

## MEMORANDUM

**To:** CRA Board  
**From:** Erica Schwarz  
**Date:** April 15, 2020  
**Re:** 93-99 Bishop Allen Drive Owner's Project Manager Selection

## INTRODUCTION

The CRA acquired the property at 93-99 Bishop Allen Drive on October 2, 2019 from Enroot, Inc, in order to preserve uniquely located and affordable social service space in Central Square. The building, originally built in 1855, has not seen significant renovations since 1965 and requires a range of life safety and accessibility improvements, as well as improvements to create more efficient and effective space. In the original property acquisition plan the CRA committed approximately \$2 million towards property renovations (the Project). In December, the CRA approved the selection of Silverman Trykowski Associates (STA) to serve as the project designer. STA has started conducting early visioning with the CRA staff and building tenants.

With design visioning underway, the Project now needs an Owner's Project Manager (OPM) to advise the CRA during future design phases through construction. The OPM shall provide project management services to monitor public procurement procedures, design, construction and other related activities and to facilitate, coordinate and manage the Project with respect to timely performance and monitor the quality of services and work, and shall recommend courses of action to the CRA when respective contractual requirements are not being fulfilled. OPM services shall continue through the occupied renovation and final Project closeout.

## CONTRACT SCOPE

Utilizing the qualifications based procurement process, the CRA sought a qualified OPM to carry out the following tasks:

- Assist in the review of Schematic Design documents through Construction Drawings.
- Develop a plan with the design team for constructing improvements in appropriate phases.

- Provide oversight of the design team during the design development, construction document, and construction phases of the project.
- Ensure the preparation of time schedules to monitor performance of the building design and construction phases.
- Assist with the location of construction staging areas and any temporary office relocations.
- Provide construction administration services including review of contractor submittals, project schedules, monitor of contractor quality of work, report any observed health or safety risks, and review of applications for payment and change order proposals.

The CRA sought respondents with demonstrated experience successfully supporting public construction and procurement procedures, advancing energy efficient alternatives for commercial buildings, and facilitating improvements to historic buildings and to occupied buildings.

## RFQ PROCESS

<b>Date</b>	<b>Activity</b>	<b>Additional Detail</b>
January 8, 2020	Public Notice regarding RFQ	Notices Posted to Central Register, Boston Globe, and on CRA website. Emails also sent directly to firms recommended to the staff as potentially suitable.
January 16, 2020	Site Visit	8 firms were represented at the site visit.
January 21, 2020	Deadline for Questions	
January 24, 2020	Addendum 1 Issued	Addendum 1 responded to questions received at the site visit.
January 31, 2020	Response Deadline	5 Responses were received.
February 13 – 20, 2020	Interviews	2 qualified firms were interviewed by the Selection Committee.
February 27 – 28, 2020	References contacted	References were contacted for both firms
April 15, 2020	Board Vote on Recommended Firm	CRA Board to consider a motion to enter into a contract with the firm recommended by the Selection Committee
April 16 - May 15, 2020	Negotiate and finalize contract, including scope and fees	If agreement on fees cannot be found with the first ranked firm, the CRA will negotiate with the second ranked firm.

## SELECTION RECOMMENDATION

The selection committee was made up of CRA staff Tom Evans and Erica Schwarz. Designers selected for interviews were found to have extensive experience providing project management services for public projects, including the public bidding process, for renovations of occupied buildings, and for improvements to historic brick masonry buildings. The firms' qualifications were also reviewed with regard to familiarity with options for energy efficient building systems, maintaining the construction budget from design through construction, and their approach to communication with and representation of their client throughout the process.

Two firms out of the five respondents were invited to participate in interviews with the selection committee: Anser Advisory/Pinck and Company, and STV|DPM.

The committee recommends the following ranking:

1. STV|DPM
2. Anser Advisory/Pinck and Company

## CONTRACT TERM

The CRA expects to enter into a contract that will start in May 2020 and conclude once Project construction is complete; estimated to occur in fall of 2021.

## CRA BOARD MOTION

*Authorizing the Executive Director and Chair to negotiate fees and enter into a design services contract with STV|DPM in order to provide Owner's Project Management Services for the renovation project at 93-99 Bishop Allen Drive.*

## EXHIBITS

Exhibit A: RFQ for OPM Services at 93-99 Bishop Allen Drive

Exhibit B: Response received from top ranked firm: STV|DPM

**Exhibit A**  
**RFQ for OPM Services at 93-99 Bishop Allen Drive**

# RFQ

## Owner's Project Manager *Nonprofit Social Service Office*

For the Project Site of 93-99 Bishop Allen Drive, Cambridge, MA

Proposals will be received at the Cambridge Redevelopment Authority, 255 Main Street, 8<sup>th</sup> Floor, Cambridge, Massachusetts 02142 until **12:00 p.m. on Friday January 31, 2020** for furnishing the following to the Cambridge Redevelopment Authority (CRA):

**The Cambridge Redevelopment Authority is seeking proposals from qualified project management firms or independent contractors (OPM) to provide project management oversight and construction administration for the preservation and improvement of a converted brick townhouse structure built in 1855 that will retain its current nonprofit community service provider occupants.**

Copies of the Request for Qualifications may be downloaded from the CRA website at:  
[www.CambridgeRedevelopment.org/jobs-contracting](http://www.CambridgeRedevelopment.org/jobs-contracting) on and after **December 27th, 2019**.

The successful respondent must be an Equal Opportunity Employer.

The CRA adheres to the City of Cambridge's commitments to contracting and sub-contracting to Minority and Women Owned Business. The CRA reserves the right to reject any or all proposals, waive any minor informality in the proposal process, and accept the proposal deemed to be in the best interest of the CRA.

**Price will not be considered when initially evaluating a proposal. After the finalists have been ranked, the CRA will enter in price negotiations with the respondent.**

**THERE MUST BE NO MENTION OF THE APPLICANT'S FEE IN THE PROPOSAL. ANY MENTION OF THE FEE WILL SUBJECT THE PROPOSAL TO REJECTION.**

**One original hard copy and two (2) additional copies** of the proposal and **one electronic copy** marked "CRA RFQ, OPM Services, Bishop Allen Drive" must be received by Erica Schwarz, Project Manager, Cambridge Redevelopment Authority, 255 Main Street, 8<sup>th</sup> Floor, Cambridge, MA 02142 **prior to 12:00 p.m., on Friday, January 31, 2020**. Failure to submit the electronic copy will automatically result in rejection.

Any proposals received after such time will not be accepted, unless the required submission date and time has been changed by addendum. Delivery to any other office or department does not constitute compliance with this paragraph, unless the proposals are received by the CRA by the established deadline. It is the responsibility of the applicant to assure proper and timely delivery.

## PROJECT OVERVIEW

### **Program Overview**

The CRA has recently purchased the property at 93-99 Bishop Allen Drive in order to preserve a building long called “Nonprofit Row” as affordable nonprofit office and program space. The property is fully occupied with long-tenured nonprofit tenants who plan to remain in the building. The CRA will be gathering input from current tenants and other stakeholders in order to enhance the functionality of the office space for community service nonprofits. The CRA plans to develop the property into a robust nonprofit center: a site that will provide affordable nonprofit office space, but also additional amenities that can be accessed by building tenants as well as other Cambridge-based nonprofit organizations. The first step of this work is to provide a building wide update to the mechanical systems, improve the buildings accessibility and circulation, and if possible enhance the efficiency of space. Additional information about the building’s tenants and the importance of this building for the services they provide can be found in Appendix B.

### **Project Goals**

- Create an affordable, sustainable nonprofit center through renovation
- Improve physical accessibility, including replacing entry ramp, elevator, and bathrooms
- Improve life safety while preserving the historic character of the building’s exterior
- Upgrade electrical and HVAC systems
- Allow nonprofit tenants and their services largely to stay in place during renovations
- Increase the efficient use of the space in order to support agencies now in the building as well as provide benefits for other Cambridge-based nonprofits

### **Background**

In fall 2018, Enroot, the owner of 93-99 Bishop Allen Drive since 1965, and one of the agencies that occupies and provides services from the building, alerted tenants that it planned to sell the property. The organization wanted to better focus on its core mission of supporting immigrant students in their academic, professional and personal advancement instead of diverting internal capacity to cover asset management.

Given the site’s location just a block away from Central Square, and rents that were affordable for nonprofit agencies, existing tenants were concerned that a sale would result in rent increases and their displacement. As a result, the Cambridge Community Foundation (CCF) asked the CRA to partner with them to strategize how to preserve the building at 93-99 Bishop Allen Drive as affordable space for nonprofit and social services. CCF is a tenant in the building, but also has a mission to support Cambridge’s significant nonprofit sector. The CRA and CCF signed an MOU in late 2018 to explore options for preserving the property as nonprofit office and program space.

After exploring options with CCF for several months, the CRA made an offer to purchase the building in April, 2019. The owner and the CRA entered into a Purchase and Sale Agreement in May, and the CRA completed its due diligence analysis in summer. The property transaction was completed on October 2, 2019.

### **OPM Responsibilities**

The OPM shall provide project management services to monitor procurement procedures, design, construction and other related activities and to facilitate, coordinate and manage the Project with respect to timely performance and monitor the quality of services and work, and shall recommend courses of action to the Owner when respective contractual requirements are not being fulfilled. OPM services shall continue through substantial use and occupancy by the Owner, its tenants, and final Project closeout. More specifically, the CRA seeks project management services to:

- Assist in the review of Schematic Design documents through Construction Drawings for the renovation of the building on the property and any project site improvements. The initial work will focus on life safety improvements, increased physical accessibility, and more efficient use of interior space.
- Develop a plan with the design team for constructing improvements in appropriate phases that will minimize negative impacts on existing tenants. Assist the CRA in exploring additional project phasing for building improvements to be undertaken in the future.
- Provide oversight of the design team during the design development, construction document, and construction phase of the project, including supporting the planning and execution of the Chapter 149 procurement process.
- Ensure the preparation of time schedules to monitor performance of the building design and construction phases.
- Attend meetings with CRA staff and consultants, during the schematic design phase including but not limited to the selected design team, financial consultants, the property management team, as well as representatives of nonprofit organizations operating within the building.
- Assist with the location of construction staging areas and any temporary office relocations required for the existing tenants.
- Organize weekly meetings during the construction phase and facilitating communication amongst all parties work on the project.
- Provide construction administration services including review of contractor submittals, project schedules, monitor of contractor quality of work, report any observed health or safety risks, and review of applications for payment and change order proposals.
- Provide written evaluation of the performance of the design professionals, consultants, contractors and sub-contractors.

The successful respondent shall have demonstrated experience successfully supporting public construction and procurement procedures, energy efficient alternatives for commercial buildings, and facilitating improvements to historic buildings. It is anticipated that some building improvements may be undertaken in a later phase of the CRA's building management and that the same OPM individual or firm might oversee future renovation activities.

### **Project Description**

The property at 93-99 Bishop Allen Drive was built in 1855 as a set of residential row houses. In 1965 the building was purchased by the then named Cambridge Community Services (since renamed as Enroot), who has operated it since that time as nonprofit office space. In 2018 Enroot decided to sell the building in order to refocus its energy on its core mission of supporting immigrant youth.

The property is located at the corner of Bishop Allen Drive and Essex Street, with the St. Paul AME Christian Life Center abutting the site's south side. The building is a nearly 19,000 gross square foot brick and beam four story structure, with the lowest floor partially below grade. The property has a rear parking lot with eight (8) spaces accessed off of Essex Street.

The building's last significant renovation was in 1965, although tenants have upgraded their own office spaces over time. This has resulted in a different level of finish in different spaces, where tenants have undertaken the following

kinds of improvements in recent years: painting, installation of mini-split A/C units, bathroom build outs, and new carpeting.

The property needs the following improvements at a minimum. The CRA has committed to an estimated budget of approximately \$2 million for these improvements. The initial scope of planned improvements includes:

- Repair or replace ADA compliant exterior access ramp and front stairs.
- Replace the existing security and access system to the building.
- Replace common area entryway flooring.
- Replace elevator with larger ADA compliant elevator.
- Replace at least four (4) very small bathrooms with larger bathrooms that are ADA compliant.
- Install a new fire sprinkler system and fire alarm system.
- Upgrade/replace electrical wiring.
- Replace the existing heating system and consider how to improve air conditioning throughout the building in the absence of central air conditioning.
- Address rainwater drainage issues.

Given adequate budget or additional financial resources and available square footage, the project could potentially make more efficient use of space for the benefit of current tenants and other Cambridge based service providers, potentially to include enhancements to a shared meeting room, upgrades to building mailboxes, development of a common area kitchenette, and/or adding workspaces. The design team will also explore the options for a small addition if it helps facilitate the building's goals. Additionally, the CRA will consider the installation solar panels to support on-site renewal energy generation and making landscaping improvements, however those components may also occur as a follow up project.

Finally, the CRA may seek additional improvements and repairs relating to restoring some of the exterior façade given the historic nature of the building. We will be seeking input from the Cambridge Historic Commission early and throughout the design process, and weighing the value of restorations against the existing construction budget and any available resources for such a restoration.

Closely parallel to this selection process, the CRA is conducting a procurement process for a design team and a property management firm. The OPM is expected to work closely with the design team starting with the schematic design process. The OPM will also need to work closely with the selected property management firm to coordinate with contractors during construction to accommodate the programmatic needs of the existing tenants to the maximum extent possible, balancing the goals of minimizing tenant impact and controlling construction project cost.



## RFQ RESPONSE CONTENT

Each response should contain only pertinent information and requested documentation, to demonstrate how the applicant meets the minimum qualifications set forth in the Request for Qualifications. The submission should outline the previous relevant experience of the applicant and have a table of contents or easily discernible, labeled sections.

Each response must include the following four (4) items:

**1. A introduction of the lead firm or individual, and an overview of the qualifications and professional experience of the team.**

- Include resumes and a description of responsibilities of key staff.
- Provide resumes or an overview of the experience any subcontractors expected to work on this project, and short description of the role they will play. Please identify which of your subcontractors are MBE or WBE firms (Minority Business Enterprises or Women Business Enterprises).

**2. A description of your project management approach for public clients, based on the project overview in this RFQ.**

- Include information about how your team will work with the CRA to respond to tenant feedback before and during an occupied renovation
- Describe how you manage project budgets while meeting program goals beginning with the design phase of the project, and your analysis system for evaluating change orders.

**3. A list of at least three references for which you and/or your firm has conducted similar project management scopes.**

- Include at least two projects conducted for the public sector.
- Include at least one project that included renovation of nonprofit, government, or institutional office space, preferably and example of an occupied renovation.
- Include at least one project that included upgrades to a historic building.

Please include the name and telephone number of the contact person for each project, the year of the contract, and the nature of the project. These contacts shall serve as references. These references should be knowledgeable of the past work of key members assigned to the project. Please ensure the accuracy of your references' contact information. If a reference is not responsive, your firm will be determined not to have the required number of references.

**4. Signed Anti Collusion / Non-Discrimination and Tax Compliance Forms (Appendix D)**

A response which does not provide the information and documentation outlined above may be deemed nonresponsive and therefore rejected. Failure to answer any question, to complete any form, or to provide the documentation required will be deemed non-responsive and result in an automatic rejection of the response unless the CRA determines that such failure constitutes a minor informality.

## GENERAL INSTRUCTIONS TO APPLICANTS

**Site Visit:** A site visit, including a tour of current buildings and the surface parking lot will take place on **Thursday, January 16, 2020 at 9:30 a.m.** The site visit will start at 99 Bishop Allen Drive, Cambridge.

**Questions and Clarifications:** Any questions or requests for clarification must be submitted in writing and either emailed to [eschwarz@cambridgeredevelopment.org](mailto:eschwarz@cambridgeredevelopment.org) by 5:00 pm on January 21st, 2020. At the sole discretion of the CRA, an addendum will be issued with clarifications or answers to the questions.

**Correction, Modification, or Withdraw of Proposal:** Prior to the deadline for receipt of proposals, an applicant may correct, modify, or withdraw its proposal by making the request in writing. All corrections, modifications, or withdrawals must be delivered to the CRA in a sealed envelope with a notation on the envelope indicating the title of the project, the deadline for the receipt of the proposals and a notation that the envelope contains a correction, modification, or withdrawal of the original proposal submitted for the particular project.

**Additional Information:** Additional information with regard to the project can be found referenced on the project webpage located at: [www.cambridgeredevelopment.org/93-99bishopallen](http://www.cambridgeredevelopment.org/93-99bishopallen)

**Duration of Responses:** A response will remain in effect for a period of ninety (90) calendar days from the deadline for submission of responses, until it is formally withdrawn according to the procedures set forth herein, a contract is executed, or this RFQ is cancelled, whichever occurs first. The CRA reserves the right to reject any and all responses, or portions thereof.

**Addenda:** Potential Responders are encouraged to register their interest in the Design RFQ to the CRA via email ([eschwarz@cambridgeredevelopment.org](mailto:eschwarz@cambridgeredevelopment.org)). Any addenda will be emailed to the contact on file and will also be posted on the CRA website. It is the responsibility of the Responders to ensure that they obtain all information pertaining to this RFQ and ensuring that they receive all addenda.

## RFQ SELECTION PROCESS

**Review Procedures:** All responses will be reviewed by CRA staff and a CRA Board designee. The CRA may select up to five (5) applicants to be interviewed. The CRA will notify all applicants of the names of the applicants selected for interviews.

The applicants chosen for interviews will be notified, either by email and/or telephone, of the date, time and place for their interviews and any other pertinent information related thereto.

After the conclusion of all interviews, the CRA staff will rank at least the top three selections. Within a reasonable period of time after the last interview, the staff will forward to the CRA Board its recommendation of the project management individual or team to be designated as the OPM. The CRA Board may accept or reject the recommendation. The CRA may request that a representative from the OPM team attend a CRA Board meeting.

The selected applicant will then submit a specific scope proposal along with a fee to the CRA. Negotiations will commence thereafter, until an acceptable fee has been reached. In the event negotiations are unsuccessful, the CRA will request the second ranked finalist, then if necessary the third ranked finalist, to submit a proposal in the same manner as for the first ranked finalist. In the unlikely event negotiations are unsuccessful with the three top finalists, the CRA may re-advertise the RFQ or may select additional finalists from the original pool of applicants.

Once successful negotiations have concluded or if the fee has been set, the CRA will prepare the contract and submit them to the successful applicant for signature. Upon receipt of the executed contract and all other required documents, the CRA will have the contract signed by the CRA Board Chair.

## **Evaluation Criteria**

The purpose of information requested in this section is to assist the CRA in evaluating the respondent's overall qualifications, including its methodologies and technical abilities, and previous experience.

1. ***Complete Submission.*** The RFQ response must include all items outlined in the Instructions to Applicants section.
2. ***Relevance of Response and Proposed Project Management Approach to the Project Needs.*** The CRA will evaluate the extent to which the project approach aligns with the stated project needs and goals in this RFQ, including:
  - How the Respondent organizes complete construction projects,
  - How the Respondent will work with the CRA to incorporate user/client input,
  - How the Respondent balances budget, design goals and program needs, and
  - How the Respondent manages in-place renovation plans.
3. ***Similar Prior Experience and Design Approach.*** The CRA will review experience and qualifications of the respondent's employees who will be working on this project in the design of nonprofit office or social service space, renovation of historic buildings and work on public/government projects. The respondent should be able to communicate why it is uniquely qualified for this project.
4. ***Quality of Prior Work/Quality of References.*** Quality of prior work will be determined by references provided from other projects on which the Respondent has worked. The CRA will place strong consideration on how the Respondent managed the coordination of the public bidding process. The CRA will also seek to understand how the respondent approached prior projects with regard to incorporating tenant input and managing cost control during the construction phase.
5. ***Professional Registrations.*** The firm or individual has the required experience and registered professional licenses required to execute this Project, as outlined under MGL c 149.
6. ***Experience of Sub-Contractor.*** The qualifications and track record of any sub-contractor will be evaluated. It is vital that respondent's proposed team members (both employees of the respondent and consultants or subcontractors) are the those who will be working on the project if selected.
7. ***Diversity of Respondent and Consultant Team.*** The CRA will note if the responding firm and/or its consultants or subcontractors are MBE or WBE firms and consider the entire team's alignment with the CRA and City of Cambridge's commitment to MBE and WBE engagement.
8. ***Capacity to Perform.*** The respondent's capacity to undertake this project in a timely manner to meet the CRA's schedule. The availability of each key team member – both direct employees and consultants or other vendors – must be adequate to support project coordination and the design schedule. This evaluation will be based on the size of the firm gauged against the number and size of current projects.

## ANTICIPATED SCHEDULE

Initial Posting:	<b>Friday, December 27, 2019</b>
Site Visit:	<b>Thursday January 16, 2020, 9:30 am at 99 Bishop Allen Drive, Cambridge</b>
Questions Due:	<b>January 21, 2020</b>
RFQ due:	<b>Friday, January 31, 2020 by 12:00 pm</b>
Interviews of shortlisted firms:	<b>The week of February 10 - 14, 2020</b>
Start of Design Process:	<b>Estimated: January 2020</b>
Start of Construction:	<b>Estimated: Third Quarter 2020</b>
Completion of Construction:	<b>Estimated: Second Quarter 2021</b>

## GENERAL TERMS AND CONDITIONS

**Contract:** The contract for this project will be between the CRA and the OPM. The CRA will have the option to cancel the contract provided that written notice is given 30 days prior to the effective termination date.

**MBE/WBE Participation.** The CRA has adopted the City of Cambridge's commitments to contracting and sub-contracting to Minority and Women Owned Business, as it may be amended from time to time. We strongly encourage the use of MBE/WBE subcontractors to the extent they are used.

**Living Wage Requirements:** The City of Cambridge has a Living Wage Requirement that establishes minimum hourly rates for all Personnel that work on any City contract. The CRA requires its design contractors to comply with the City policy. The City of Cambridge's Living Wage as of March 1, 2019 is \$16.15 per hour, and is anticipated to increase in 2020. An overview of the Living Wage Requirements is attached.

## APPENDICES:

- A: Map and photos of 93-99 Bishop Allen Drive, Cambridge
- B: List of existing tenants of 93-99 Bishop Allen Drive
- C: Cost Estimate for Life Safety and Accessibility Upgrades, January 2019
- D: Non-Collusion, Non-Discrimination, and Tax/Employment Statements
- E: City of Cambridge Living Wage Requirement

**APPENDIX A: PHOTOS AND MAP OF SITE AT 93-99 BISHOP ALLEN DRIVE, CAMBRIDGE**

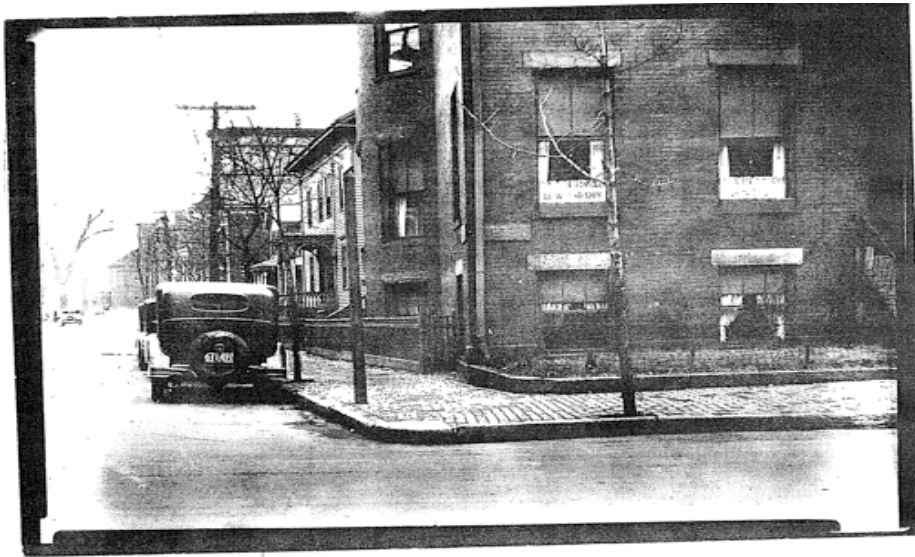


*93-99 Bishop Allen Drive, 2019*

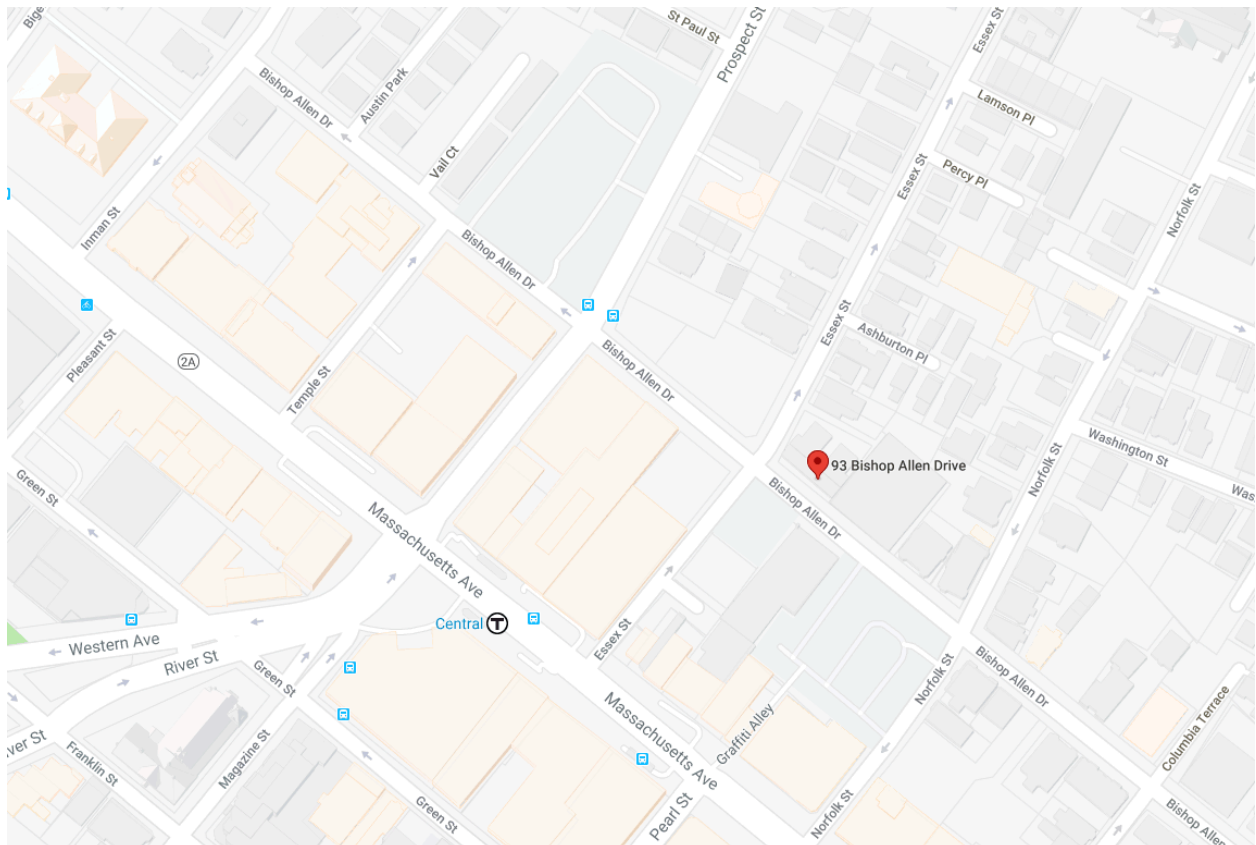


*93-99 Bishop Allen Drive, circa 1965, after renovations*

**93-99 Bishop Allen Drive, circa 1900**  
Corner with Essex Street



**Map of 93-99 Bishop Allen Drive, Cambridge**



## APPENDIX B: TENANT LIST & IMPORTANCE OF BUILDING FOR TENANTS' PROGRAMS

This list was part of the CRA's required submission to the Commonwealth of MA during the acquisition process for the property.

### **Algebra Project & Young People's Project:** school-based and after school programs

- The Cambridge site largely serves Cambridge youth.
- The organization needs to be in walking distance from clients or on public transit in order to serve a clientele that often do not have access to a car. Clients largely live in Cambridge within walking distance of the Bishop Allen site, or need to take public transit.

### **Boston Area Rape Crisis Center (BARCC):** services for survivors of sexual violence

- BARCC is required to have a location in Cambridge, as per the ongoing state contract that funds a significant portion of the services they provide. BARCC directly serves Cambridge residents and has done so for over 40 years;
- BARCC requires a location close to major transit due to a significant percentage of clients who do not have access to cars. The location's proximity to the Red Line and Number 1 bus contribute heavily to the accessibility of BARCC's office for wide swaths of residents in Cambridge and beyond;
- The mass transit access is of particular necessity to major local area hospitals that frequently send patients directly to BARCC;
- BARCC's locations need to feel anonymous and secure for their clients. BARCC's location in a building that is fully occupied by other nonprofits contributes to the anonymity as a client may be entering the building for any number of nonprofit purposes. The building's location very close to bustling Mass Ave. adds another level of privacy and security; and
- BARCC's space is handicapped accessible via a ramp externally and an elevator in the building, which is necessary for many of BARCC's clientele.

### **Cambridge Camping:** summer programs for low-income, special needs Cambridge youth

- Their organization must be located in Cambridge, due to their mission and the population they serve;
- They must have a physically accessible building and be on transit, as their population often does not have access to a car; and
- Their current Central Square location allows for, and results in parents dropping in to learn more; the location helps to further mission.

### **Cambridge Community Foundation (CCF):** funding and other supports for local nonprofits

- CCF must be located in Cambridge, as it only serves Cambridge nonprofits;
- CCF requires a location close to many of the nonprofits it serves (many of whom are in Central Square), as well as to City government, who is a key partner; and
- Being near public transit ensures access to their site by a range of stakeholders including grantees, funders, program and research partners and others.
- Being located in the central part of the City demonstrates that they serve the entire City and allows them to fully do so.



**Enroot:** services to enable immigrant youth to achieve academic, career, and personal success

- The majority of their current participants are Cambridge residents, requiring a central Cambridge location.
- Enroot serves youth who largely cannot drive or do not have access to a car, requiring a location near a public transit hub.
- Their program is expanding to serve immigrant youth beyond Cambridge, making a location by a transit hub even more vital, in order to enable other youth to access their site.
- Central Square is diverse ethnically and economically, more so than other parts of Cambridge, ensuring a level of comfort for their immigrant participants.

**Next Step Fund:** art and music therapy, mentorship, and social engagement for youth with chronic illness and disease

- The organization's clients require a handicapped accessible building. Their rental space is accessible via a ramp external to the building;
- Their clients often do not have access to a car, and often have physical limitations, requiring a location very close to major transit; and
- Their location in the heart of Central Square – with its vibrant street life, proximity to arts and proximity to retail that attracts youth – creates more incentive for youth to join their program, and a sense of connection between their programs and the larger community.

**Sustainable Business Network (SBN)\*:** support for small, locally owned businesses

- SBN requires proximity to clients; a significant percentage of clients are Cambridge-based small businesses located in commercial nodes, including in Central Square;
- They host an annual community festival in Central Square, and require proximity to the event site.
- They require a location close to mass transit and in a commercial node that is largely locally owned businesses in order to best meet their mission; and
- Their very small budget precludes renting in other locations, but they can afford to rent in the existing location.

*\* SBN subleases to three other mission relate entities: Brattle Film Foundation, Green Cambridge, and LaunchX*



99 Bishop Allen  
Renovation

Cambridge MA

January 24, 2019

**Estimate**



**Architect:**

Cambridge Redevelopment Authority  
255 Main Street 6th Floor  
Cambridge MA  
617-492-6800

**Cost Consultants:**

Daedalus Projects Incorporated  
1 Faneuil Hall Marketplace  
South Market Bldg, Suite 4195  
Boston, MA 02109  
(617) 451 2717



99 Bishop Allen Drive  
 Cambridge MA  
 15,995 GSF

**LIFE SAFETY & ACCESIBILITY UPGRADES**

ELEMENT	QUANTITY	UNIT	UNIT RATE	COST
<b>8 Repair to BLDG Ramp</b>				
9				
10 Resurface Ramp	155	SF	\$5.00	\$775
11 Replace Hand Rail	60	LF	\$175.00	\$10,500
12 Burdens & Markups	40%		\$11,275.00	\$4,510
<b>13 Repair to BLDG Ramp Total</b>				<b>\$15,785</b>
14				
15				
<b>16 New Larger Elevator</b>				
17				
18 Demo & Remove Existing Elevator-Complete	1	LS	\$55,000.00	\$55,000
19 New Enlarged Elevator Pit	1	LS	\$15,000.00	\$15,000
20 New Shaft Walls	1,925	SF	\$25.00	\$48,125
21 Modification of Interior Fit-Out	4	LOC	\$10,000.00	\$40,000
22 New Roofing, Vent	1	LS	\$5,000.00	\$5,000
23 New Equipment Wiring & Feed	1	LS	\$5,000.00	\$5,000
24 Hydraulic Elevator Sump Pump	1	EA	\$8,500.00	\$8,500
25 4-Stop Hydraulic Elevator	1	LS	\$175,000.00	\$175,000
26 Burdens & Markups	40%		\$351,625.00	\$140,650
<b>27 New Larger Elevator Total</b>				<b>\$492,275</b>
28				
29				
<b>30 Renovate &amp; Make Bathrooms Accessible</b>				
31				
32 Full Demo of Existing Bathrooms	14	RMS	\$1,800.00	\$25,200
33 Modification of Interior Fit-Out	8	LOC	\$5,000.00	\$40,000
34 New Floor, New Ceiling, New Tile, Toilet Acc.	14	RMS	\$4,500.00	\$63,000
35 Toilet & Sink Fixtures	28	FIX	\$3,000.00	\$84,000
36 Replace Exhaust Fan, New Wiring	2	EA	\$3,000.00	\$6,000
37 New Lighting	14	RMS	\$650.00	\$9,100
38 Burdens & Markups	40%		\$227,300.00	\$90,920
<b>39 Renovate &amp; Make Bathrooms Accessible Total</b>				<b>\$318,220</b>
40				
41				
<b>42 New Fire Sprinkler System</b>				
43				
44 Water Service Main w/Meter	1	EA	\$5,000.00	\$5,000
45 Double Check Backflow Preventer	1	EA	\$8,000.00	\$8,000
46 Alarm Check Valve w/Trim	1	EA	\$5,000.00	\$5,000
47 Floor Zone Control	4	EA	\$2,500.00	\$10,000
48 Fire department connection	1	EA	\$2,500.00	\$2,500
49 Sprinkler Coverage	15,995	GSF	\$5.00	\$79,975

ELEMENT	QUANTITY	UNIT	UNIT RATE	COST
50 Burdens & Markups	40%		\$110,475.00	\$44,190
51 <b>New Fire Sprinkler System Total</b>				<b>\$154,665</b>
52				
53				
54 <b>HVAC (Air Conditioning Upgrade)</b>				
55				
56 Modification of Interior Fit-Out	15,995	GSF	\$7.50	\$119,963
57 <b>VRF Package</b>				
58 Outside Condensing Unit	1	LS	\$75,000.00	\$75,000
59 Indoor Fan Coil Unit	1	LS	\$68,000.00	\$68,000
60 Refrigeration Pipe	15,995	GSF	\$3.00	\$47,985
61 Condensate Pipe	1	LS	\$15,000.00	\$15,000
62 Controls & Instrumentation	1	LS	\$45,000.00	\$45,000
63 Misc., Permits, Fees, Etc	1	LS	\$15,000.00	\$15,000
64 New Electrical Wiring	15,995	GSF	\$3.00	\$47,985
65 Burdens & Markups	40%		\$433,932.50	\$173,573
66 <b>HVAC (Air Conditioning Upgrade) Total</b>				<b>\$607,506</b>
67				
68				
69 <b>New Fire Alarm System</b>				
70				
71 Modification of Interior Fit-Out	15,995	GSF	\$1.50	\$23,993
72 New Fire Alarm System	15,995	GSF	\$3.50	\$55,983
73 Burdens & Markups	40%		\$79,975.00	\$31,990
74 <b>New Fire Alarm System Total</b>				<b>\$111,965</b>
75				
76				
77				
78				
79				
80				
81				
82				
			<b>TOTAL</b>	<b>\$1,700,000</b>

**APPENDIX D: NON-COLLUSION, NON-DISCRIMINATION, and TAX/EMPLOYMENT STATEMENTS**

***NON-COLLUSION STATEMENT***

The undersigned bidder or agent, being duly sworn on oath, says that he/she has not, nor has any other member, representative, or agent of the firm, company, corporation or partnership represented by him/her, entered into any combination, collusion or agreement with any person relative to the RFQ response, to prevent any person from responding nor to include anyone to refrain from responding, and that this response is made without reference to any other response and without any agreement, understanding or combination with any other person in reference to such response.

I HEREBY AFFIRM UNDER THE PENALTIES FOR PERJURY THAT THE FACTS AND INFORMATION CONTAINED IN THE FOREGOING RFQ FOR THE CRA ARE TRUE AND CORRECT.

Dated this \_\_\_ day of \_\_\_\_\_, \_\_\_\_\_

\_\_\_\_\_  
Name of Organization,

\_\_\_\_\_  
Title of Person Signing

\_\_\_\_\_  
Signature

**NONDISCRIMINATION STATEMENT**

The Consultant agrees:

1. The Consultant shall not, in connection with the services under this Contract, discriminate by segregation or otherwise against any employee or applicant for employment on the basis of race, color, national or ethnic origin, age, religion, disability, sex, sexual orientation, gender identity and expression, veteran status or any other characteristic protected under applicable federal or state law.
2. The Consultant shall provide information and reports requested by the Cambridge Redevelopment Authority pertaining to its obligations hereunder, and will permit access to its facilities and any books, records, accounts or other sources of information which may be determined by the Cambridge Redevelopment Authority to affect the Consultant’s obligations.
3. The Consultant shall comply with all federal and state laws pertaining to civil rights and equal opportunity including executive orders and rules and regulations of appropriate federal and state agencies unless otherwise exempt therein.
4. The Consultant’s non-compliance with the provisions hereof shall constitute a material breach of this Contract, for which the Cambridge Redevelopment Authority may, in its discretion, upon failure to cure said breach within thirty (30) days of written notice thereof, terminate this Contract.
5. The Consultant shall indemnify and save harmless the Cambridge Redevelopment Authority from any claims and demands of third persons resulting from the Consultant’s non-compliance with any provisions hereof, and shall provide the Cambridge Redevelopment Authority with proof of applicable insurance.

Signed (type name): \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**CERTIFICATE OF TAX, EMPLOYMENT SECURITY, AND CHILD CARE COMPLIANCE**

Pursuant to Massachusetts General Laws Chapter 62C, §49A and Chapter 151A, §19A(b) and Chapter 521 of the Massachusetts Acts of 1990, as amended by Chapter 329 of the Massachusetts Acts of 1991,

I \_\_\_\_\_ (Name) whose principal place of business is located at \_\_\_\_\_ (Address), do hereby certify that:

- A. The above-named Respondent has made all required filings of state taxes, has paid all state taxes required under law, and has no outstanding obligation to the Commonwealth's Department of Revenue.
- B. The above-named Respondent/Employer has complied with all laws of the Commonwealth relating to unemployment compensation contributions and payments in lieu of contributions.
- C. The undersigned hereby certifies that the Respondent/Employer (please check applicable item):
  - 1. \_\_\_\_\_ employs fewer than fifty (50) full-time employees; or
  - 2. \_\_\_\_\_ offers either a dependent care assistance program or a cafeteria plan whose benefits include a dependent care assistance program; or
  - 3. \_\_\_\_\_ offers child care tuition assistance, or on-site or near-site subsidized child care placements.

Signed under the penalties of perjury this \_\_\_\_\_ day of \_\_\_\_\_, 201\_\_.

Federal Identification Number: \_\_\_\_\_

Signed (type name): \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## **APPENDIX E: CITY OF CAMBRIDGE LIVING WAGE ORDINANCE**

### **CITY OF CAMBRIDGE LIVING WAGE ORDINANCE FACT SHEET CHAPTER 2.121 OF THE CAMBRIDGE MUNICIPAL CODE**

*Note: This fact sheet is a summary of several provisions of the Cambridge Living Wage Ordinance, intended to provide an introduction to the matters regulated by the ordinance. All determinations regarding the application of the ordinance to particular individuals or circumstances should be made by reference to the ordinance itself.*

Effective date: The Cambridge City Council enacted the Living Wage Ordinance effective July 2, 1999.

Purpose: The purpose of the ordinance is to assure that employees of the City and employees of contractors, subcontractors, and beneficiaries of assistance from the City earn an hourly wage needed to support a family.

Application: The ordinance applies to (a) City employees, (b) employees of contractors and subcontractors who have Service Contracts with the City in amounts over \$10,000, (a Service Contract does not include contracts for the purchase of goods, products, equipment, supplies, or other property, and does not apply to services which are incidental to the delivery of such products, equipment or commodities), and (c) employees of Beneficiaries of Assistance in the form of grants, loans, tax incentives, bond financing, subsidies, or other forms of assistance over \$10,000, received by or through the authority or approval of the City, including but not limited to, c. 121A tax abatements, industrial development bonds, Community Development Block Grant (CDBG) loans or grants, Enterprise Zone designations awarded after the effective date of the ordinance, and the lease of City owned land or buildings below market value.

Covered Employers: The ordinance applies to the City, any contractor or subcontractor on a Service Contract with the City over \$10,000, and any Beneficiary of Assistance over \$10,000.

Covered Employees: The ordinance applies to any person employed by a Covered Employer, and to any person employed by an independent contractor doing business with a Covered Employer, who would directly expend any of his or her time on the activities funded by the service contract or the activities for which the Beneficiary received Assistance.

Living Wage: Effective March 1, 2019 the Living Wage is \$16.15 per hour, subject to annual CPI adjustments each March 1st. Cuts in non-wage benefits prohibited: No Covered Employer may fund any wage increase required by the ordinance by reducing health, insurance, pension, vacation, or other non-wage benefits of any of its employees.

Waivers: The City Manager may grant waivers to the requirements of the ordinance. There are three types of waivers: (a) General Waiver: if the City Solicitor finds that application of the ordinance would violate a specific federal or state statute or regulation; (b) Hardship Waiver: a non-profit employer may apply to the City Manager for a waiver if payment of the Living Wage would cause a substantial hardship; and (c) Chapter 30B Waiver: prior to issuing an invitation to bid for a services contract a



department may ask the City Manager for a Living Wage waiver if it would make the contract inordinately expensive or would result in a significant loss of services.

Exceptions: Certain positions are excepted from the ordinance upon certification in an affidavit signed by the principal officer of a Covered Employer that the positions are as follows: (1) youth hired pursuant to a City, state, or federally funded program during the summer or as part of a school to work program or other related seasonal or part-time work; (2) work-study or cooperative educational programs; (3) trainees who are given a stipend or wage as part of a job training program; (4) persons working in recognized supported employment programs that provide workers with additional services such as room and board, case management, counseling, or job coaching; (5) positions where housing is provided by the employer; (6) employees who are exempt from federal or state minimum wage requirements; and (7) individuals employed by the City where such employment is intended primarily to provide a benefit or subsidy to such individuals, although they are paid for work performed.

Notification Requirements: All persons who have signed a service contract with the City or a contract for Assistance are required to forward this Fact Sheet to any person submitting a bid for a subcontract on the contract. All Covered Employers must provide this Fact Sheet to each Covered Employee and must post this Fact Sheet in a conspicuous location visible to all employees.

**Exhibit B**  
**Response received from top ranked firm: STV|DPM**



Qualifications For Owner's Project Management Services for

# Cambridge Redevelopment Authority

93-99 Bishop Allen Drive, Cambridge, MA

January 31, 2020

One Gateway Center, Suite 951  
Newton, MA 02458  
(617) 243.3888  
[www.dpm-inc.com](http://www.dpm-inc.com)



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January 31, 2020

Erica Schwarz, Project Manager  
Cambridge Redevelopment Authority  
255 Main Street, 8th Floor  
Cambridge, MA 02142

Dear Ms. Schwarz:

Thank you for considering STV|DPM as your partner in planning and managing the renovation of the property located at 93-99 Bishop Allen Drive in Cambridge. As illustrated in our response, STV|DPM has served as the Owner's Project Manager (OPM) on many similar projects throughout the Commonwealth of Massachusetts including occupied renovations that have involved ADA upgrades as well MEP, interior and façade modifications.

**The STV|DPM Advantage:** STV, Inc., a professional services firm, was founded in 1912 and is an award-winning firm providing comprehensive OPM services. In March 2015, STV acquired Diversified Project Management (DPM) to form STV|DPM. Our local Massachusetts office in Newton includes staff of 55 professionals solely dedicated to providing OPM services. For further technical expertise, we can also call upon team members from STV's architectural and engineering affiliate in our Boston office. While we will not be providing design or engineering services on the project, this blend of talent creates an engineering driven and solutions-based approach during the feasibility and schematic design phase of projects and is a true differentiator. This includes, but is not limited to, our ability to:

- » Evaluate existing conditions of the building and the site options
- » Identify specific utility infrastructure constraints
- » Review proposed design schemes
- » Challenge assumptions and solve problems on a real time basis
- » Analyze construction delivery methods as well as proposed equipment and materials
- » Develop a delivery strategy that accommodates building occupants operational requirements
- » Examine long-term operational and maintenance costs

**An Interdisciplinary Approach to providing OPM services:** Our OPM group consists of 55 seasoned professionals in Newton, MA. As part of the STV organization, we also have access to a multi-disciplinary technical staff which consists of over 100 technical experts in Boston. This staff consists of civil, mechanical, electrical, plumbing and structural engineers, as well as environmental, sustainability and architectural specialists, some of whom have provided OPM services for the City of Cambridge on Binney Street, the MIT campus and Northpoint.

We can use these resources as needed to challenge assumptions, solve unique situations and assist the CRA in making informed decisions from day one of our involvement.

**The CRA will benefit from a highly specialized and focused team that has worked together and has experience in both public and private sector projects:** As the Principal-in-Charge, I manage the firm's public, and Institutional practice and have overseen many of the projects referenced in our RFP response. Our proposed Project Director, Bob Labrecque, MCPPO, has exceptional experience in overseeing occupied renovations including work in the City of Cambridge over a 4 year period when he served as the Deputy

Director of Construction at the Cambridge Housing Authority. Our proposed Senior Project Planner James Riefstahl also has extensive experience with occupied renovations including a number of K-12 schools, work for the UMASS Building Authority, a recent project at MIT Lincoln Laboratory and a current project at the Massachusetts State House.

## **ACKNOWLEDGMENTS**

We acknowledge the receipt of one addendum and have read the Request for Proposal and take no exceptions.

This project will be extremely important to STV|DPM firm and that is why we are proposing our best talent for this challenging undertaking. Should you have questions or need additional information, please contact me by email at [James.Kolb@stvinc.com](mailto:James.Kolb@stvinc.com) or by phone at 617-614-9306.

Sincerely,



James Kolb  
Project Executive



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## EXECUTIVE SUMMARY

STV Construction, Inc. d/b/a as STV|DPM brings more than 30 years of performance excellence to the Owner's Project Management (OPM) role for the Cambridge Redevelopment Authority (CRA). This includes working for many Public Sector clients and municipalities, working on historically recognized properties, working in occupied environments, and working in the City of Cambridge as outlined below and throughout this response. Many of these assignments have involved the full utilization of our in-house technical resources to solve unique and/or demanding project challenges. These challenges were in many instances related to partial occupancy requirements, ongoing operations, systems and utility tie-ins, proactive occupant communication, temporary relocation to swing space and other items

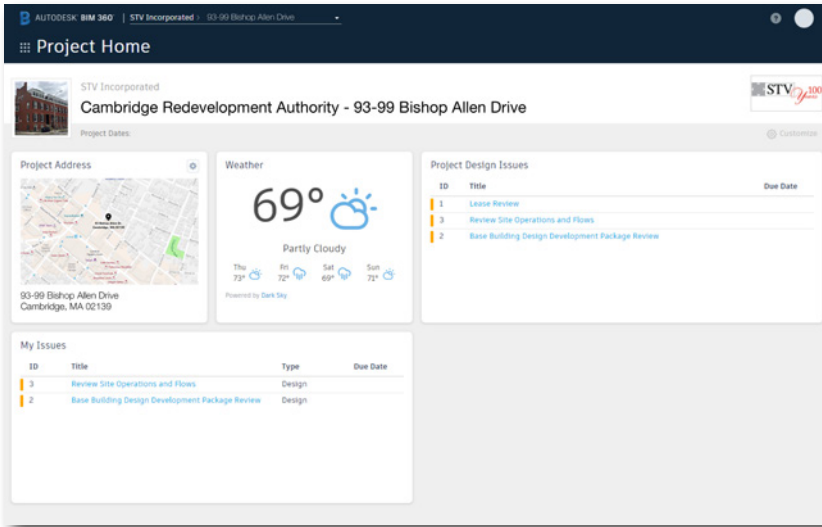
As illustrated on the following pages, our proposal highlights the depth of STV|DPM resources, some of the key issues associated with managing projects within occupied environments, and our overall approach to managing these key issues. More specifically, STV|DPM presents several differentiators which will clearly demonstrate that our team is the best and most qualified firm to provide OPM services for the 93-99 Bishop Allen Drive project.

### **THE STV CONSTRUCTION MANAGEMENT GROUP**

The construction management group within the STV organization was established to specifically provide the owners of public and private facilities the ability to augment or outsource certain design and construction oversight, and/or management responsibilities. In March of 2015, STV acquired Diversified Project Management (DPM) to form STV|DPM. This union brings together 180 professionals, 50 of whom are solely dedicated to representing the best interests of our clients at all times, throughout the entire project delivery

cycle. This depth of resources is a true differentiator and is highlighted by a staff of true “builders.” Our project controls specialists support the oversight process through the use of Building Information Modeling (BIM), advanced scheduling programs, and a web-based e-Builder software platform that facilitates project documentation, information sharing, reporting, and email communication.

**Benefit to CRA:** We fully understand the importance of bringing a well thought out design and construction strategy to the entire OPM role, including the use of technology and a team-oriented approach to sharing risk and reward. This can only be learned by spending years in the field and applying this knowledge gained to each project we undertake. The core team that we have proposed has more than 50 years of combined experience, which will be integral to delivering a safe, non-disruptive, and cost-effective project.



Sample BIM 360 Dashboard

## A MULTIDISCIPLINARY APPROACH TO PROVIDING OPM SERVICES

STV|DPM’s approach to providing OPM services will be oriented around controlling risk, creating a predictable outcome, and maximizing the value of your investment. Our team will accomplish this by utilizing a multidisciplinary approach that takes advantage of a wide range of in-house technical expertise. This expertise includes construction, engineering, environmental, energy specialists and relocation management which will prove invaluable during all phases of the project delivery process.

**Benefit to CRA:** Our proactive and multidisciplinary approach will help avoid scope creep, fill in gaps, and assist in the coordination and temporary relocation process, all of which will control cost(s) and ensure a quality product that meets or exceeds the expectations of the tenants and the CRA.

## A TEAM WITH EXPERIENCE IN WORKING IN OCCUPIED ENVIRONMENTS

This project will be undertaken while the buildings are operational and partially occupied. Much, if not all of the work will need to be fully integrated with not only these operational restrictions, but also the ongoing infrastructure requirements of the existing buildings. STV|DPM is acutely aware of these challenges and will help drive the design and construction coordination process with the existing tenants using our knowledge and experience on similar projects. This includes using not only the firm experience, but more importantly the specific experience of our proposed Project Director, Bob Labrecque, MCPPO and Senior Project Planner James Riefstahl LEED AP, MCPPO. Both have experience in working in occupied environments.

More specifically, as the previous Deputy Director of Construction for the Cambridge Housing Authority, Bob Labrecque oversaw all construction contracts and staff for the design, procurement, and construction phases of 24 projects for a 4-year, \$105 million Capital Improvement Program. This



included numerous occupied building projects which necessitated interacting and communicating with tenants on a regular basis to coordinate the work and meet the requirements of the residents. James Riefstahl's occupied renovation experience includes the work at the Greater Lowell Technical High School, a series of interior lab and office modifications at MIT Lincoln Laboratory, the planning and oversight of numerous upgrades at the Massachusetts State House and several other renovations at K-12 and Charter Schools throughout the Commonwealth.

**Benefit to CRA:** Our sensitivity to the needs of the tenants combined with the skill set of our proposed project director and senior project planner will be a huge advantage as we seek to coordinate the necessary shut-downs and tie-ins while maintaining the functionality of the building systems and occupant requirements.

## EXPERIENCE IN THE CITY OF CAMBRIDGE

As mentioned previously, Bob Labrecque gained extensive experience working in the City of Cambridge while at the Cambridge Housing Authority. In addition, our engineering affiliate office in Boston (STV, Inc.) also has a long track record of working in the City of Cambridge including recently serving as the OPM for the City on the Binney Street improvement initiative, the MIT SoMa mixed use development and the Northpoint redevelopment effort.

**Benefit to CRA:** The in-depth knowledge of the permitting and approval process in the City of Cambridge as well as personal relationships will eliminate the learning curve and result in higher quality communications and project administration.

## EXPERIENCE WITH HISTORIC BUILDINGS – BALANCING HISTORY, FUNCTION AND BUDGET

In overseeing historic building restoration and addition projects—such as the historic Reading Public Library, the 1820 Plymouth Courthouse/Town Hall, and the adaptive re-use of the 1887 Chapel at the University of Massachusetts at Amherst—STV|DPM is well versed in saving and maintaining various building elements similar to those observed at 93-99 Bishop Allen Drive. In this regard, there will be some philosophical and technical interface challenges associated with any new construction and the existing historic structures and we will work with the entire team to help guide decisions related to keeping the historical integrity of the existing building. In addition, while we will need to meet the programmatic objectives of the CRA with thoughtful solutions, *the solutions will also need to be forward thinking with regards to MEP infrastructure and the overall long-term operational needs and objectives of the buildings.*

**Benefit to CRA:** Having completed several renovation/addition projects, some of which have involved historic preservation; our team fully understands the need to balance design integrity with the infrastructure requirements which will facilitate decision making by the design team and the CRA.



# INTRODUCTION

## FIRM OVERVIEW

STV|DPM is committed to quality and excellence with a focus on diligently representing our client's best interests. Diversified Project Management was founded in 1989, and maintains a 30-year track record of delivering cost effective project and relocation management solutions.

In March 2015, STV acquired DPM to form STV|DPM. STV was founded in 1912 and is a national award-winning firm providing comprehensive Owner's Project Management services to assist clients throughout the entire construction process— from pre-construction, through construction and relocation, to project closeout. This union brings together professionals with extensive hands-on technical and managerial experience, and further strengthens our comprehensive understanding of all facets of project management, including the ability to foresee pending issues, explore alternative options, and quickly negotiate resolutions, while successfully executing projects of various sizes and complexities.

STV|DPM offers the stability of a large firm that has developed strong ties with the communities and the clients we serve. Our firm's commitment to quality of work and customer satisfaction is demonstrated by our 90% rate of repeat business.

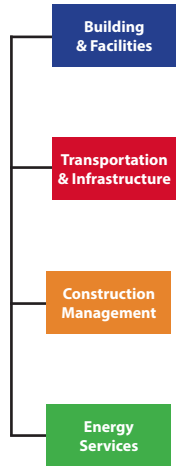
Our success can be attributed to our diligent representation of our clients' best interests and our fair and objective dealings with the professionals with whom we interact. We continue to earn the trust of our clients every day by maintaining the high level of ethics, customer service and attention to detail that they have come to expect.

### At Our Core

At STV, our vision is to be the best. To serve our clients better than any other firm. We are client-driven. We work to sustain strong enduring relationships. STV has a commitment to excellence and we strive to deliver quality services to our clients through collaborative processes, industry expertise and accountability.

## OUR DIFFERENTIATORS

### THE STV|DPM ADVANTAGE



STV|DPM operates under the Construction Management arm of STV providing Owner's Representative services to public and private clients nationwide.

STV|DPM has served the Boston market for over 35 years and has a Boston-based project management staff of over 50 professionals. While we have a national presence and depth, we also have a strong local influence in the design, construction and facilities arenas, and can leverage that influence to Cambridge Redevelopment Authority's benefit. We are a private corporation offering multidisciplinary services to a diverse range of clients with a focus on science and technology.

Our staff is comprised of professionals with experience in real estate, architecture, engineering, interior design, space planning, FF&E coordination, move planning, construction and facilities management. All are deeply committed to each of their assignments and support each other at all times to make certain they are providing the best service to all of our clients.

### INTEGRATED & MULTIDISCIPLINARY

We have a wide range of additional technical resources within our local STV affiliated companies. This includes engineering, planning, environmental, and sustainability specialists, each of whom can be called upon on an as-needed basis at critical junctures of the project to review the plans and specifications, fill in any gaps, and assist in the coordination process, all of which will help mitigate change in the field and assist in getting better and more accurate pricing during the bidding stage.

## YOUR TRUSTED ADVISOR

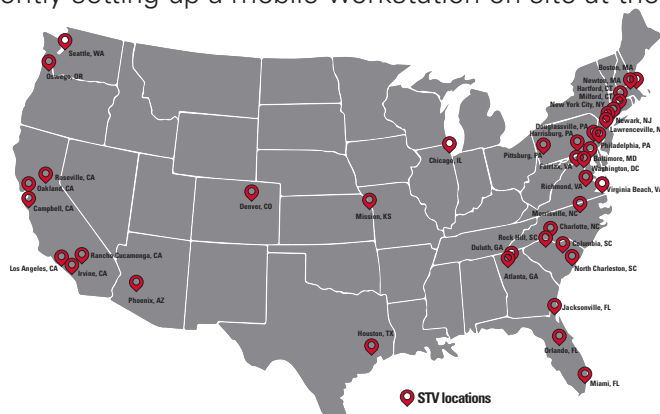
STV|DPM does not provide design or construction services, nor are we compensated through vendor commissions or by percentage of project incentives. All revenues are generated on a fee-for-service basis, ensuring that there are no hidden agendas, and that our clients' best interests are truly represented.

## NEW ENGLAND EXPERTISE

Although STV|DPM is a nationwide company whose client base spans from coast to coast, our Cambridge Redevelopment Authority dedicated team will be based in the Newton, Massachusetts office where they are accessible at all times via up-to-date technology.

We take pride in our mobility and truly aim to be an extension of our clients' staff by frequently setting up a mobile workstation on-site at the project to ensure timeliness consensus, accessibility, and team

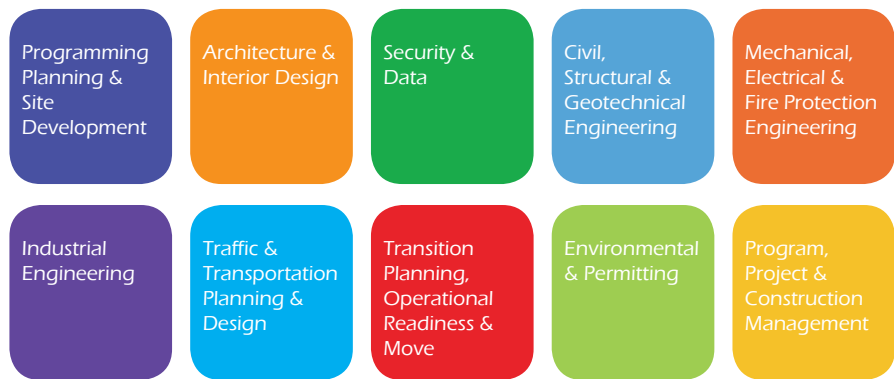
Our offices span the nation. We have even opened satellite offices for projects outside of the United States.



## FULL SERVICE APPROACH

We are experts in managing public construction and relocation projects. Since our inception, we have managed hundreds of relocation and FF&E projects totaling millions of square feet. Each and every move management and FF&E project is tailored to the specific planning, design, construction and relocation process for facilities, real estate and capital construction projects. Our services include:

- » Strategic Advisory
- » Pre-Construction & Programming
- » Project Management & Construction Administration
- » FF&E Coordination & Move Management
- » Facilities & Real Estate Technology



## PROVEN PROCESS

Because we handle a wide array of relocation projects every day, there is no learning through costly trial and error. In fact, we have developed a system for managing projects and our services have shown to save time and money through better controls, fewer change orders, limited downtime and less disruption.

In an effort to maintain continuity and to establish a method of quality control, STV|DPM has developed a sophisticated Standard Operating Procedures Manual (SOP) and an extensive tool kit for our project managers. This process is easily customizable for each of our client's individual needs and includes standard forms and templates for:

- |  |                                |
|--|--------------------------------|
| » Programming and Space Planning   | » Meeting Notes                |
| » Line Item Project Budgets and Forecasts  | » Asset Inventory              |
| » Detailed Project Schedules with Critical Path  | » Construction Administration  |
| » Request for Proposals (RFPs) for Architects, CM/GCs, Movers, Furniture, Voice/Data, etc. | » Field Reports                |
| » Bid Analysis and Interview Forms   | » RFI Logs                     |
|  | » Move Planning and Checklists |
|  | » Employee Communications      |



Akamai Technologies



InterGen, Inc.



Town of Granby, MA, Granby Public Library



Westfield State University: University Hall



Codman Academy Charter School



Town of Foxborough, MA: Boyden Library



Takeda/Millennium



Red Hat

## SAFETY

Our commitment to safety is an integral part of our corporate culture which is consistently reinforced with our staff. STV|DPM takes a comprehensive approach to safety, making sure that all project teams performing work are in compliance with OSHA® regulations and applicable local laws for their workers, as well as maintaining a safe and secure environment for Cambridge Redevelopment Authority's staff, visitors and the general public. STV|DPM has licensed Site Safety Managers and OSHA® Trained Instructors on staff and all of STV|DPM's staff receive OSHA® training and certification.



As a part of STV|DPM's inspections, we will monitor the compliance of the construction manager/contractor with their Site Specific Safety Plan, as well as all applicable OSHA® regulations. If a safety violation is identified the construction manager/contractor will be directed to take immediate corrective action. All safety related issues will be addressed with the construction manager/contractor during the project progress meetings.

## SUSTAINABILITY / LEED / GREEN BUILDING

STV|DPM is committed to assisting our clients in the successful pursuit of green and sustainable solutions to their projects. We strive to educate our clients on sustainable alternatives to traditional design elements. STV staff is comprised of 150 LEED® accredited professionals including Green Associates, Building Design and Construction (BD+C) and Interior Design and Construction (ID+C). We have completed and continue to work with a number of LEED® Certified Projects. The tables to the left display some of our notable LEED® certified projects.

Our responsibilities have included advising clients on advantages and costs, selection of a LEED® administrator and other associated services (commission agent, etc.), management of the LEED® administrator and coordination with design and construction team.

In addition to the aforementioned clients who have pursued certification by the U.S. Green Building Council, we have worked with many clients who have built their projects to LEED® specifications, while choosing not to seek official certification. With the current emphasis on environmentally friendly construction and building operation, the vast majority of the projects that we work on incorporate some level of sustainable features.

We provide a common-sense approach to the five areas of human and environmental health, including sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality. The goal is to achieve immediate measurable results relative to building performance, occupant health and user satisfaction.



### LEED Credit Categories

- Energy & Atmosphere
- Materials & Resources
- Sustainable Sites
- Indoor Environment Quality
- Water Efficiency
- Innovation in Design

## RELEVANT EXPERIENCE



### **University Of Massachusetts - Old Chapel | Amherst, MA**

STV|DPM provided owner's project management (OPM) services for the renovation of Old Chapel, a circa-1885 Richardsonian Romanesque building at the University of Massachusetts Amherst. The most visible building on the University of Massachusetts Amherst campus sat mostly vacant for more than 15 years and now serves as a landmark for navigating the 1,463-acre campus. The tall, Richardsonian Romanesque chapel was revived into a high-class function hall. STV|DPM led the effort as the University of Massachusetts Building Authority (UMBA)'s OPM. The firm assisted with the selection and oversight of a consultant team and contractors who reprogrammed and reconstructed the 17,000-sf facility into a memorable place for students, alumni, and visitors.



### **Reading Public Library | Reading, MA**

In 1983, the Town of Reading converted Highland Street School, an elementary school built in 1894, into the Reading Public Library. The Library had multiple deficiencies and severe space limitations that affected community programs and the ability to store the Library's collection. STV|DPM oversaw the renovation and expansion which modernized and expanded the building, preserved its distinctive historical architectural features, and improved energy efficiency. The space crunch was solved by rearranging the layout and adding 9,000-sf of space.

As the OPM, STV|DPM served as special advisor to the Town on issues of constructability, budgeting, scheduling, contractor procurement, and construction oversight. The firm assisted with the selection of a designer, reviewing the preliminary design, and addressed multiple challenges arose as the building is listed on the National Register of Historic Places and the State Register of Historic Places.



### **Wentworth Institute Of Technology - Schumann Library | Boston, MA**

STV|DPM worked with Wentworth Institute of Technology on the renovation of the alumni Schumann Library in Beatty Hall. The scope of work included selective demolition and abatement, replacement of all mechanical and electrical systems as well as all windows throughout the library floors and the upper floor classrooms and office spaces. The project also involved lighting, acoustical and ADA upgrades as well the installation of a compact shelving system. STV|DPM assisted the Institute in the designer and contractor selection process and worked closely with Library Director, the faculty, the students and the senior administration in the decision making process related to the program budget, schedule and building operations. The work was undertaken while the building was partially occupied.



### **University of Massachusetts Lowell Perry Hall | Lowell, MA**

Serving as Owner's Project Managers to the University of Massachusetts Building Authority (UMBA) and University of Massachusetts Lowell, STV|DPM oversaw the \$45.2M gut renovation of Perry Hall into a new interdisciplinary engineering classroom and laboratory building. The 58,000-sf hall is home to lab space for Chemical and Biotechnical programs, and research labs for Bio-medical, Bio-manufacturing and Alternative Energy programs. Perry Hall underwent a complete replacement of its mechanical, electrical, HVAC, fire protection and IT systems; had improvements made to the building envelope; ADA and code upgrades were completed along with the addition of a new elevator. The team is targeting a LEED® Gold rating.



### **Edward Brooke Charter School East Boston | East Boston, MA**

Edward Brooke Charter School redeveloped the former Dom Savio Prep School campus in the East Boston neighborhood as its third, 475-student K-8 facility. The Savio building had been empty for several years and required extensive renovation. The existing 1900s building is approximately 30,000-sf on three floors plus an additional 10,000-sf on the fourth floor. The \$14 million building accommodates 700 students.

Two adjacent residential properties were purchased as part of the project to enlarge the site area to be used for a small building addition, play space and parking. One property was demolished and the second home was relocated.

In 2015, STV|DPM provided OPM services for the planning, design phase, procurement and construction administration for the waterproofing and masonry repairs and repointing program at Brooke East Boston. STV|DPM also oversaw the installation of playground equipment.



### **Edward Brooke Charter School Roslindale Repairs | Roslindale, MA**

STV|DPM is providing owner's project management services for this \$2.3 million, ADA upgrades and masonry repairs to Brooke Charter Schools' Roslindale Campus. Our team oversaw the feasibility study for the ADA upgrades, a new elevator, masonry restorations and window replacements. STV|DPM is also overseeing the design and construction phases for the masonry repairs.

STV|DPM separately assisted the Brooke Charter School on their Roslindale campus with the installations of a central air conditioning system on the top floor of the building and library through MGL Chapter 149, during the summer of 2010. STV|DPM also assisted the School in review and analysis of their ADA compliance and options to restore an existing elevator.



### **Prospect Hill Academy Charter School | Somerville, MA**

STV provided owner's project management services for \$4.5 million in life safety improvements, accessibility upgrades, mechanical system replacements, and various other improvements to make the Prospect Hill Academy Early Childhood and Upper Elementary school buildings code compliant, energy efficient, and more modern in appearance for existing and prospective students.



### **University of Massachusetts Amherst Furcolo Hall | Amherst, MA**

STV|DPM assisted in the programming, planning, design and renovation oversight to Furcolo Hall at the Amherst Campus of the University of Massachusetts. The project enabled the four departments of the School of Education to be located in the same facility. The existing 64,700-sf building was built in the early 1960s and included a wing which was a public school space for the Town of Amherst, MA. Now that the Town has decommissioned the school, the University repurposed it into administration and offices, instructional, and community spaces. This project enabled the University to advance other projects on campus currently occupied by departments within the School of Education.



### **Boyden Library | Foxboro, MA**

STV was chosen to provide owner's project management services for the renovation and 15,000-sf expansion of Boyden Library. The scope of work included construction of a 3-story addition and various repairs and upgrades to make the building ADA compliant. STV provided complete oversight services, from the pre-construction through closeout phases, for this design-bid-build project, including assistance with design architect and contractor selection. Our firm also monitored construction on behalf of the town. The project is LEED® certified to the Silver level.



### **Plymouth Town Hall | Plymouth, MA**

The 1820 Plymouth County Courthouse and Commissioners Building has been vacant since 2005 when the Massachusetts Trial Court moved to a new building. To preserve the facility, the town is renovating the historic front portion, demolishing rear additions, and building a new 60,240-sf Town Hall and parking area. STV|DPM is providing owner's project manager services for the \$35 million effort.

The existing 2-story, 12,200-sf red brick courthouse has had a number of renovations and additions since it was originally constructed, most of which are not historically relevant. STV|DPM is providing oversight and technical expertise for the project, helping leaders to make the building suitable for occupancy while also working with local preservationists and the Massachusetts Historic Commission. We are working daily with stakeholders to manage the project schedule and identify potential obstacles related to design, construction, phasing, permitting, and inspections. This includes establishing a mitigation hotline and a weekly update on the Town website that reflects all planned activities on the site.





Roberta G. Doering School | Agawam, MA



E.N. White School | Holyoke, MA



Oxford Middle School | Oxford, MA



Randolph High School | Randolph, MA

## **MSBA Projects (MEP, Roof & Facade Repairs) | Multiple Locations, MA**

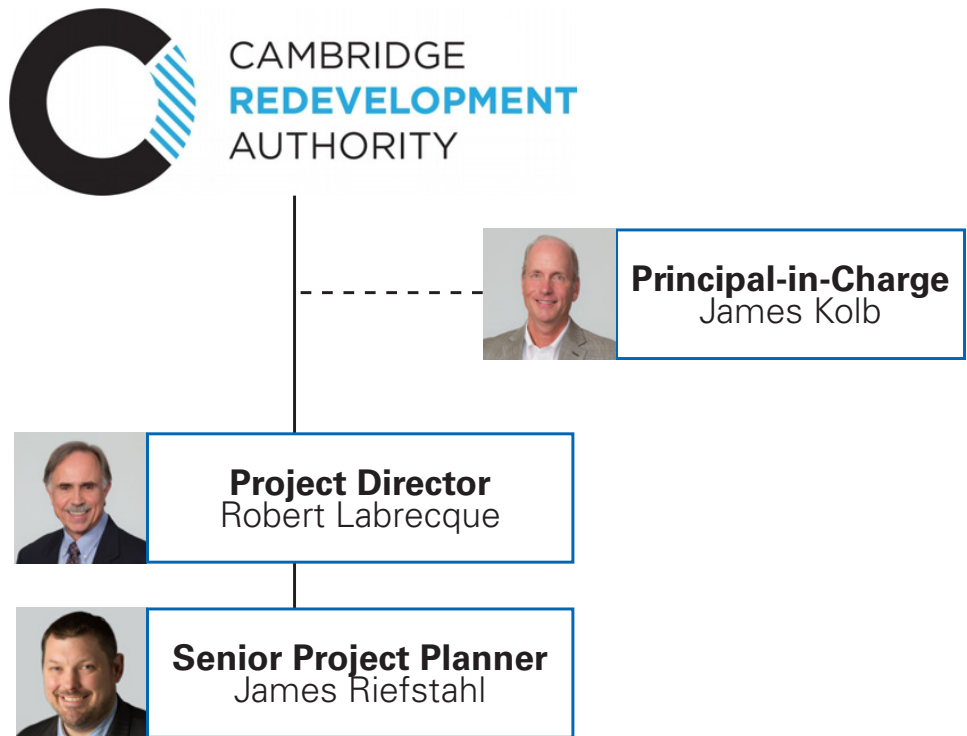
STV|DPM has provided Owner's Project Management on multiple projects which were part of the Massachusetts School Building Authority (MSBA) Accelerated Repair Program including the following:

- » **Roberta G. Doering School, Agawam, MA** — Provided OPM services for the \$739,000 boiler replacement project.
- » **E.N. White School & Morgan School, Holyoke, MA** — Served as OPM for the \$750,000 boiler replacement projects at both schools.
- » **East Street Elementary School, Ludlow, MA** — Provided OPM services for the \$2.85 million boiler replacement, roof replacements and ADA upgrades.
- » **Oxford Middle School, Oxford, MA** — Served as OPM for various upgrades including the complete replacement of the HVAC system, roofing, flooring, windows and select exterior doors.
- » **Old Mill Pond Elementary School, Converse Middle School and Palmer High School, Palmer, MA** — Provided OPM services for the \$3.6 million roof and boiler replacement projects.
- » **Northfield Elementary School, Northfield, MA** — Served as OPM for the roof & window Replacement project.
- » **Randolph High School & John F. Kennedy Elementary School** — Provided OPM services for the \$5.3 million window & door replacement projects that were completed while both buildings were occupied.
- » **Shawsheen Valley Regional Vocational Technical School, Billerica, MA** — Provided OPM services for the boiler replacement project.
- » **Brookfield Elementary School, Brookfield, MA** — Served as OPM for the exterior window replacement project
- » **Tantasqua Regional Junior High School, Sturbridge, MA** — Served as OPM for the roof replacement project.

## STAFFING PLAN

To respond to the specific challenges and needs of the CRA's 93-99 Bishop Allen Drive project, STV|DPM has carefully selected a project management team of highly-experienced technical experts that maintain the high-level of proven leadership, communication skills, time management, and team-oriented approach, necessary to successfully manage this project from start to finish. This team will work with you from beginning to end and will consist of Bob Labrecque as Project Director and James Riefstahl as Senior Project Planner. As outlined in our Executive Summary and in the resume section of this proposal, each has extensive experience in providing oversight in occupied renovations, including Bob Labrecque's 4-year tenure as the Deputy Director of Construction at the Cambridge Housing Authority.

Together they will build consensus and help the CRA make informed decisions throughout the entire delivery process. They have more than 50 years of combined experience and are very adept at managing all the technical and non-technical elements that will be associated with this project. Please see the following organizational chart for your reference.



### The Cambridge Redevelopment Authority Team

Our staff is comprised of professionals with experience in real estate, architecture, engineering, interior design, space planning, FF&E coordination, move planning, construction and facilities management.



## **JAMES KOLB, GGP, MCPPO**

### ***Project Executive***

*Mr. Kolb has 36 years of experience that includes significant work serving as an owner's project manager (OPM) for construction projects of varying size and complexity in Massachusetts. A skilled manager who is well-versed public construction laws, Mr. Kolb has successfully delivered new construction projects, renovations, and additions through various delivery methods, including construction manager at-risk, design-build, and design-bid-build. As an owner's representative, he serves as an advisor in reviewing preliminary and schematic designs, construction documents, and contract documents to make sure they meet project goals. Mr. Kolb is also a key resource on issues of constructability, budgeting, scheduling, and designer and contractor procurement, and his team regularly provides on-site representation during the demolition, construction, and project closeout phases.*

### **EDUCATION**

Bachelor of Arts, Political Science  
St. Lawrence University

### **PROFESSIONAL ACCREDITATION/TRAINING**

OSHA 30-hour Safety Training  
Green Globes Professional (GGP)  
Massachusetts Certified Public  
Purchasing Official (MCPPO)  
Green Building Initiative Certificate

### **INDUSTRY EXPERIENCE**

36 years

### **WITH FIRM**

8 years

### **PROJECT EXPERIENCE**

#### ***Town of Reading Public Library Renovation and Expansion OPM Services***

Responsible for the overall execution of the contract terms and conditions for the \$18.4 million renovation and expansion of Reading Public Library. STV provided owner's project management services on issues of constructability, budgeting, scheduling, contractor procurement, and construction oversight for the project, which modernized and expanded the building by 10,000-sf, all while preserving architectural features and improving energy efficiency. As principal-in-charge, Mr. Kolb oversaw all aspects of client satisfaction and personnel allocation throughout the project.

#### ***UMBA OPM Services for the Renovation of Perry Hall at UMass Lowell***

Oversaw the \$45.2M gut renovation of the University of Massachusetts Lowell (UMass Lowell) Perry Hall into a new interdisciplinary engineering classroom and laboratory building. The new 48,000-sf Hall houses lab space for Chemical, Biotechnical, Geotechnical and Environmental Engineering programs and research labs for Bio-medical, Bio-manufacturing and Alternative Energy programs. Perry Hall underwent a complete replacement of its mechanical, electrical, HVAC, fire protection and IT systems; improvements to the building envelope; ADA and code upgrades and the addition of an elevator.

#### ***Wentworth Institute of Technology Schumann Library***

Oversaw services for the multi-phased renovation of the academic library located within Beatty Hall at the Wentworth Institute of Technology (WIT) in Boston. The project team assisted in all aspects of the \$22 million effort from concept design to the planning, design, construction, and building commissioning phases. The construction included the occupied demolition and abatement, replacement of all mechanical and electrical systems as well as windows throughout the library floors and upper classrooms and office spaces. The project also included lighting, acoustical and ADA upgrades

## **PROJECT EXPERIENCE CONTINUED**

### ***UMBA OPM Services for the Renovation of Old Chapel at UMass Amherst***

Responsible for the successful renovation of Old Chapel, a circa-1885 building at the University of Massachusetts (UMass) campus in Amherst, MA. The University of Massachusetts Building Authority (UMBA) revived the 17,000-sf Richardsonian Romanesque chapel into a high-class function hall. Mr. Kolb oversaw the overall operations of the owner's project manager (OPM) group and verified that the firm's overall commitment to the client was met.

### ***Brooke Charter High School***

Leading the owner's project management (OPM) efforts for this public charter school. This 90,000-sf new construction project is to be a ground-up high school. The project team provided site comparison analysis which led to the selection of a Brooke held parcel in Mattapan. Additional scope entails assisting with the procurement of the designer and contractor teams and providing pre-construction and construction administration.

### ***Massachusetts Institute of Technology Lincoln Laboratory***

Specific project details are confidential. Mr. Kolb is overseeing the project team providing project management services as part of a three-year, multi-project assignment. He is also overseeing a separately awarded contract for project management and move management services on a total of nine smaller projects. Scope of work includes enabling work, building renovation and personnel relocations.

### ***UMBA OPM Services for the Renovation of Worcester Dining Commons at UMass Amherst***

Providing OPM services including advice and counsel relating to the UMass Building Authority's management, administration and fiscal oversight of all phases of the Worcester Dining Commons including the planning, design, construction and commissioning of the facilities. The Worcester Dining Commons project may include renovation of the existing structure, renovation with addition or new structure. The concepts and major goals for the Worcester Dining Commons include LEED® Gold certification and sustainability; a permaculture garden; and a 12-month business model. Once finished, the new Worcester Dining Commons will include administration and meeting room spaces as well as 1,000-seat dining commons; 1-level, open cooking kitchen; a market with grab-and-go services; and a bakeshop.

### ***Town of Plymouth OPM Services for Town Hall***

Provided executive oversight for owner's project management services for the renovation of the historic front portion of an 1820 courthouse building; demolition of later additions in the rear and an adjacent municipal building; and construction of a new 4-story, 60,240-sf Town Hall and expanded parking area on the cleared land in Plymouth, MA. Mr. Kolb and his team represented and advised the Town of Plymouth from pre-construction through closeout of the \$35 million project. Among the challenges he and his team addressed are the number and range of interests of stakeholders, including the owners of three historic residences located on the project site. Mr. Kolb made certain that all stakeholders were kept informed of the project schedule and status, and that the general contractor implemented proactive approaches to construction logistics, site safety, public access, neighborhood concerns, and environmental impacts to mitigate possible negative impacts.



## **ROBERT LABRECQUE, MCPPO**

### **Project Director**

*Mr. Labrecque is a project director with 35 years of experience overseeing the construction of commercial, educational, residential, and institutional new construction and renovation projects. A highly skilled, diverse project manager, he has directed projects from bidding through construction, including performing design phase and constructability reviews, project phasing and scheduling, staffing and construction oversight, and quality and safety monitoring; negotiating contracts and guarantee maximum price (GMP) agreements; tracking changes; developing and maintaining budgets and cost reports; and overseeing commissioning and contractor close-out. He has delivered a variety of project types and sizes, including construction management at-risk projects, which have been successfully completed on time and within or under budget.*

### **EDUCATION**

Bachelor of Science, Civil Engineering  
Northeastern University

Associate of Science, Civil Engineering  
Northern Essex Community College

### **PROFESSIONAL ACCREDITATION/TRAINING**

OSHA 30-Hour Safety Training

Massachusetts Certified Public Procurement Official (MCPPO)

### **INDUSTRY EXPERIENCE**

40 years

### **WITH FIRM**

9 years

### **PROJECT EXPERIENCE**

#### **University of Massachusetts Lowell - Perry Hall - Senior Project Manager**

Overseeing the \$32.9 million gut renovation of Perry Hall into a new interdisciplinary engineering classroom and laboratory building. Once complete the 48,000-sf Hall will house lab space for Chemical, Biotechnical, Geotechnical, and Environmental Engineering programs and research labs for Biomedical, Biomanufacturing and Alternative Energy programs. Perry Hall will undergo a complete replacement of its mechanical, electrical, HVAC, fire protection and IT systems; improvements to the building envelope; ADA and code upgrades and the addition of an elevator. (6/16 - Present)

#### **Town of Reading Public Library Renovation and Expansion OPM Services - Project Manager/Site Manager**

Provided owner's project manager (OPM) services for the \$18.4 million renovation and expansion of Reading Public Library in Reading, MA. A former elementary school built in 1894, the 31,000-sf library is listed on the National Register of Historic Places. The project modernized and expanded the building by 10,000-sf while preserving both interior and exterior architectural elements and improving energy efficiency. Mr. Labrecque worked closely with town project officials. He managed the project budget and updated the master project schedule. Mr. Labrecque reviewed and recommended invoices for payment as well as changes for owner approval. He facilitated weekly construction meetings and attended monthly building committee meetings and town meetings to provide project updates, while coordinating architect and consultant activities. Mr. Labrecque monitored, reviewed, and reported on contractor progress and prepared daily progress reports. He provided weekly construction updates that were available on the town's official website. Mr. Labrecque also maintained updated project documents and files. In addition, he was responsible for preparing and soliciting proposals for owner testing and inspection firms as well as coordinating all testing and inspections.

#### **CHA Capital Construction Program - Deputy Director of Construction**

Oversaw all construction contracts and staff for the design, procurement, and construction phases of 24 projects, including construction management (CM) at-risk projects, for the Cambridge Housing Authority (CHA)'s \$105 million Capital Improvement Program. Projects included three CM at-risk projects comprising a \$40 million multifamily housing project on two sites, a \$32 million senior housing project, and an \$18 million office project, as well as 20 other renovation or restoration projects. As the deputy director of construction in

## **PROJECT EXPERIENCE CONTINUED**

the Planning and Development Department, Mr. Labrecque oversaw the hiring of project managers and clerks of the works; solicitations for prequalification of construction management at-risk firms and trade contractors, as well as bidding under MGL Chapter 149a; design reviews, estimating, and value engineering; and negotiations for GMP contracts with construction management. He authorized all contract awards, construction managers, changes in work, monthly requisitions, and project invoicing, and he chaired major project meetings. He also managed the closeout process for all contracts and turn over to operations staff.

### ***CHA Office Adaptive Reuse - Deputy Director of Construction***

Managed the construction management at-risk construction contract for the design, procurement, and construction phases of the \$18 million LEED Gold-certified adaptive reuse of the former Cambridge Police Station in Cambridge, MA, into the Cambridge Housing Authority (CHA)'s new office space as part of the CHA's \$105 million Capital Improvement Program. The project was a joint venture with the City of Cambridge and included the restoration of historic façade elements and the conversion of interior spaces to accommodate new layouts.

### ***CHA Presidential Apartments Multifamily Housing - Deputy Director of Construction***

Supervised and negotiated construction management at-risk construction contracts for the design, procurement, and construction phases of multifamily housing projects on two sites as part of the Cambridge Housing Authority (CHA)'s \$105 million Capital Improvement Program. The projects included the \$12 million gut renovation of two buildings with 45 units and the \$28 million two-phase abatement and demolition of six existing buildings and construction of eight new buildings totaling 70 units in Cambridge, MA. Challenges during construction included phasing of an occupied site, unforeseen buried existing structures, unknown hazardous materials, and severe winter conditions.

### ***CHA LB Johnson Apartments - Deputy Director of Construction***

Oversaw and negotiated construction management at-risk contracts for the design, procurement, and construction phases of a \$32 million renovation of a 12-story senior housing apartment building with the addition of a 13th story penthouse in Cambridge, MA, as part of the Cambridge Housing Authority (CHA)'s \$105 million Capital Improvement Program. The project included the construction of a 13th story on top of the occupied high-rise building, coordination and scheduling of renovations in vertical stacks of apartment units and first-floor common areas while the building was 75% occupied, sequencing of the new exterior façade work, and mechanical and electrical system upgrades.



## **JAMES RIEFSTAHL, LEED AP, CDT MCPPO**

### **Senior Project Planner**

*Mr. Riefstahl is a project management professional with over a decade of experience in the planning, design, and construction of new and rehabilitated facilities throughout Massachusetts. He is distinguished by his proven ability to successfully guide multi-million-dollar academic, institutional, and laboratory projects from programming and schematic design through construction and occupancy on time and under budget. He is also highly skilled in coordinating diverse project teams; managing client and community relations; and addressing a wide range of design, site, and occupancy challenges. His role is to provide team leadership, manage the budgeting, scheduling, design, bidding, construction, selection of furnishings, fixtures, equipment and vendors and relocation requirements.*

#### **EDUCATION**

Bachelor of Science, Architectural  
Engineering Technology  
Wentworth Institute of Technology

#### **PROFESSIONAL ACCREDITATION/TRAINING**

OSHA 30-hour Safety Training  
LEED Accredited Professional (AP)  
Massachusetts Certified Public  
Purchasing Official (MCPPO)  
Construction Document Technician  
(CDT)

#### **INDUSTRY EXPERIENCE**

14 years

#### **WITH FIRM**

2 years

#### **PROJECT EXPERIENCE**

##### ***Milford Public Schools Woodland Elementary School***

Provided project management services for this \$61M new construction elementary school. As a district-wide school, Woodland Elementary serves grades 3-5 and involved district grade reconfiguration. Phased construction allowed the existing school to stay operational while building the new facility, mitigating the need for swing space. This MSBA Core project was delivered CM at-risk. Project came in \$2M under budget.

##### ***Greater Lowell Technical High School***

Oversaw the \$65M major MEP renovation and Cafeteria addition to the Greater Lowell Technical High School. This project included the renovation of the existing dining commons into 7 new science labs. Construction was undertaken while this regional school was occupied with 2,000 students from the surrounding 4 communities. This MSBA Core project was delivered CM at-risk. Project came in \$.5M under budget.

##### ***Boston Public Schools Dever Elementary School & McCormack Middle School Roof Replacements***

Completed as part of the MSBA Accelerated Repair Program (ARP) and consisted of \$4M in roof replacements at two Boston schools, Paul A. Dever Elementary School and John W. McCormack Middle School. The two schools sit on adjacent plots, as such Mr. Riefstahl was able to convince the MSBA to waive the requirement for 2 site representatives saving the City the expense of an extra site representative.

##### ***Boston Public Schools Boston Latin School, Condon School & Channing Elementary Boiler Replacements***

Managed boiler replacements at three Boston schools, Boston Latin School, James F. Condon School and William E. Channing Elementary. These projects with concurrent schedules totaled \$6M and were part of the MSBA ARP. One GC serviced as prime (HVAC) over the three schools while each school had its own site representative.

##### ***New Bedford Public Schools Elizabeth Carter Brooks Elementary School Upgrades***

This \$4M MSBA ARP renovation project included doors, windows, boiler replacements; ADA upgrades; vestibule creation; clerestory window and metal panel replacement. Received 10 filed sub-bids on a \$3M construction budget.

## **PROJECT EXPERIENCE CONTINUED**

### ***Revere Public Schools Garfield Elementary/Middle School***

Provided project management services for this \$1M MSBA ARP boiler replacement project. Project initially received only 2 bids and was \$200k over the construction budget. Team chose to rebid for the following summer and received 10 bids and came in \$300k under budget.

### ***Chicopee Public Schools Belcher Elementary School & Fairview Elementary School Roof Replacements***

Oversaw the \$3M roof replacements at two elementary schools in Chicopee, MA. This MSBA ARP project used one GC for both schools and two site representatives, one at each school. Managed the budgets such that any unforeseen adds were offset by credits pursued in the base scope.

### ***UMBA UMass Lowell Emerging Technologies and Innovation Center (ETIC)***

Served as owner's representative for this new \$73M, 84,000-sf ground-up science research center. This certified LEED Gold project spans 4 stories and houses manufacturing research and nano-manufacturing laboratories; cleanroom facilities as well as bio, health and environment research labs. The Center features conference and seminar spaces, administrative offices, and a 2-story atrium lobby. Part of the work was paid for through grant, and invoices for specific work had to be identified accordingly.

### ***UMBA UMass Boston Edward M. Kennedy Institute for the United States Senate***

Provided project management services for this ground-up \$78M, 65,350-sf educational center located on the University of Massachusetts Boston campus. Designed to be a replica of the US Senate Chamber interior this Institute contains a cafe and gift shop, gallery and exhibition space, classrooms, a library/archive, and office space. Due to encroachment on adjacent federal lands, project had to respond to and accommodate NARA oversight.





# PROJECT MANAGEMENT APPROACH

## PROJECT OBJECTIVES

93-99 Bishop Allen Drive in Cambridge, will soon be undergoing a renovation funded by the CRA. When complete, the property will be transformed into a robust community-oriented environment that will continue to serve as the home for a variety of nonprofit organizations. The renovations will include, but not be limited to improved ADA access and life safety, upgrades to the HVAC and electrical systems, and improved circulation, all of which will need to be mindful of the historic elements of the building.

The current budget for this work is \$2 million. To accomplish this work within the prescribed budget, we will need to be efficient and extremely detail oriented in identifying and prioritizing the scope of work as well as the most appropriate and least disruptive phasing strategies.

In summary, there is little margin for error and the work undertaken during the investigative and pre-construction phase will be paramount to setting the project up for success and a predictable outcome.

## PROJECT CONSIDERATIONS

Given some of the potential challenges previously referenced, being able to effectively communicate in a proactive and open manner with all parties, most importantly the tenants, will be extremely important with regards to decision making, building consensus and setting realistic expectations. More specifically, we note the following project considerations:

## **SCHEDULE AND PROJECT DELIVERY**

The schedule outlined in the RFQ indicates a desired construction start in the 3rd quarter of 2020 (July). While achievable, this means that the design will need to be completed within 4 months and the bidding/procurement will need to be completed within a 4-6 week timeframe thereafter. Some of the key considerations associated this timeframe include:

- » Gaining a full understanding of the existing conditions as well as the desired and “essential” scope of work in an expedited manner
- » Development of the most appropriate phasing and temporary relocation strategies
- » Establishing a streamlined decision-making process
- » Competing upgrade and repair projects (summer slammers) within the K-12 market and the possible impact on contractor interest and cost effective pricing
- » The need to have the Boiler work done in concert with the start of the winter season (by mid-October 2020)
- » Full ADA compliance in light of the construction value exceeding 33% of the assessed value of the property (currently \$3,993,800)
- » The need to establish agreements with nearby parking lot operators due to staging requirements on current parking behind the building

## **DESIGN**

It will be imperative to confirm the existing conditions so that the completed construction documents reflect the actual conditions in the field. In addition, we suggest exploring the viability of having the design team segregate their work into discrete packages so that the work can be bid in a phased manner. (i.e. the boiler package could be bid earlier to meet the winter season). If phased, we would also suggest a discussion regarding the pros and cons of utilizing Ch. 149 vs. Ch. 149A for construction.

## **CONSTRUCTION**

Due to the manner in which the building(s) and the tenant spaces are currently organized, we believe that there are a number of ways to approach the phasing of the work. However, much of this will be predicated on the ability, or inability, of the tenants to temporarily relocate from the premises for periods of time.

The most straightforward approach would be to perform the work in each building (2 phases) independently as the boilers and electrical panels appear to be individualized per building. The elevator work would also be in one of these phases.

Another approach could involve performing the work by floor. This, again, would be dependent on the layout of the tenant spaces. We believe that some tenants may occupy both buildings, which leads to a discussion of segmenting the work by space and by floor over 4-6 phases.

In summary, all of these challenges can be resolved and we are confident that the team we are presenting has the experience and skill set to develop the most efficient and cost-effective delivery strategy possible.

## SCOPE OF SERVICES

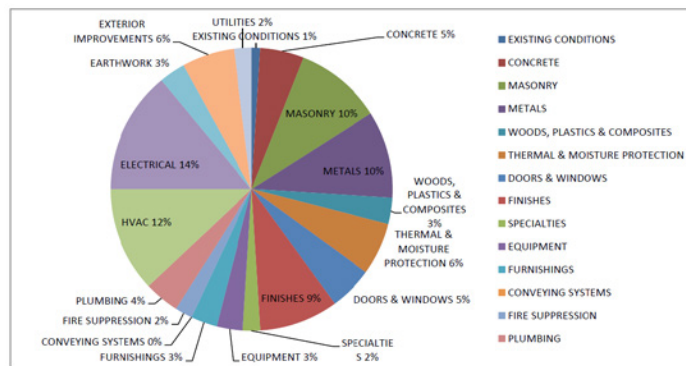
We have provided all of the services outlined in the RFQ and are certain that STV|DPM will be able to deliver an outstanding project for the CRA. A summary of our approach to providing these services is noted below:

### DESIGN DEVELOPMENT

- » *Advise on schedule and regulatory feasibility as well as estimated cost of various design and construction alternatives*
- » *Manage the design team, the design schedule and deliverables*
- » *Review and approve final construction and bidding documents prepared by the designer*

STV|DPM is highly adept at tracking design progress and agreed upon deliverables. We have found it beneficial to request a workplan from the design team to make certain we are all in agreement on specific milestone dates. For this project, it will be imperative that each of these deliverables are met on a regular basis. Should a project need to undergo a value engineering process to be more cost efficient, we stand ready to offer our technical expertise to restore the project to the approved budget. We maintain a firm-wide database of construction cost results to examine options, designs, and alternatives.

We will update the designer workplan, adding new tasks as required, and advise the CRA team of any scheduling deficiencies and how they can be addressed. We will conduct weekly project meetings, take minutes and distribute to the project team, establishing accountability and track the schedule and budget. We will also conduct weekly meetings with the internal CRA team, as needed.



### BUDGET, SCHEDULE AND CHANGE MANAGEMENT

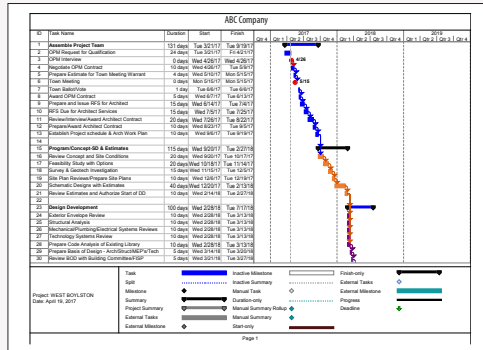
- » *Provide necessary support for CRA including budgets, schedules and other necessary project information*
- » *Manage all project costs (soft and hard)*
- » *Develop overall project schedule including decision making and funding milestones*
- » *Manage and regularly update total project cost budget*
- » *Track, monitor and challenge Change Orders*

**Budgeting:** Successful budget establishment and budget-control begins up front during the planning phases. A project can go smoothly but can still go over budget if elements of the Baseline Budget are either not included or not

carefully developed in the beginning. In developing the Baseline Budget, we will rely extensively on the expertise of the entire project team to verify all project elements are covered and everyone feels comfortable that the budget, including contingencies, is adequate to complete the project scope as planned.

The Baseline Budget will incorporate a coding structure that will enable us to keep track of different funding sources, if that is useful. We will also budget "object codes" with schedule activities to facilitate the development of cash flow curves to help plan for and monitor cash needs to optimize financial performance of the project. Once the Baseline Budget is developed and approved, we will track original budgets, budget changes, cost commitments, potential changes, expenditures, forecasts, and variances. Contract documents such as change orders, requests for information (RFIs), and proposed change orders will be produced, which will also keep track of forecast changes and potential demands on contingency funds.

**Scheduling:** STV|DPM uses a variety of scheduling tools such as Primavera P6, Sure Trak, and Microsoft Project, to document every element of the project. Our master project schedule includes the design team deliverables, key owner decision milestones, permitting, contractor procurement, and other activities that will be tracked and monitored throughout the life cycle of the project. Once activity commences in the field, we will work with the selected contractor in managing the construction schedule, which will link all the critical path activities and identify all major milestones, long-lead items, commissioning, systems start-up, temp. relocation and move-in dates. Schedules also need to reflect planning for draw downs on a quarterly and monthly basis, and any other unique CRA requirements.



### Schedules, Calendars and Summaries

We use the appropriate calendar format for our audience. In some instances that means we utilize a comprehensive MS Project schedule, in most instances we also use a regular calendar format to communicate dates to the general user population.

**Change Management:** STV|DPM manages change through prevention, by working closely with the design team to make certain that the contract documents clearly articulate what is required from each subcontractor. Any sequence restrictions arising from existing conditions or site/logistics should be clearly identified. We will evaluate any adjustments proposed by the contractor to the contract price and represent the interests of the CRA at all times by challenging certain unit costs, any associated durations impacts, and responsibility. STV|DPM will prepare and update a change order log which documents the events leading to the change order. Change orders which are the result of the design team's error or omission will be tracked separately.

## TENANT INTERACTION

- » Establish and understand the key concerns of each tenant and the CRA as early as possible, and make certain that these are reflected in the bid documents
- » Develop a “Conditions of Satisfaction” charter that the entire project team can use as a roadmap for every stage of the project, including close-out
- » Create and follow an agreed upon communication and safety protocol
- » Have personal relationships with each tenant and provide hotline access via phone or internet

Our “contractual” client will be the CRA, but every tenant in the building(s), as well as the abutters on Bishop Allen Drive will also be our clients. For this reason, our approach to communication will be proactive and personal, and will go well beyond the bricks and mortar component of this assignment.

## PERMITTING AND PUBLIC PROCESS

- » Attend meetings with CRA, city and state officials as necessary
- » Apply for required permits and manage design and legal team, as required to obtain them
- » Assist and advise with the community process, government relations and public relations as requested

On our radar will be the constant reporting of the progress in permitting and approvals to enable the project team to make informed decisions on moving forward. We will lead and participate in the community/public relations and government relations and take the front line in presenting to the public including digital and print media. The team will take the lead, as required, to explain, defend, and answer questions concerning the project with the most professional manner and positive approach.

## ASSEMBLE CONSTRUCTION PROJECT TEAM

- » Review the pros and cons of the Ch. 149 versus the Ch. 149A delivery process
- » Identify and engage other consultants as required

STV|DPM has over 20 years of experience working within the Public Sector construction market. We will make use of the Commonwealth’s pre-qualification process and apply due diligence in reviewing contractors, filed sub bidders and other sub-contractors – assuring that the CRA gets the level of interest needed for competitive pricing as well as contractors that are capable of performing high quality work.



**Construction Update** STV|DPM

Project Address: ABC School, 123 Main Street, New York, NY 10001

**Building Progress**

At the school you will see... (text continues)

**Please Be Advised**

Things to be aware of... (text continues)

**Safety**

Safety is always our priority... (text continues)

### Monthly Reports and Updates

Our team produces executive monthly reports and updates to inform stakeholders about the project status, deliverables, milestones and upcoming events. These reports can also include budget and schedule updates.

## **CONSTRUCTION MANAGEMENT**

- » *Manage bidding process and/or negotiation of contract price*
- » *Manage change order process*
- » *Oversee MBE/WBE compliance and any other labor reporting requirements by the construction team*
- » *Manage abutter and interested party relations*
- » *Manage submission of contractor requisitions and approve payment of other project invoices*
- » *Monitor and manage schedule*
- » *Review of punch list and completion date*
- » *Manage selection and performance of building commissioning agent*

Working with the project team, we will integrate the contractor's detailed construction schedule into the master project schedule. We will observe construction activity, informing the project team and any other contractors of perceived deficiencies. We will assist all parties in resolution of problems arising from such construction deficiencies.

We will attend all weekly construction meetings and review the meeting minutes for accuracy. We track construction progress against project schedule and project budget including tracking of all payment requisitions and change requests. We will review all shop drawings and coordinate the approval process and coordinate responses to any specific requests.

We can negotiate change orders and other changes to the contract, coordinate the CRA's outside consultant activity, audit payment requisitions and submit for payment, obtain contractor lien waivers, provide ongoing value engineering, support the building commissioning and LEED® Certification process, as required.

## **PROJECT CLOSE OUT**

- » *Manage receipt of certificate of completion*
- » *Secure receipt of final lien waivers and as-builts*
- » *Secure O&M manual for client*
- » *Advise owner on-going facilities management needs*

Finishing strong is important. The CRA will own, operate, and maintain the 93-99 Bishop Allen Drive property long after the construction is complete and we need to make sure that all project files consisting of as-built plans and drawings, warranties, operating manuals etc., are well organized and complete. We will work with the architect and engineer to prepare and issue a written punch list at the conclusion of construction and track the punch list through completion.



## REFERENCES

**University of Massachusetts  
Amherst Old Chapel**

Historic Renovation, 2016  
Mr. Charlie Paradie  
Director of Pre-Construction Project  
Planning  
University of Massachusetts Building  
Authority  
(617) 287-3200

**Reading Public Library**  
Public Renovation, 2016

Mr. Bob LeLacheur  
Town Manager  
Town of Reading  
(781) 942-9034  
blelacheur@ci.reading.ma.us

**Wentworth Institute of Technology  
Schumann Library**

Renovation, 2016  
Mr. David Wahlstrom  
Vice President of Business Operations  
Wentworth Institute of Technology  
(617) 989-4552  
wahlstromd@wit.edu

**Plymouth Town Hall**

Public, Government, Historic  
Renovation and Expansion, 2017  
Ms. Melissa Arrighi  
Town Manager  
(508) 747-1620 x100  
marrighi@townhall.plymouth.ma.us



## FORMS

Included in this section are the required signed attachments included as Appendix D in the RFQ:

- » Non-Collusion Statement
- » Non-Discrimination Statement
- » Certificate of Tax, Employment Security, and Child Care Compliance



**APPENDIX D: NON-COLLUSION, NON-DISCRIMINATION, and TAX/EMPLOYMENT STATEMENTS**

**NON-COLLUSION STATEMENT**

The undersigned bidder or agent, being duly sworn on oath, says that he/she has not, nor has any other member, representative, or agent of the firm, company, corporation or partnership represented by him/her, entered into any combination, collusion or agreement with any person relative to the RFQ response, to prevent any person from responding nor to include anyone to refrain from responding, and that this response is made without reference to any other response and without any agreement, understanding or combination with any other person in reference to such response.

I HEREBY AFFIRM UNDER THE PENALTIES FOR PERJURY THAT THE FACTS AND INFORMATION CONTAINED IN THE FOREGOING RFQ FOR THE CRA ARE TRUE AND CORRECT.

Dated this 28 day of January, 2020

STV Construction Inc. d/b/a STV|DPM  
Name of Organization,

Senior Vice President  
Title of Person Signing

  
Signature

**NONDISCRIMINATION STATEMENT**

The Consultant agrees:

1. The Consultant shall not, in connection with the services under this Contract, discriminate by segregation or otherwise against any employee or applicant for employment on the basis of race, color, national or ethnic origin, age, religion, disability, sex, sexual orientation, gender identity and expression, veteran status or any other characteristic protected under applicable federal or state law.
2. The Consultant shall provide information and reports requested by the Cambridge Redevelopment Authority pertaining to its obligations hereunder, and will permit access to its facilities and any books, records, accounts or other sources of information which may be determined by the Cambridge Redevelopment Authority to affect the Consultant's obligations.
3. The Consultant shall comply with all federal and state laws pertaining to civil rights and equal opportunity including executive orders and rules and regulations of appropriate federal and state agencies unless otherwise exempt therein.
4. The Consultant's non-compliance with the provisions hereof shall constitute a material breach of this Contract, for which the Cambridge Redevelopment Authority may, in its discretion, upon failure to cure said breach within thirty (30) days of written notice thereof, terminate this Contract.
5. The Consultant shall indemnify and save harmless the Cambridge Redevelopment Authority from any claims and demands of third persons resulting from the Consultant's non-compliance with any provisions hereof, and shall provide the Cambridge Redevelopment Authority with proof of applicable insurance.

Signed (type name): Robert Keeley 

Title: Senior Vice President

Date: January 28, 2020

**CERTIFICATE OF TAX, EMPLOYMENT SECURITY, AND CHILD CARE COMPLIANCE**

Pursuant to Massachusetts General Laws Chapter 62C, §49A and Chapter 151A, §19A(b) and Chapter 521 of the Massachusetts Acts of 1990, as amended by Chapter 329 of the Massachusetts Acts of 1991,

I **Robert Keeley** (Name) whose principal place of business is located at **205 West Welch Drive, Douglassville, PA 19518** (Address), do hereby certify that:

- A. The above-named Respondent has made all required filings of state taxes, has paid all state taxes required under law, and has no outstanding obligation to the Commonwealth's Department of Revenue.
- B. The above-named Respondent/Employer has complied with all laws of the Commonwealth relating to unemployment compensation contributions and payments in lieu of contributions.
- C. The undersigned hereby certifies that the Respondent/Employer (please check applicable item):
  - 1. \_\_\_\_\_ employs fewer than fifty (50) full-time employees; or
  - 2.  offers either a dependent care assistance program or a cafeteria plan whose benefits include a dependent care assistance program; or
  - 3. \_\_\_\_\_ offers child care tuition assistance, or on-site or near-site subsidized child care placements.

Signed under the penalties of perjury this **28** day of **January**, 201**20**

Federal Identification Number: **23-2933918**

Signed (type name): **Robert Keeley** 

Title: **Senior Vice President**

Date: **January 28, 2020**