4 is the construction of a new facility that will be comprised of baggage service offices, restrooms, concessions and a complete redevelopment of the Meet-and-Greet Plaza.

Future components will involve a new Rental Car Ready Return which incorporates a new Quick Turn Around Facility and Fueling Station.

Components under this contract are being delivered through a Progressive Design-Build contract. Anser is providing construction management services during the design, preconstruction, construction, and post-construction phases of each component.

Services provided by Anser:

- » Executive & KPI Reporting
- » Program Controls
- » Interim Phase Development Planning (COVID-19 effects)
- » Change Order Management
- » Management of RFI(s) & Submittal Process
- » Field QA Inspection
- » Design Coordination, Phasing & Design Reviews
- » Value Engineering
- » Cost Estimating
- » Claims Resolution & Support

ONTARIO INTERNATIONAL AIRPORT AUTHORITY

ONTARIO, CA

DATE OF SERVICES:

2018 to 2022

CAPITAL PROGRAM VALUE:

\$200 Million



The Ontario International Airport Authority (OIAA) is a joint-powers authority (JPA) formed between the City of Ontario and San Bernardino County in Southern California. The OIAA is the owner and operator of Ontario International Airport (ONT). ONT is a medium hub airport serving about four million passengers per year and is a major air-cargo facility in Southern California. The capital improvement projects include runway, taxiway and apron construction, runway and taxiway lighting and associated systems, service roads, terminal buildings renovation, modernization and new construction, and air cargo and rental car facilities.

Services provided by Anser:

- » Construction Management
- » Construction Inspection
- » Construction Scheduling
- » Construction Estimating
- » Design Oversight
- » Constructability Review
- » Geotechnical Services Oversight & Coordination
- » Materials Testing (Lab Certified) Oversight & Coordination
- » Survey Oversight
- » Environmental Management Oversight
- » Airfield Low Voltage Systems Oversight
- » Quality Assurance
- » Claims Avoidance & Risk Analysis

SACRAMENTO INTERNATIONAL AIRPORT

SACRAMENTO, CA

DATE OF SERVICES:

2019 to Present (Ongoing)

CAPITAL PROGRAM VALUE:

\$1.3 Billion



Anser has served the Sacramento County Department of Aviation (SCDA) since August 2019 supporting their \$1.3 Billion capital improvement program. In February 2022, the Sacramento County Board of Supervisors approved the master plan for the SMForward Program that includes multiple projects to expand and modernize several of their most significant facilities at the Sacramento International Airport (SMF). This comprehensive update of existing facilities includes the new Terminal B Parking Garage to nearly double the airport's parking garage capacity; a new Pedestrian Walkway to create a walkable corridor between Terminal B and Concourse B; a new Concourse Expansion to accommodate 6-8 new narrow body contact gates; expansion and rehabilitation of Terminal A, including new baggage handling systems and expansion of ticket lobbies; and a new CONRAC and new Ground Transportation Center.

Services provided by Anser:

- » Construction Management
- » Construction Inspection
- » Construction Scheduling
- » Construction Estimating
- » Design Oversight
- » Constructability Review
- » Geotechnical Services Oversight & Coordination
- » Materials Testing (Lab Certified) Oversight & Coordination
- » Survey Oversight
- » Environmental Management Oversight
- » Airfield Low Voltage Systems Oversight
- » Quality Assurance
- » Claims Avoidance & Risk Analysis

SALT LAKE CITY INTERNATIONAL AIRPORT

SALT LAKE CITY, UT

DATE OF SERVICES:

2009 to Present (Ongoing)

CAPITAL PROGRAM VALUE:

\$5.1 Billion



Anser is engaged at Salt Lake City International Airport (SLC) to provide process assessment, organizational change, and program management system support services to guide the implementation of the \$5.1 billion Airport Redevelopment Program (ARP). ARP Phase 1 opened in 2020 and is a complete replacement of the existing Airport. This LEED Gold facility includes a new terminal, Concourse A (19 gates and 6 international gates), Concourse B (22 gates), a 3,600-space parking garage, a new rental car RSS and QTA facilities, elevated roadways, new central utility plant, and underground tunnels. ARP Phase 2, opening in 2023, will add an additional 22 gates on Concourse A. A central tunnel connecting Concourses A and B with an additional 25 gates on Concourse B will be completed by 2027. Anser's services include long-term CIP program and funding strategies, cash flow projections and capacity evaluations, review of the CIP and capital activity system and compare functionality under the planned CIP. Anser also provides diagnostic evaluation of departmental processes and procedures to manage capital activity, including management of critical CIP components and the development, selection, and implementation of the capital program management system. Additionally, Anser is engaged to provide capital financial services including preparation of PFC applications and amendments, optimizing utilization and eligibility of funding, risk assessments, potential cost and time exposures, as well as commercial aviation business services relating to customer service assessments, wayfinding and signage analysis and implementation strategy, fuel consortium agreement(s), capital development contracts, and other aviation related services.

Services provided by Anser:

- » Executive & Business Support Services
- » Program Definition & Validation
- » Program Plan of Execution
- » Program Delivery Strategy
- » Development of Major Procurements
- » Funding & Financing Optimization
- » Executive & KPI Reporting
- » Financial & Construction Change Order Review
- » Design Coordination, Phasing & Design Reviews
- » Value Engineering
- » Cost Estimating & Estimate at Completion
- » Construction Dispute Services
- » Debt Issuance Support
- » Compliance & Funding Analyses

CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT

CHARLOTTE, NC

DATE OF SERVICES:

2017 to Present (Ongoing)

CAPITAL PROGRAM VALUE:

\$3.5 Billion



Charlotte Douglas International Airport (CLT) is one of the nation's busiest airports and the second largest hub for American Airlines. It has seen substantial growth in recent years, increasing from 28 million passengers in 2005 to over 46 million total passengers in 2018, becoming the 6th busiest airport in total operations in the United States. In order to meet the needs of its partners and passengers, CLT is implementing a \$3.5 billion capital program. Anser has supported the program which consists of a new elevated roadway and terminal curb front, terminal lobby expansion, rehabilitation of five existing concourses, new concourses totaling 19 additional gates, and substantial airfield projects including a new fourth parallel runway. Anser also is supporting planning for the next phase of passenger facility expansion, including options, phasing, cost estimating and operational impacts analysis for expansions to Concourses B & C of up to 30 additional gates.

Services provided by Anser:

- » Program Definition & Validation
- » Program Plan of Execution (Organizational Readiness, Governance, Systems)
- » Program Delivery Strategy
- » Governance Structure
- » Funding & Financing Optimization
- » Program Controls including Executive & KPI Reporting
- » Procurement Support & Development (CMAR, A/E, PM)
- » Planning and PDD development support, Phasing & Reviews
- » Value Engineering
- » Cost Estimating
- » Debt Issuance Support
- » Compliance & Funding Analyses
- » Staff Augmentation
- » Claims Support
- » Process Improvement
- » Project team building/communication support
- » Project Schedule Development & Analysis
- » PMSS Review & Implementation Support

CINCINNATI / NORTHERN KENTUCKY INTERNATIONAL AIRPORT

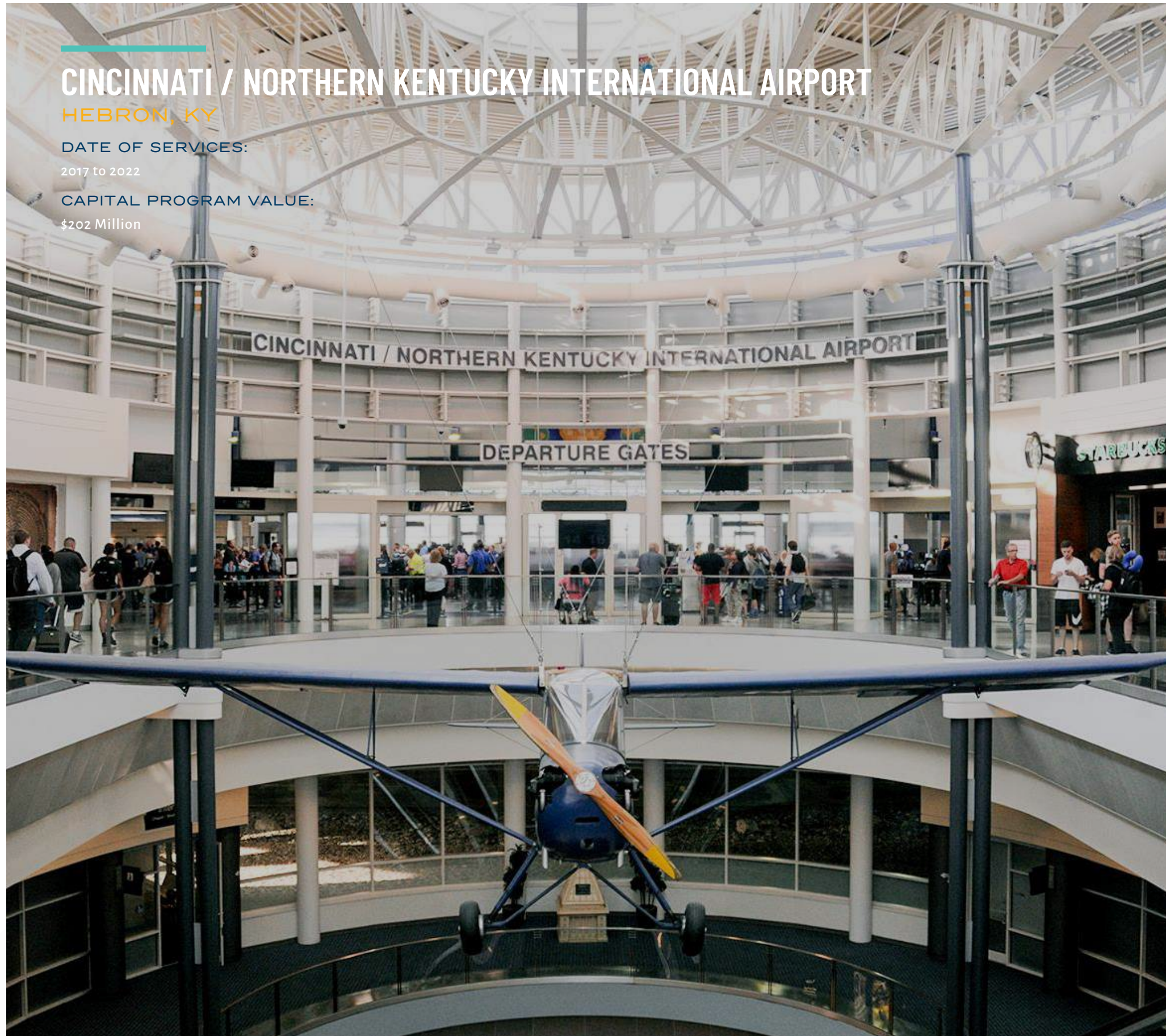
HEBRON, KY

DATE OF SERVICES:

2017 to 2022

CAPITAL PROGRAM VALUE:

\$202 Million



Cincinnati / Northern Kentucky International Airport (CVG) served the Cincinnati Northern Kentucky region which is one of the largest cargo operations in the United States. In an effort to support the airport's strategic growth, Anser was engaged to provide support services for the capital improvement plan to include program definition, funding and financial feasibility support, organizational assessment and development of governance strategies, process improvement, Program Management Software System (PMSS) implementation, cost reviews, program delivery strategy, benchmarking, issue and dispute avoidance, program implementation oversight, program controls, and development of Airport Design Standards.

Services provided by Anser:

- » Budget Validation
- » Value Engineering
- » Estimating
- » Funding Analysis
- » Process Improvement
- » Design Standards
- » Invoice Review & Audit
- » Contract & Funding Compliance
- » Program Management System Implementation
- » Project Closeout Services
- » Final Contractor Audit

JOHN GLENN COLUMBUS INTERNATIONAL AIRPORT

COLUMBUS, OH

DATE OF SERVICES:

2018 to 2021

CAPITAL PROGRAM VALUE:

\$139 Million



John Glenn Columbus International Airport (CMH) is a major economic engine for the Columbus region and has seen substantial growth over the years. The Columbus Regional Airport Authority engaged Anser to assist in preparing for their future Midfield Development Program and Consolidated Rental Car facility. Anser served as the program advisor to validate the scope and timing of the new terminal development program, including contract reviews and development, procurement reviews, process improvement, organizational review, capital program governance, construction cost review, and funding/compliance reviews. Other services also included development of the airport governance structure to be used in program delivery.

Services provided by Anser:

- » Program Definition
- » Program Plan of Execution (Organizational Readiness, Governance, Systems)
- » Design Management
- » Procurement Support & Development (CMAR, A/E, PM)
- » Change Management
- » Governance Structure
- » Process Improvement
- » A/E, PM, CMAR Price Negotiations
- » Estimating & Controls
- » Value Engineering
- » Invoice Review & Audit
- » Contract & Funding Compliance



DES MOINES INTERNATIONAL AIRPORT

DES MOINES, IA

DATE OF SERVICES:

2021 to Present (Ongoing)

CAPITAL PROGRAM VALUE:

\$750 Million (estimated at completion)

Anser and its team of subconsultants is engaged at Des Moines International Airport (DSM) to provide Owner's Representative (OR) services for the implementation of the New Terminal Project. The New Terminal will replace the existing terminal, which has reached the end of its useful life. The existing facility was built in 1948 and has had multiple additions and renovations over the years to keep up with growing passenger demand.

Anser has led a team of experienced professionals to provide technical support and oversight to the Authority throughout the execution and delivery of the New Terminal. Anser initially prepared a Program Definition Manual (PDM) update that incorporated several concept refinements to better align the program with current budget, funding and phasing constraints and prioritize the replacement of the most critical assets to optimize the program solution. Since that initial effort, Anser now acts as a bridge between the DMAA and the design and construction team, other technical advisors, and various stakeholders to provide technical support and oversight during the design, construction and initial operation of the new terminal. Anser provides professional extension of staff resources necessary to manage the work in conjunction with DSM. Anser is tasked to provide effective leadership and management to ensure the successful completion and commissioning of the design and construction process of a new terminal and concourse(s) in a multi-phased approach that is dependent on available funding and continued enplanement growth. Anser is supporting DMAA in a variety of capacities including program finance, administration, programming, preconstruction, design management, architecture and engineering oversight, ORAT, program validation, procurement support, contract support, independent cost estimating, invoice compliance, project management and eventually the construction management of the New Passenger Terminal Project. Anser provides leadership and management over the entire scope of the design and construction process, collaborating with the Authority's staff and stakeholders to ensure the successful outcome of the New Terminal.

Services provided by Anser:

- » Executive & Business Support Services
- » Procurement Management
- » Design Management
- » ORAT
- » Construction Management
- » Contract Negotiation
- » Program Budget Management
- » Invoice Compliance

SAN ANTONIO INTERNATIONAL AIRPORT

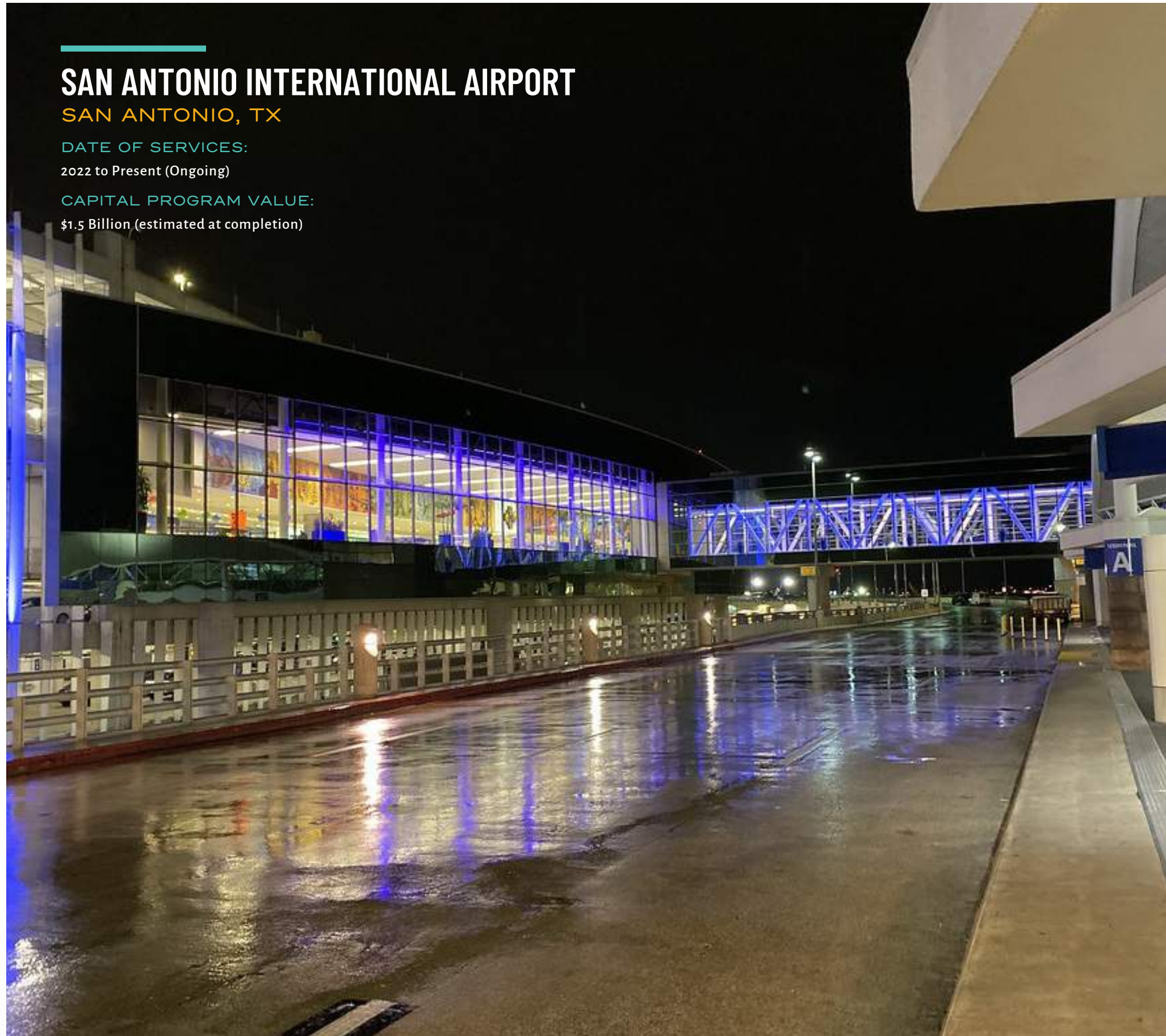
SAN ANTONIO, TX

DATE OF SERVICES:

2022 to Present (Ongoing)

CAPITAL PROGRAM VALUE:

\$1.5 Billion (estimated at completion)



Anser is engaged at San Antonio International Airport (SAT) to provide executive program management services to lead the implementation of their new Terminal Development Program (TDP). Due to substantial regional growth and a robust economy, increased demand for service is straining capacity and level of service of aging facilities. The TDP will enable SAT to meet current demand with state-of-the-art facilities and position the airport for future growth and facility upgrades. The program will include a new Terminal with 14 to 17 gates, centralized processing, terminal roadway realignment, a central receiving and distribution center, ground transportation center and new terminal parking garage with various delivery methods.

Services provided by Anser:

- » Owner's Representative Services
- » Executive & Business Support Services
- » Program Definition & Validation
- » Program plan of execution (organizational readiness, governance, systems)
- » Program Delivery Strategy
- » Development of Major Procurements & Support (CMAR, A/E)
- » Contract Negotiation
- » Funding & Financing Optimization
- » Executive & KPI Reporting
- » Program Budget Tracking
- » Financial & Construction Change Order Review
- » Master Architect & Engineer of Record Coordination & Design Reviews
- » Value Analysis & Engineering
- » Independent Cost Estimating
- » Invoice Compliance
- » Funding Analysis and Compliance

MYRTLE BEACH INTERNATIONAL AIRPORT

MYRTLE BEACH, SC

DATE OF SERVICES:

2023 to Present (Ongoing)

CAPITAL PROGRAM VALUE:

\$130 Million (estimated at completion)



Anser is engaged at Myrtle Beach International Airport (MYR) to provide program management and construction management services to assist in the implementation of their new terminal expansion program. Throughout the post pandemic recovery in 2021, MYR has seen substantial growth and added new air service to various destinations. In response to this growth and to be prepared for the future, MYR is embarking on a new expansion project to include a 6-8 gate concourse expansion and renovation of the ticketing and baggage claim lobbies, check-in, security, and support spaces. The delivery method being used is Construction Manager-at-Risk (CMAR).

Services provided by Anser:

- » Owner's Representative Services
- » Executive & Business Support Services
- » Program Definition & Validation
- » Program Delivery Strategy
- » Construction Management
- » Development of Major Procurements & Support (CMAR)
- » Contract Negotiation
- » Funding & Financing Optimization
- » Executive & KPI Reporting
- » Program Budget Tracking
- » Financial & Construction Change Order Review
- » Master Architect & Engineer of Record Coordination & Design Reviews
- » Value Analysis & Engineering
- » Independent Cost Estimating & Estimate at Completion
- » Invoice Compliance
- » Construction Dispute Services
- » Compliance & Funding Analyses

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