

# RFQ RESPONSE

Submitted to:

Town of Blandford

To provide:

Owner's Project Manager Services for  
Highway Facility and Fire Station

January 25, 2021

FRCOG RFQ No. 20210125



January 25, 2021



Ms. Andrea Woods, Chief Procurement Officer  
Franklin Regional Council of Governments  
12 Olive Street, Suite 2  
Greenfield, MA 01301

**RE: Qualifications - Owner's Project Manager Services for Town of Blandford  
Highway Facility and Fire Station FRCOG RFQ 20210125**

Dear Ms. Woods:

The Town of Blandford has evaluated its facilities and the services it provides to its residents and has decided to move forward with building a new Highway Department facility, while re-purposing the existing Highway Department facility as a new fire station. The Town needs an Owner's Project Manager (OPM) who can guide them through the process of developing design concepts with cost estimates by overseeing the pre-design process and helping the Town prepare for a design phase RFP. This concept design will help the Town determine the program for the new highway facility as well as for the fire station. To support the Town's needs for the foreseeable future, a newly configured municipal campus will enhance the utilization and life of trucks, plows, backhoes and roadwork materials as well improve the efficiency of Fire Department services. The need for this new facility is critical for the Town to care for roadways and property, as well as to provide emergency response services for residents.

This critical project requires an OPM who can support the Town of Blandford's decision-making process with reliable cost analysis, constructability reviews, and construction oversight. The OPM firm must also be experienced with Massachusetts State Building Codes as they pertain to DPW and public safety facilities and must be able to oversee the project from the initial pre-design through subsequent tasks of finalizing contract documents, renovating the existing building, and project closeout.

Founded in 2009, City Point Partners has experience serving many public clients as an OPM. We currently serve as the OPM for the design and construction of a new DPW facility for the Town of Rockport. Similarly, for the Town of Buckland we recently completed the construction of their new DPW Facility/Highway Garage. In Springfield, we served the Pioneer Valley Transit Authority (PVTA) on the construction of their new bus operations and maintenance facility. On this project, we worked closely with the PVTA's Administrator and Capital Program Director to solve many procedural as well as technical issues and look to apply this valuable knowledge to Blandford's project. City Point Partners is proud to have consistently helped our public clients navigate the very challenging world of vertical public construction, and the issues that arise. Our team has the experience necessary to keep this project under budget and on schedule.

**David Shrestinian, Project Director** is **MCPPO** certified, and a seasoned construction management executive with extensive hands-on project planning and delivery experience. David has experience with risk management, contract negotiations and management, professional services procurement, bidding and purchasing, preconstruction, design process management, permitting and agency approvals, site assessment and selection, constructability analysis, Lean project management, MGL Chapter 149 and 149A, design-build, and Integrated Project Delivery. He is comfortable presenting in front of boards and constituent groups, and in a Town meeting setting.

**Michael Lizee** is a hands-on Project Manager during construction with experience overseeing projects as a General Contractor and Construction Administrator *including the delivery of six DPW facilities in the immediate vicinity of Blandford*. Mike brings extensive design and construction coordination experience, and he excels at assisting cities and towns with executing their capital improvement projects.

**James Stetson, CCP** leads the Project Controls services group for City Point Partners. Jim often gets involved in construction projects at their earliest stages, developing early cost estimates based on benchmarking standards. He brings expertise in cost estimating, scheduling, risk management, and value engineering in serving a variety of municipal clients in Massachusetts.

For the concept design phase, we have asked Forte Architecture + Design (FAD) to join our team. **Ed Forte, AIA**, Project Manager Conceptual Design and **Gary Mendoza, AIA** Project Design Architect, have the experience to lead the pre-design and concept development for the Town, having provided similar services for the Town of Norwell on their DPW facility. With over 20 years of experience serving municipal clients in Massachusetts, FAD is always looking to incorporate energy efficiency and sustainability into their design concepts.

Our team is experienced with managing municipal projects to budget and schedule. As Project Director, David will evaluate and review cost estimates and construction schedules. On the PVTA bus operations facility, Mike Lizee tracked cost estimates and monitored the contractor's schedule, coordinating closely with the PVTA on any changes or modifications to either.

If needed, David can call upon the experience of our staff with expertise in construction oversight and inspection, document management, project budgeting and scheduling, and overseeing the work of both the designer and general contractor. City Point Partners also has a robust **Public Outreach** group, consisting of experienced professionals who can assist with obtaining community support and approval, should this be needed by the Town.

As per the RFQ, we wish to assert the following:

- We acknowledge having received the scope of services outlined in the RFQ.

Page 3

Ms. Andrea Woods, Chief Procurement Officer

January 25, 2021

- Our financial statements prepared by a third-party auditing firm, have been included in an appendix.

We will endeavor to provide excellent service across the span of this project, with the hope of cementing our relationship and reputation with the Town of Blandford. We very much look forward to working with the Town on this critical project.

Very truly yours,

CITY POINT PARTNERS LLC

A handwritten signature in blue ink that reads "Colleen P. Moore". The signature is written in a cursive style with a large initial 'C'.

Colleen P. Moore, MCPPO  
President

GENERAL INFORMATION FORM

SUBMIT THIS FORM AS THE FIRST PAGE OF YOUR RESPONSE  
AFTER THE COVER LETTER

Name of Organization: City Point Partners LLC

Telephone Number: (617) 315-7832

Years in Business: 11

Organization is (check one):

- Corporation       Partnership       Association
- Joint Venture       Sole Proprietorship       Public Agency
- Quasi-Public Agency       Other: (Explain) Limited Liability Company

Organization's Address: 11 Elkins Street, Suite 470  
Boston, MA 02127

Email Address of Contact Person: cmoore@citypointpartners.com

Name, Title and Telephone Number of the Organization's Authorized Representative:

Colleen Moore, President, (617) 315-7832

Acknowledgment of received Addenda No(s): 1

The undersigned, being cognizant of the pages, documents and attachments concerned herewith agrees to provide the Town of Blandford with the services described in the Request for Qualifications dated December 23, 2020 and subsequently amended by any Addenda.

The Proposer agrees to comply with all Local, Federal, and State requirements.

The Proposer hereby affirms that this Proposal is genuine, not a sham or collusive, and is not made in the interest of any person not therein named.

The Proposer attests that the firm is financially stable and has included a letter from an auditing firm or other acceptable entity attesting to same.

Authorized Signature:  

Date: January 25, 2021

**TABLE OF CONTENTS** page

<b>THE PROJECT TEAM</b>	<b>5</b>
<b>PROFESSIONAL QUALIFICATIONS AND EXPERIENCE</b>	<b>6</b>
<ul style="list-style-type: none"> <li>• Experience with similar projects</li> <li>• Knowledge of all public bid laws</li> <li>• Bidding services</li> <li>• Contractor supervision and construction administration experience</li> <li>• Cost and budget controls experience</li> <li>• Ability to manage projects within an established budget and time schedule</li> <li>• Experience as an OPM of Highway and Fire Department Buildings</li> <li>• Experience with contracts in legal action</li> </ul>	
<b>REFERENCES</b>	<b>15</b>
<b>OPM PROJECT LAST FIVE YEARS</b>	<b>16</b>
<b>PERSONNEL QUALIFICATIONS AND EXPERIENCE</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• <b>Roles and responsibilities</b></li> <li>• <b>Availability of staff</b></li> </ul>	
<b>MANAGEMENT APPROACH TO THE SCOPE OF SERVICES</b>	<b>23</b>
<ul style="list-style-type: none"> <li>• Nailing the program – satisfying design criteria with Town stakeholders</li> <li>• Creating a formal risk management strategy</li> <li>• Selecting the best design team</li> <li>• Developing comprehensive bid packages</li> <li>• Utilizing sophisticated and effective project controls</li> <li>• Hours breakdown by task</li> <li>• Proposed project schedule</li> </ul>	
<b>MINIMUM REQUIREMENTS</b>	<b>30</b>
<b>COMPARATIVE CRITERIA</b>	<b>30</b>
<ul style="list-style-type: none"> <li>• Review of design documents and cost estimates</li> <li>• Stakeholder engagement</li> <li>• Value engineering</li> <li>• Information Management</li> <li>• Quality Assurance/Quality Control</li> </ul>	

APPENDIX A – Resumes

APPENDIX B – Required certifications

APPENDIX C – Statement of financial stability

## THE PROJECT TEAM

### City Point Partners

Founded in 2009 by Colleen Moore, City Point Partners specializes in professional services offered to the planning, design, and construction phase of public projects. The firm has grown to 35 employees with annual revenues exceeding \$5M. The firm's professionals work for multiple municipalities and agencies including the Town of Rockport Department of Public Works (DPW), Town of Buckland DPW, Pioneer Valley Transit Authority (PVTa), Brockton Area Transit, the City of Somerville, the City of Boston, MassDOT, UMass Building Authority and the Massachusetts State College Building Authority. City Point Partners' growth and success has been earned through excellent client service. The firm has experienced project managers who have successfully overseen the work of architects and contractors, monitored construction project schedules and budgets, and provided support services including independent cost estimates. From these professionals, City Point Partners proposes a Project Director and a Project Manager, Construction Phase who represent an excellent match to the services solicited in the Highway Facility and Fire Station RFQ. Our current workload includes OPM contracts with the Town of Rockport DPW, PVTa to renovate an existing facility for electric bus chargers, as well as OPM contracts with various municipalities and agencies in Massachusetts.

### Forte Architecture + Design

**Forte Architecture + Design** Forte Architecture + Design (FAD) joins our team to provide conceptual design services. FAD was founded in 1999 with a commitment to provide excellence in architectural and design services. They employ a creative, personalized approach to design, actively involving their staff with multiple levels of seniority in all phases of project design, development and delivery.

FAD provides the following services:

- Team Leadership and Coordination
- Master Planning
- Project Pre-planning and Budget Analysis
- Project Programming
- Design and Design Development
- Construction Documents Preparation
- Presentation Renderings and Models
- Peer Review
- Building and Zoning Code Compliance, Analysis and Review
- Permitting and Bid-Period Services
- Sustainable and Energy-Efficient Design Services

## PROFESSIONAL QUALIFICATIONS AND EXPERIENCE

### *Experience with Similar Projects*

Project	Team Member	Responsibility
Rockport New Department of Public Works Facility	David Shrestinian Jim Stetson	Project Director, Project Controls
Buckland Department of Public Works Facility	Mike Lizee	Project Manager
PVTA Bus Maintenance and Storage Garage Facility Improvements, Main Street, Springfield	David Shrestinian Mike Lizee	Clerk-of-the-Works
PVTA New Bus Operations Facility Cottage Street, Springfield	Mike Lizee Jim Stetson	On-Site Construction Manager, Project Controls
Ashfield Department of Public Works Building (Individual experience of Mike Lizee)	Mike Lizee	Project Manager; Clerk-of-the-Works
Cumington Safety Complex (Individual experience of Mike Lizee)	Mike Lizee	Project Manager; Clerk-of-the-Works
Norwell Highway, Tree and Grounds Operations Facility (Experience of Forte Architecture + Design)	Ed Forte, Gary Mendoza	Project Manager, Conceptual Design, Project Design Architect
Norwell Town Hall Alterations/Renovations Feasibility Study (Experience of Forte Architecture + Design)	Ed Forte, Gary Mendoza	Project Manager Conceptual Design, Project Design Architect

### OPM Services, Town of Rockport New DPW Facility

**Client Reference:** Joseph Parisi, Director of Public Works, Town of Rockport, 978-546-3525

**Proposed Staff:** David Shrestinian, Project Director, Jim Stetson, Project Controls



**PROJECT DESCRIPTION:** OPM services for a new 24,000 sf DPW facility.

The existing DPW facility will be demolished with temporary accommodations provided for the DPW's workforce. Changes to the existing site layout will be considered as the Town would like to increase the separation between the new DPW building and other facilities adjacent to the site. Additionally, the existing vehicle fuel system must remain in operation so that there is no interruption to the DPW's current operations.

This project will provide the Town with a new state-of-the-art storage and vehicle maintenance facility with offices and a garage. The newly constructed DPW facility will improve the utilization and life of trucks, plows, backhoes and roadwork materials. The need for this new facility is critical as it will help the Town support its care for roadways and other property, as well as its ability to provide snow removal services for residents.



<b>Project Cost</b>	\$10.2M	<b>Completion Date</b>	December 2021
<b>Size</b>	24,000 sf	<i>Similar Facility, Project with Massachusetts Community</i>	

### OPM Services, Town of Buckland DPW Facility

**Client Reference:** Heather Butler, Buckland Town Administrator, 413-625-6330 Ext. 5

**Proposed Staff:** Mike Lizee, Project Manager, Construction Phase

**PROJECT DESCRIPTION:** OPM services for the construction of the Town’s new 7,000 sf Highway Department facility which replaced their main garage which had exceeded its useful life and was in need of improvements.

This project included a new garage with offices housing the Town’s DPW operations, the demolition of a portion of an existing two-story building, and the construction of a new pole barn.

In order to support the Town’s future needs, this newly renovated Highway Facility improved the utilization and life of trucks, plows, backhoes and roadwork materials. It also helped the Town support its care for roadways and other property as well as its ability to provide snow removal services for residents. As the OPM, we oversaw this highway garage facility project from the demolition of the original building through project closeout.



<b>Project Cost</b>	\$2M	<b>Completion Date</b>	November 2019
<b>Size</b>	7,000 sf	<i>Similar Facility, Project with Massachusetts Community</i>	

### OPM Services, Pioneer Valley Transit Authority (PVTA) Bus Maintenance and Storage Garage Facility Improvements, Main Street, Springfield, MA

**Client Reference:** John Burke, Manager of Capital Programs, Pioneer Valley Transit Authority, 413-732-6248

**Proposed Staff:** David Shrestinian, Project Director, Mike Lizee, Project Manager, Construction Phase

**PROJECT DESCRIPTION:** With the PVTA’s new maintenance facility having opened on Cottage Street in Springfield to service and maintain its fixed route buses, their legacy facility on Main Street was retrofitted to serve its paratransit fleet.



City Point Partners provided Clerk-of-the-Works services for the two buildings at this location totaling 105,000 sf. This project required the conversion of the HVAC, air handling, and alarm systems from diesel fuel-based systems to gas. The project included mechanical system improvements replacing roof top HVAC units, ventilating systems, fire alarms, masonry work and repairs, painting and fire protection, and plumbing updates. Additional improvements to the roof and flashing work were also included in the project.

<b>Project Cost</b>	\$2.4M	<b>Completion Date</b>	Summer 2020
<b>Size</b>	75,000 sf and 30,000 sf	<i>Similar Facility, Project with Massachusetts Community</i>	

**OPM Services, Pioneer Valley Transit Authority, Bus Operations and Maintenance Facility Springfield, MA**

**Client Reference:** Sandra Sheehan, Administrator, Pioneer Valley Transit Authority, 413-732-6248, Ext. 216

**Proposed Staff:** Mike Lizee, Project Manager, Construction Phase, Jim Stetson, Project Controls

**PROJECT DESCRIPTION:** OPM services overseeing the design and construction of the PVTA’s new bus operations and maintenance facility on Cottage Street in Springfield, replacing the PVTA’s existing 100-year-old facility.



Completed in multiple phases, the new 227,500 sf, \$55.7M facility was built on an 18-acre site and provides bus maintenance and storage for the PVTA’s Springfield fixed-route operation. The facility accommodates 132 fixed-route buses including standard size diesel buses and articulated buses. Included in this new facility is management office space, fuel bays, wash bays, bus and van storage bays, garage and body shop areas, parts storage, exercise rooms, locker rooms and showers, lounge, dispatch center, elevators, employee parking and green spaces. A new cell tower has also been installed on-site to support the PVTA’s IT communications. The project included a 282-space employee parking lot in addition to parking for buses and vans. The site development work included major underground utilities including stormwater management, water and sewer systems, site electrical, retaining walls, heavy-duty pavement for bus traffic, fuel tanks and lift gates. Drainage systems were installed at the site including six infiltration ponds. An access road also surrounds the main building.

City Point Partners advised regarding the design, scope of work, cost estimating, project delivery method, contractor selection, schedule and budget overview, and performance monitoring.

<b>Project Cost</b>	\$55.7M	<b>Completion Date</b>	April 2019
<b>Size</b>	227,500 sf	<i>Similar Facility, Project with Massachusetts Community</i>	

**Project Manager/Clerk-of-the-Works Services, Ashfield Department of Public Works Building Ashfield, MA**

**Client:** Town of Ashfield

**Point of Contact:** Thomas Poissant, Highway Superintendent, 413-628-4448

**Proposed Staff:** Mike Lizee, Project Manager, Construction Phase



**PROJECT OVERVIEW:** Mike Lizee was the Senior Construction Administrator responsible for the construction of the seven-bay steel structure with wooden interior partitions. The building consisted of a foreman’s office, conference room and a small kitchen. The building also

contained three mechanical repair bays and a wash bay with an oil/water separator. A propane fired boiler provided hot water to heat all floors with mechanical bays. In the rear of the building was an attached pole barn for exterior storage. The siding was insulated vertical steel panels. (Individual experience of Mike Lizee.)

<b>Project Cost</b>	\$1.6M	<b>Completion Date</b>	2006
<b>Size</b>	15,000 sf	<i>Similar Facility, Project with Massachusetts Community</i>	

**Project Manager/Clerk-of-the-Works Services, Cummington Safety Complex, Cummington, MA**

**Client:** Town of Cummington

**Reference:** Bernard Forgea, Fire Chief, 413-634-0333

**Proposed Staff:** Mike Lizee, Project Manager, Construction Phase

**PROJECT OVERVIEW:** Mike Lizee was the Senior Construction Administrator responsible for the construction of the Cummington Safety Complex, a building which housed both the Cummington Police and Fire Departments. The construction of this building took place on a very rough site requiring significant blasting to remove rock and ledge material to enable the footings and foundations to be installed, and for trenches to be dug in order to accommodate utilities and site lighting. This difficult site required innovative strategies to be developed in order to limit the amount of blasting. Steel was used to build the large span which accommodated the Fire Department’s open floor plan, and the office areas for both the Fire and Police Departments were wood construction. Office areas consisted of a conference room, kitchen, break room and associated administrative and storage spaces. (Individual experience of Mike Lizee.)



<b>Project Cost</b>	\$2.1M	<b>Completion Date</b>	2008
<b>Size</b>	14,000 sf	<i>Similar Experience, Project with Massachusetts Community</i>	

**Project Manager/Clerk-of-the-Works Services, Plainfield Fire Department, Plainfield, MA**

**Client:** Town of Plainfield

**Point of Contact:** Dennis Thatcher, Fire Chief, 413-634-5582

**Proposed Staff:** Mike Lizee, Project Manager, Construction Phase

**PROJECT OVERVIEW:** Mike Lizee oversaw the construction of the Plainfield Fire Department building. This new structure had overhead doors on both sides of the building to allow fire trucks to drive through the building, which resulted in improved response times. A steel constructed building, the structure had a limited number of interior columns and accommodates a maximum of six trucks. The building had offices and a community room for town events as well as areas for storage which can be reconfigured for other purposes. A large backup generator in the rear of the building provided power in the event of an emergency. (Individual experience of Mike Lizee.)



Project Cost	\$1.4M	Completion Date	2008
Size	10,000 sf	<i>Similar Experience, Project with FRCOG</i>	

### Forte Architecture + Design

#### Project Manager, Town of Norwell, Highway, Tree and Grounds Operations Facility, Norwell, MA

**Client:** Town of Norwell

**Point of Contact:** Glenn Ferguson, Highway Director, 781-659-8042

**Proposed Staff:** Ed Forte, Project Manager, Conceptual Design, Gary Mendoza, Project Design Architect



**PROJECT OVERVIEW:** The Town had determined need for a new Highway, Tree and Grounds facility to improve the delivery of critical public works services, protect the Town’s investment in their vehicle and equipment fleet, improve safety conditions for staff, and improve energy efficiency and employee productivity. FAD is providing conceptual design and program management services for this new facility which will minimize noise affecting abutters as well as reduce fuel costs of idling vehicles. The facility will include administrative/employee areas, workshops and spaces for materials storage, vehicle and equipment storage, vehicle maintenance and a wash bay.

Project Cost	\$5.5M	Estimated Completion Date	2022
Size	20,796 sf	<i>Similar Experience, Project with Massachusetts Community</i>	

#### Project Manager, Town of Norwell, Town Hall Alterations/Renovations Feasibility Study, Norwell MA

**Client:** Town of Norwell

**Point of Contact:** Peter Morin, Town Administrator, 617-479-0550

**Proposed Staff:** Ed Forte, Project Manager, Conceptual Design



**PROJECT OVERVIEW:** This Feasibility Study included multiple town departments, facilities and sites. FAD was responsible for programming, building assessment, consultant team assembly and coordination (HazMat specialists, Structural and MEP/FP engineers), design and presentations to the town.

Initially, FAD provided a ‘fit plan’ to see how or if the town hall functions could fit into the Sparrell Building, a former school Georgian-style 1910’s iconic town building on Main Street. At the time the building was occupied by the school department and recreation department. A second phase of the feasibility study then evaluated the renovations/ alterations to the existing town hall, which considered an expanded recreation department.

Project Cost	\$11M	Completion Date	2026
Size	28,000sf	<i>Similar Experience, Project with Massachusetts Community</i>	



*Knowledge of all public bid laws, including without limitation, MGL Chapter 149, Section 44A ½, Section 44 ¾ and Sections 44 A-M*

The staff at City Point Partners have been involved in many MGL Chapter 30, 39, and 149 projects, and Chapter 149A Public Construction Alternative Delivery Methods. We are familiar with the requirements of filed sub-bids in Massachusetts.

If approved by the Town, this project will move forward into construction. City Point Partners will adhere to construction regulations as the project proceeds and potentially be responsible for compliance reporting such as tracking prevailing wages, separation of construction trades, regulations pertaining to change orders and claims, contractor payment, retainage requirements, and the like.

**Experience with Chapter 149** City Point Partners has many years of experience managing the Chapter 149 construction bidding process. We have developed Chapter 149 contract documents on numerous public construction projects including the PVTa bus operations and maintenance facility (\$55.7M), Rising Tide Charter Public School (\$10M), the City of Newton Crescent Street Affordable Housing Development (\$6M), and the UMass Amherst Fine Arts Center Bridge Renovation (\$11M), which also included the Chapter 149 pre-qualification process.

Our team will assist the Town with the procurement of a general contractor ensuring compliance with Massachusetts competitive bidding laws.

For individual tasks under this contract, City Point Partners will assist the Town and the designer with the preparation of “front-end” documents, including General Conditions, Supplemental General Conditions, and bid forms.

We will work with the designer to ensure that the requirements of the project are met:

- Review the project drawings and specifications
- Notify the designer and the Town of any design problems or omissions identified in the drawings and specifications relative to project requirements
- Identify and resolve coordination conflicts in the construction documents prior to bidding the project

We will provide advice and assistance to the Town in the proper administration, coordination and oversight of the review of all bids—general contractor and filed sub-bid contractors, in accordance with Chapter 149.

### *Bidding Services*

City Point Partners can assist with the development of a project’s general conditions including:

- Contract milestones
- Access restraints and restrictions
- Project phasing
- Site logistics plans

- General requirements
- Schedule specification
- Unit price development
- Review of the construction contract

**Bidding/Contractor Procurement** David Shrestinian and Mike Lizee will assist with the procurement of the contractor. David and Mike have experience coordinating and overseeing the review of all bids—general contractor and filed sub-bid contractors. An important element of this review will be to determine if the apparent low bidder is “responsible” and “responsive.” “Responsible” requires a determination that the bidder filed a valid Certificate of Eligibility (DCAMM) for the category of work, that the references are supportive, and that no new evidence has been disclosed that could affect the Certificate of Eligibility. “Responsive” refers to the completeness of the bid. Examples of a bid that is not responsive include: not including the required bid deposit; required forms not completely filled in, or non-conformance with a statutory bidding requirement.

Rejecting an apparent low bidder at this point can result in a protest and potentially introduce delay. In the event a bid protest is launched, we will assist the Town with determining the legitimacy and basis of the protest and in preparing a response. The objective will be to discourage the protesting contractor from taking further action.

#### *Contractor Supervision and Contract Administration Experience*

When the construction contract is awarded, City Point Partners and the Town will convene a construction kick-off conference including the contractor, subcontractors, design team, and project stakeholders. This promotes a partnering of the project team. Partnering with the contractors in this manner allows for the continuity of project objectives and enhances cooperation with the Town’s representatives.

The purpose of this meeting is to foster cooperation, outline the “ground rules,” clearly review roles and responsibilities, define lines of communication, define the decision-making matrix, layout guidelines for the contractor’s construction schedule, and define the progress meeting schedule. In addition to these guidelines, we will utilize this opportunity to identify potential obstacles related to the construction, phasing, inspections, testing, and scheduling. This will assure that the contractors understand the parameters required to work with this project team.

During construction, City Point Partners services include:

- Assistance in obtaining permits, certificates, licenses and approvals and assuring the Town that work does not proceed without these documents, or without following applicable rules of law or regulation.
- Review of the preliminary baseline construction schedule with the contractor, development of a master construction schedule, and verifying compliance with the progress scheduling requirements.

- Providing technical inspection, supervision and coordination of the work until final completion and acceptance by the Town, verifying that the materials furnished, and work performed complies with the contract drawings and specifications.
- Verifying that inspection, quality control tests, or other tests required are performed satisfactorily and on time, including off-site inspections and controlled inspection (e.g., soils testing, welding, concrete, masonry, structural or reinforcing steel or other materials or equipment).
- Conducting job meetings with contractors, consultants and representatives of the Town to discuss procedures, performance, progress, problems and scheduling.
- Providing a monthly summary progress report to the Town.
- Reviewing change order cost estimates when required; negotiating amounts for the work to be performed; and submitting the information to the Town for approval.
- Maintaining accurate, orderly, and detailed files; written records; and documents concerning the project during planning, design, and construction, including project correspondence, job conference meeting minutes, and progress reports.
- On a frequency determined with the Town, maintaining a job report of the activities that occurred on site visits, including the number of workers identified by trade employed at the site by each contractor, the number of hours worked, material shortages, labor difficulties, weather conditions, visits by officials, decisions reached, and other observations pertinent to the work.
- Reviewing the contractor’s safety program and monitoring the contractor’s performance relative to it.
- Reviewing and addressing requests for information, extensions of time, change orders, and disputes from the contractor.
- Performing close-out responsibilities, including punchlist and turnover.

### *Cost and Budget Controls Experience*

There are two major objectives to cost management:

- Containment—staying within the project’s budget
- Payment—only paying for work accomplished in compliance with the contract drawings

Containment requires that during construction the Town, designer, and OPM understand and agree with the contractor’s Schedule of Values—the elements of the work and their cost. The contractor’s schedule of values must be unambiguous and logical. Sometimes contractors overstate costs such as mobilization and other early tasks to accelerate payments. This is sometimes difficult for an Owner to control, but an effective OPM can help negotiate a fair schedule of values.

Payment requires careful tracking of the progress of the work against the payment schedule. We will monitor project costs closely and report monthly to the Town, and we will provide an independent review of the contractor’s pay estimates.

Change orders represent a challenge to cost management and are usually the result of:

1. Unforeseen conditions

2. Designer errors or omissions
3. Owner initiated

Items 2 and 3 can be mitigated during the design and constructability review. This review seeks out errors and omissions and brings forth any Owner preferences not earlier considered that may be desirable to include in the bid documents. When change orders are justified, we will independently develop a bottom-up estimate of the changed work and perform an evaluation of the impact to the schedule. With this in hand, the Town, designer, and OPM can negotiate costs from a position of strength and can suggest modifications to the schedule to prevent milestone slippage.

*Ability to perform project management services to keep this project within established budget limits and time schedules.*

As the project progresses to the design and construction phases, we will work with the designer and the Town to develop a master project schedule to establish a realistic construction timeline with project milestones. Upon award of the construction contract, we will compare our milestone schedule with the contractor's schedule to ensure they create a baseline schedule that will achieve the required project milestones.

We recognize that schedule control is an essential element for the successful execution of any project. We will develop a master schedule and will check and adjust it periodically to reflect the current status of construction. We will monitor the contractor's schedule against the project master schedule and will identify deviations from the approved plan so that we can recommend corrective action, if required, always with the objective of meeting project milestones.

Change orders can impact the schedule and project costs if they introduce significant changes to the work. Any contractor request for extension of time must be carefully reviewed. Our understanding of the contractor's schedule and critical path will enable us to propose compensatory adjustments to fit in new work while mitigating impacts on milestone dates.

*Experience with Serving as An OPM of Highway and Fire Department Buildings*

Mike Lizee, our proposed OPM, has over 35 years of experience overseeing construction projects for municipalities including having served as the OPM on 11 different highway/DPW or fire department/public safety buildings in various municipalities throughout Massachusetts. Evidence of his qualifications as well as of our team are further described in the Professional Qualifications and Experience and Recent OPM projects sections, as well as in the resumes which have been included in an Appendix.

*Experiences with public contracts in the past ten years that required some form of arbitration or legal action in the state or federal court systems to complete the contract work and the role your firm played in the resolution of these disputes.*

City Point Partners has not been involved in any project disputes that required legal action or arbitration in the state or federal court system.



## REFERENCES

		<b><i>Pioneer Valley Transit Authority, Various Owner's Project Management Projects</i></b>	
		<b>Reference:</b> John Burke Manager of Capital Programs 2808 Main Street, Springfield, MA 01107 413-732-6248, jburke@pvta.com	
<b>Contract Value</b>	\$1,500,000	<b>Period of Performance</b>	2016-Present
Multiple OPM contracts for various projects including the new \$55.7M Cottage Street Bus Operations facility, retrofitting a legacy bus garage in downtown Springfield, and various upgrades and fit-ups to the Cottage Street facility.			
		<b><i>Massachusetts State College Building Authority, MassArt Art Museum</i></b>	
		<b>Reference:</b> Janet Chrisos Director of Capital Projects 10 High Street, Suite 201, Boston, MA 02110 617-933-8340, jchrisos@mscba.org	
<b>Contract Value</b>	\$382,000	<b>Period of Performance</b>	2017-2020
OP for the renovations to the Bakalar and Paine contemporary art galleries on MassArt's Boston campus converting the galleries into the MassArt Art Museum.			
		<b><i>Town of Buckland DPW Facility</i></b>	
		<b>Reference:</b> Heather Butler Town Administrator 17 State Street, Buckland, MA 01370 413-625-6330 Ext. 5 twnadmin@town.buckland.ma.us	
<b>Contract Value</b>	\$200,000	<b>Period of Performance</b>	2017-2019
OPM for the construction of the Town's new 7,000 sf highway department facility which replaced their main garage which had exceeded its useful life and was in need of improvements.			

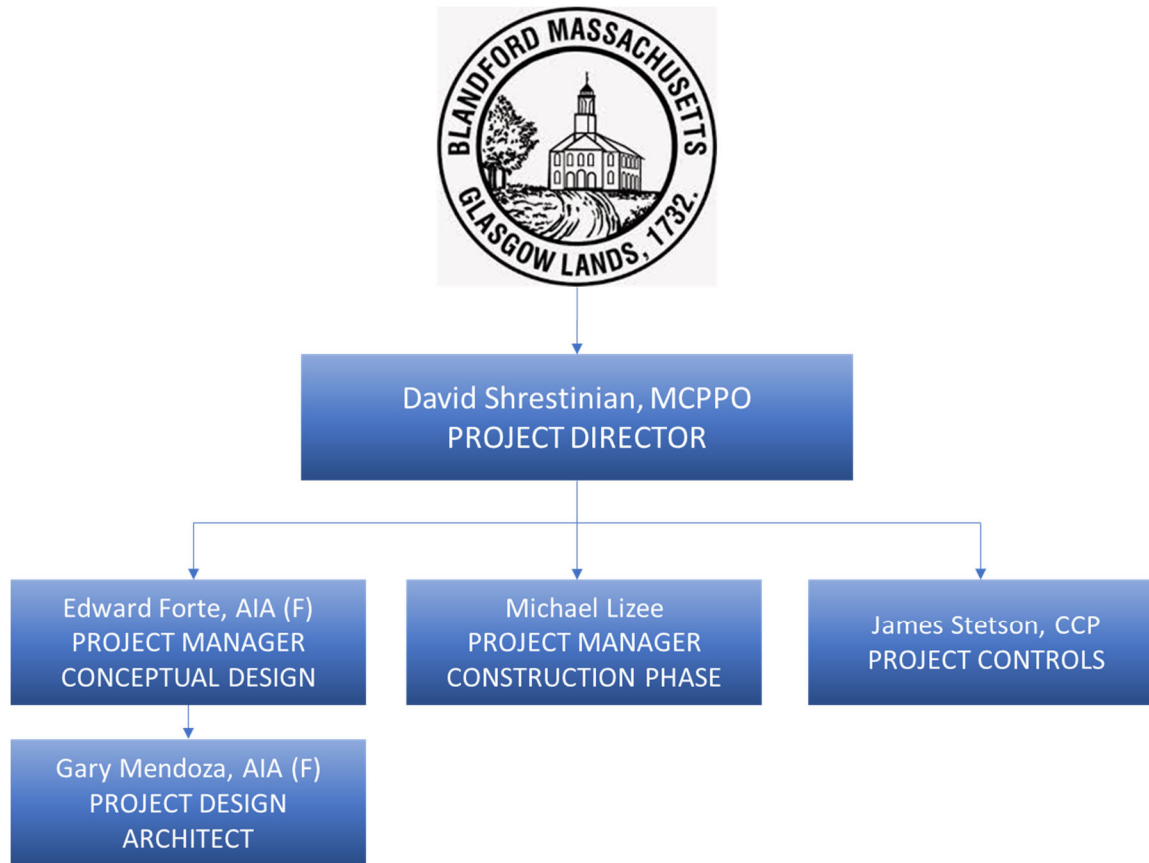
## OPM PROJECTS LAST FIVE YEARS

PROJECT NAME	COMPLETION DATE	PROJECT DESCRIPTION	CLIENT REFERENCE
OPM Services, Town of Rockport New DPW Facility	2021	OPM for a new 24,000 sf DPW facility. The existing DPW facility will be demolished with temporary accommodations provided for the DPW's workforce. <b>Project Cost: \$10.2M (Estimated)</b>	Joseph Parisi Director of Public Works Town of Rockport 978-546-3525 jparisi@rockportma.gov
OPM Services, Town of Buckland DPW Facility	2019	OPM for the construction of the Town highway department facility which replaces the main garage which had exceeded its useful life. <b>Project Cost: \$2M (Estimated and Actual)</b>	Heather Butler Buckland Town Administrator 413-625-6330 Ext. 5 townadmin@town.buckland.ma.us
OPM Services, PVTA Bus Maintenance and Storage Garage Facility Improvements, Main Street Springfield, MA	2020	Clerk-of-the-Works for the conversion of this facility's HVAC, air handling, and alarm systems from diesel fuel-based systems to gas. <b>Project Cost: \$2.4M (Estimated and Actual)</b>	John Burke Manager of Capital Programs Pioneer Valley Transit Authority 413-732-6248 jburke3142@gmail.com
OPM Services, PVTA, New Bus Operations and Maintenance Facility Springfield, MA	2019	OPM services overseeing the design and construction of a new bus operations and maintenance facility which replaced the PVTA's existing 100-year-old facility. Completed in multiple phases, the new 227,500 sf, \$55.7M facility was built on an 18-acre site and provides bus maintenance and storage for the PVTA's Springfield fixed-route operation. <b>Project Cost: \$55.7M (Actual) \$70M (Estimated)</b>	Sandra Sheehan Administrator Pioneer Valley Transit Authority 413-732-6248, Ext. 216 ssheehan@pvta.com
OPM for Mass Convention Center Authority (MCCA), Boston and Springfield, MA	2021	OPM for capital projects at MCCA facilities including Boston Convention Exhibition Center, Boston Common Garage, Hynes Convention Center and MassMutual Center in Springfield. Services include cost estimating, schedule oversight and management, program/project management, design review and oversight, resident engineering and inspection, procurement services, document management, and other services to support the MCCA. <b>Project Cost: \$17.28M (Contract Value)</b>	John Donahue Chief of Operations & Capital Projects Mass Convention Center Authority 617-954-2042 Jdonahue@signatureboston.com

<p>OPM Services for Design and Construction MassDOT Central Research and Materials Laboratory (CRML) Hopkinton, MA</p>	<p>2018</p>	<p>OPM for the MassDOT CRML which is a materials testing laboratory that was relocated from South Boston to Hopkinton. City Point Partners provided project management, scheduling, project controls and on-site construction management for this 49,000 sf project. <b>Project Cost: \$29.1M (Estimated and Actual)</b></p>	<p>Michael McGrath Deputy Chief Engineer for Construction MassDOT 857-368-9540 Michael.A.McGrath@dot.state.ma.us</p>
<p>OPM Services, UMass Amherst Fine Arts Center Bridge Renovation, Amherst MA</p>	<p>2021</p>	<p>OPM for the renovation of the fourth floor Bridge for the College of Humanities and Fine Arts, a 646-ft. long structure with studio art space, raised up 30 feet from the ground creating a campus gateway. This project is a gut renovation which will provide much needed program spaces and allow various departments to discontinue usage of substandard space elsewhere in the building. <b>Project Cost: \$11M (Estimated)</b></p>	<p>Charlie Paradie Project Manager University of Massachusetts Building Authority 617-287-3200 CParadie@umassp.edu</p>
<p>OPM Services ArtFarm Sustainable Farming and Public Art Space Somerville, MA</p>	<p>2022</p>	<p>OPM working with the City of Somerville, the Somerville Arts Council, and a design team to transform this former 2.1-acre waste transfer station site into an open space and Art Hub for the Brickbottom neighborhood which is in need of open, public spaces. <b>Project Cost: \$8M (Estimated)</b></p>	<p>Rob Cassano Project Manager City of Somerville 617-999-7604 rcassano@somervillema.gov</p>
<p>OPM Services MassArt Bakalar and Paine Gallery Renovations Boston MA</p>	<p>2019</p>	<p>OPM for renovations to the Bakalar and Paine contemporary art galleries, an 8,000 sf 3-story space housed inside the historic South Building. The design involved the reconstruction of the existing 25,275 sf Bakalar and Paine Galleries. It also included developing a new more prominent entrance along Huntington Avenue and major building upgrades including an elevator and fire protection in the renovated spaces. <b>Project Cost: \$25M (Estimated and Actual)</b></p>	<p>Janet Chrisos Deputy Director Massachusetts State College Building Authority 617- 542-1081 jchrisos@mscba.org</p>
<p>OPM Services, Brockton Area Transit Authority, Brockton MA</p>	<p>2022</p>	<p>OPM services pertaining to construction management and facility maintenance projects related to the BAT's maintenance and operations</p>	<p>Joseph Mech Procurement Manager Brockton Area Transit Authority 508-638-5931</p>

	facility as well as the Intermodal Transportation Center, administrative offices and other amenities throughout their service area. Estimated Contract Value: \$1M	jmech@ridebat.com
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## PERSONNEL QUALIFICATIONS AND EXPERIENCE



F – Forte Architecture + Design

### Roles and Responsibilities

We are assigning very experienced staff members, David Shrestinian, MCPPO, Project Director, Mike Lizee, Project Manager Construction Phase and Jim Stetson, Project Controls joined by Forte Architecture + Design (FAD). Each of the proposed staff have availability to accommodate the needs of this project. David will serve as the Town’s primary contact during the conceptual design and design phases with Ed Forte of FAD as our lead during the design phase and Mike Lizee our lead during the construction phase. David, Mike and Ed will represent the Town’s interests in bringing this project to a successful completion. Mike will manage the project from bidding and contractor procurement through closeout. As Project Director, David will advise our team as needed. The qualifications of our proposed project team are presented below. Detailed resumes appear in an Appendix.

David Shrestinian brings extensive experience in building construction and site development. *David will serve as our*



*Project Director and have primary responsibility for this project.*

He brings extensive experience in the preconstruction planning and construction delivery of facilities under MGL Chapter 149 and 149A. As former Chairman of the Commonwealth of Massachusetts Department of Housing and Community Development Designer Selection Committee, David is experienced in the procurement and selection of architects for public projects.

*David is a former Chairman of the Commonwealth of Massachusetts Department of Housing and Community Development Designer Selection Committee.*

David is very familiar with all phases of building projects from planning, design and construction, to commissioning and closeout. He will play a lead role and actively participate in the architect selection process, site selection process, programming and scope development, material and equipment selection, schematic design management, target value design and budget management, project schedule and phasing plans development, permitting and entitlements requirements, feasibility report development and presentation.

His expertise includes:

- Site selection
- Risk management
- Master project scheduling
- Constructability
- Knowledge of public procurement laws
- Communicating project progress with a variety of stakeholders

David has specific relevant project experience including:

- OPM Services, Town of Rockport \$10.2M DPW Facility - Project Director
- On-Call OPM Services, Mass Convention Center Authority, Boston and Springfield, MA - Project Director
- OPM Services, UMass Amherst \$11M Fine Arts Center Bridge Renovation, Amherst, MA - Project Director
- OPM Services, PVTA On-Call Owner’s Project Management Services, Springfield, MA - Project Director
- OPM Services, City of Somerville \$8M ArtFarm Sustainable Farming and Public Art Space, Somerville, MA - Project Director





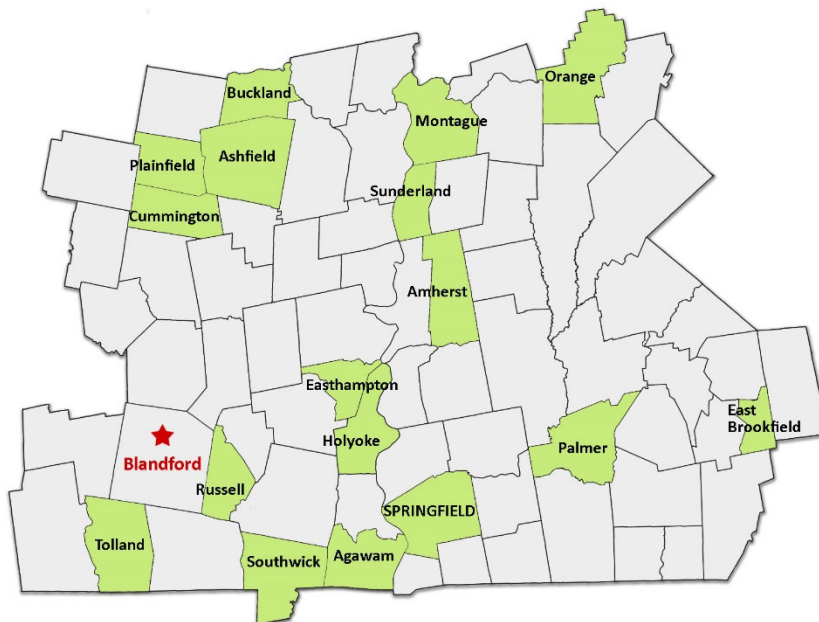
**Michael Lizee** will be the Town’s primary contact during the construction phase serving as the Project Manager, Construction Phase. Mike is an independent and hands-on construction manager with over 35 years of experience overseeing a total of over \$500M in construction projects as a general contractor and construction administrator. He brings strong field coordination and supervisory experience to this project. He has worked with many public clients including municipalities and state agencies and has a

diverse background in construction with a broad knowledge of construction methods and techniques, as well as management capabilities informed by his years of experience. Mike recently completed eight public safety buildings and three Fire Stations, and he excels at representing the interests of owners on a variety of capital improvement projects. He is also comfortable presenting in front of boards and constituent groups. Mike’s expertise includes:

- Working closely with municipalities in central and western Massachusetts
- Cost and budget controls
- Timeliness, construction completion to client’s satisfaction
- Contractor supervision
- Contract administration

Examples of his recent projects include the following:

- OPM Services, Town of Buckland \$2M DPW Facility - Project Manager
- OPM Services, PVTA, \$2.4M Bus Maintenance and Storage Garage Facility Improvements, Main Street, Springfield, MA – On-Site Construction Manager
- OPM Services, PVTA, \$55.7M New Cottage Street Bus Operations and Maintenance Facility, Springfield, MA – On-Site Construction Manager
- Ashfield Department of Public Works Building, Ashfield, MA - Project Manager/Clerk-of-the-Works



*Mike Lizee's experience local to Blandford is represented by the municipalities shaded in green.*

- Cummington Safety Complex, Cummington, MA - Project Manager/Clerk-of-the-Works
- Plainfield Fire Department Building, Plainfield, MA - Project Manager/Clerk-of-the-Works

Throughout Mike’s 35-year career, he has worked closely with the towns and cities in Western and Central Massachusetts. This unique experience provides Mike with an intimate understanding of the issues

and challenges confronting small towns in Franklin County and its neighboring counties. This coverage is displayed in the accompanying map.



**James Stetson, CCP** will lead the project controls effort including cost estimates based on benchmarking, monthly budget reporting, and developing the project schedule. Jim has been serving the construction industry for 30 years in leadership roles in cost estimating, scheduling, risk management, and value engineering and is a Certified Cost Professional (CCP). He has extensive experience with the disciplines of project controls, services crucial to the effective management of capital improvement projects, as they hold the architect and contractor accountable and permit the identification of problems at an early stage while solutions are possible within the project

parameters. Jim is skilled with industry software tools including Primavera P6 and a suite of estimating software and take-off tools. His areas of expertise include:

- Working closely with towns and municipalities
- Providing cost estimates at the feasibility and conceptual design stage
- Total project budget and master project schedule development
- Risk assessment and mitigation
- Value engineering

Jim has specific relevant project experience including:

- OPM Services, Town of Rockport \$10.2M DPW Facility - Cost Estimating and Schedule Review
- OPM Services, PVTA, \$55.7M New Cottage Street Bus Operations and Maintenance Facility, Springfield, MA – Cost Estimating and Schedule Review
- MassDOT, \$29.1M Central Research Materials Laboratory, Hopkinton, MA - Cost Estimating and Schedule Review
- OPM Services, MassArt Bakalar and Paine Gallery \$25M Renovations, Boston MA - Cost Estimating and Scheduling Review

### Forte Architecture + Design



**Edward Forte, AIA, LEED AP** is principal and founder of Forte Architecture + Design. Ed will be the Project Manager, Concept Design. An Architect with over 30 years of professional experience on a wide range of project types and scales, Ed is licensed in Massachusetts, holds NCARB certification and is a LEED accredited professional. He is a graduate of the Boston Architectural College and has studied urban design, planning, and restoration architecture. Examples of his experience include:

- Feasibility Study and Schematic Design, Town of Norwell \$5.5M Highway, Tree and Grounds Operations Facility - Project Manager
- Feasibility Study, Town Hall, Norwell, MA - Project Manager

- Design Peer Review Services, City of Boston, Multiple Fire Department Houses, Boston, MA - Project Manager
- Design Services, 26 Court Street/Employment Assistance Program Offices, Boston, MA – Design Project Manager



**Gary Mendoza, AIA, LEED GA** has over 25 years of experience as a Project Design Architect on municipal and site development projects. A registered professional architect in Massachusetts, a licensed builder and a Massachusetts Certified Public Purchasing Official, Gary has experience on a wide range of municipal project types, and has been providing architectural, construction and project management services for municipal clients throughout Massachusetts. He holds a NCARB certification and is a LEED accredited professional. He has a Bachelor of Architecture from the Boston Architectural College. His areas of expertise include:

- Municipal projects
- Landscape construction
- Construction phase through project closeout
- Project permitting and approval
- Certified green building construction

Examples of his experience include:

- Feasibility Study and Schematic Design, Town of Norwell \$5.5M Highway, Tree and Grounds Operations Facility - Project Design Architect
- Project Management Services, City of Boston Engine 5 Fire House renovations and repairs, Saratoga Street, East Boston MA – Project Manager
- Project Management Services, City of Boston Engine 7 Fire House renovations and repairs, Long Island, Boston Harbor, MA – Project Manager
- Project Management Services, Boston Police District E-5 Station renovations and repairs, Center Street, Roslindale, MA – Project Manager
- Project Management Services, Hyde Park Cemetery New Vehicle and Equipment Garage and Office, Hyde Park MA -Project Manager

### *Availability of Staff*

The proposed team are available to start work immediately upon contract execution to meet this project’s time schedule.

Name	Availability
<p><b>David Shrestinian, MCPPO, PROJECT DIRECTOR</b></p> <ul style="list-style-type: none"> <li>• Liaison with the Town of Blandford</li> <li>• Constructability</li> <li>• OPM team management</li> <li>• Oversee change order management</li> <li>• Claims resolution advice</li> <li>• Procurement support services</li> </ul>	<p>As required</p>



<p>Michael Lizee, PROJECT MANAGER CONSTRUCTION PHASE</p> <ul style="list-style-type: none"> <li>• Chair weekly project meetings</li> <li>• Construction inspection</li> <li>• Prevailing wage compliance</li> <li>• Safety observations</li> <li>• Payment applications review</li> <li>• Advise with regards to local infrastructure</li> <li>• Closeout</li> </ul>	40%
<p>Edward Forte, AIA (FAD) PROJECT MANAGER CONCEPTUAL DESIGN</p> <p>Gary Mendoza, AIA (FAD) PROJECT DESIGN ARCHITECT</p> <ul style="list-style-type: none"> <li>• Preparation of design scope</li> <li>• Conceptual designs</li> <li>• Prepare sketches/concepts</li> <li>• Review building program</li> <li>• Review existing conditions</li> </ul>	60%
<p>James Stetson, CCP, PROJECT CONTROLS</p> <ul style="list-style-type: none"> <li>• Owner’s project schedule</li> <li>• Owner’s project budget</li> <li>• Monthly project reports</li> <li>• Change orders and claims analysis</li> <li>• Manage value engineering process</li> <li>• Independent cost estimates</li> </ul>	50%
	25%

## MANAGEMENT APPROACH TO THE SCOPE OF SERVICES

City Point Partners and Forte Architecture + Design (FAD) understand that the Town of Blandford seeks conceptual designs for both a new highway facility and an adaptive reuse addition to the existing highway facility building which will be used as a fire station. We have read and understand Section B of the RFQ dated December 23, 2020, Overview of OPM Services Sought, and will base our design scope to these criteria.

City Point Partners and FAD will collaborate with the Town to plan and implement a successful project delivery. The project schedule and Work Hours by Task table detail our proposed methodology and approach.

To achieve success, we will first fully understand the Town’s needs and goals, establishing formal **conditions of satisfaction** to make the objectives absolutely clear, and then develop and execute an implementation plan to achieve those conditions of satisfaction.

We propose the following **keys to success**, yielding the successful delivery of this project:

### Nailing the Program – Satisfying Design Criteria with Town Stakeholders

City Point Partners and FAD will engage the Town’s stakeholders to ensure that the new facilities will fully serve their intended purposes, while being flexible to accommodate future needs.

FAD will work with the Town to prepare the project scope and program along with the overall vision of the project, meeting with Town officials to gather information, user requirements, existing conditions plans, maps and any other necessary information. Our proposed approach includes performing the following tasks:

### *Program Development*

- Coordinate with agency representatives via phone and email to gather all available and pertinent site and existing building information.
- Summarize the program information outlined in Section B of the RFQ.
- Meet with agency officials and/or user agencies to solidify the building program and operational requirements.
- Prepare a brief program memo to summarize the updated user needs.

### *Existing Conditions Research*

- Visit the site.
- Review existing building, site and utility documentation.
- Review zoning, building code and environmental regulations.
- Prepare a memo outlining our findings regarding the feasibility of each proposed site. This memo will offer conclusions relating to site and building suitability, location and orientation of the proposed new building and addition(s).

### *Concept Alternatives*

- Provide different design concept alternatives for the proposed new highway facility and fire station.
- Offer recommendations regarding the repair and stabilization of the existing highway facility building.
- Provide conceptual design illustrations to help promote the project to Town residents.

## **Creating a Formal Risk Management Strategy**

City Point Partners and FAD will collaborate on a building concept development that will be grounded in constructability. This approach is not typically found at a concept level. Together, we will collaborate with the Town to ensure that there are no surprises during the project design and delivery by identifying potential issues and challenges, assessing their likely occurrences, quantifying their possible impacts, and developing creative design solutions and management strategies to avoid and/or mitigate them.

Understanding site conditions is a critical aspect of risk management. The Town has already selected the site for the new highway facility. The proposed property is owned by the Town and seems well suited for the purpose. Site access is good and the site has already passed independent perk testing. City Point Partners and FAD will evaluate other site considerations in our risk assessment and conceptual design and estimate such as proximity to utilities and soils suitability for foundations. To the extent available, we will utilize any site plans, surveys, topographical information, geotechnical reports, environmental assessment reports, existing building conditions documents and any other pertinent site and building information to study existing conditions. We will also conduct in-person site visits to observe and verify existing conditions.

**Although beyond the requested scope of this RFP, the Town may want to consider undertaking a full Feasibility Study.** While this effort may involve more planning time and upfront expense than

contemplated in the RFQ, the benefits could further mitigate risk and ultimately save time and money.

The existing maintenance facility will be repurposed to be a new fire station. One of the biggest risks in renovating existing buildings is **latent conditions**. An existing conditions survey and assessment, including assessments of existing building MEP/FP systems, building structural systems and a comprehensive code analysis would greatly help define the project scope. Latent conditions of renovation projects may include: undetected hazardous materials such as mold, asbestos-containing materials; uncharted utilities; unlabeled pipes and wires that may be live and dangerous; unsuitable soils; hidden water damage or other conditions. There are various methods to account for the uncertainty of latent conditions and mitigate their impact. Such methods may include:

- Performing site investigations before completion of design documents
- Including budget allowances, contingencies and time into the project planning
- Employing alternative construction means and methods
- Performing some activities off-hours to expedite schedule or accommodate phasing

**Ed Forte, AIA** and **Gary Mendoza, AIA** of FAD are both LEED accredited architects with extensive experience with vehicle maintenance, storage, commercial, industrial and first-responder facilities. This breadth of project experience will ensure development of a realistic and appropriate conceptual design approach grounded in significant combined professional experience.

FAD recently completed a similar concept study for the Town of Norwell, MA Tree and Highway Department Operations Facility. This critical infrastructure project received funding approval in January of 2020 and is currently in later stages of design development. Construction is anticipated to commence during the second quarter of 2021.

While working as a Project Manager for the City of Boston's Capital Construction Department, Gary Mendoza managed the Design-Bid-Build process for two fire station renovations and a vehicle maintenance and equipment facility. As the City's environment and green infrastructure liaison, Gary introduced sustainable construction solutions into his projects such as bio-swales and rain gardens for storm water management in lieu of costly underground filtration systems, and energy incentives such as solar initiatives, rainwater harvesting strategies and high-efficiency mechanical and building envelope systems.

**Mike Lizee** brings **lessons learned** from having recently delivered a large vehicle maintenance facility for the PVRTA in Springfield. Mike has an appreciation for the strict standards and tolerances required for designing and constructing public safety buildings, and the exactitude required for installing and commissioning associated MEP/FP systems, such as exhaust systems for the start-up of fire engines. Mike has extensive experience with the installation of specialty systems specific to fire stations (e.g., Plymovent) as well as overseeing the commissioning of these systems.

Schedule is another aspect of project risk. To maintain timely progress and productivity, materials must be available and delivered to the job site when required and ready for

installation. Delays caused by late procurement, submittals, fabrication and/or delivery can impact the critical path. Accordingly, **long lead items** need to be clearly identified and managed. The order time for critical items may be a factor in material and equipment selections. In some cases, early purchases can be achieved to meet required delivery dates. Other strategies can include expedited approvals, expedited shipping, or revised sequencing of construction activities to accommodate delivery dates.

**Project Director David Shrestinian** has extensive risk management experience. Before design development, we propose holding a risk management charette with the project team to leverage the collective expertise, knowledge and experience of the various disciplines to identify risks and incorporate creative solutions or mitigation strategies into the construction documents. Developing a formal risk management strategy to be used as a management and monitoring tool, is a disciplined and effective way to deliver this project with as few surprises as possible.

### Selecting the Best Design Team

After approval by the Town, the project would move into final design. Selecting the best architect with the right programming knowledge and experience with both types of facilities is crucial to success of the final design. The design team must be experts in the choice of building materials, equipment and systems that are operationally highly efficient, environmentally responsible, and responsive to evolving energy codes, sustainability goals and governmental mandates.

David Shrestinian is experienced with designer procurement and selection. The architect's skills must be supplemented with expertise from appropriate consultants such as MEP/FP engineers who specialize in systems that support fire stations. Mike Lizee brings extensive experience with vehicle maintenance facilities, MEP and specialty systems that support public safety buildings, as well as commissioning oversight of these systems. He will ensure that these critical programming components are properly accounted for from the very beginning of design.

### Developing Comprehensive Bid Packages

Construction of the new facility will be performed while a portion of the existing building is occupied. The contract scopes for the general contractor and the subcontractors must include scope and costs for logistics, schedule, phasing, construction impact mitigation, and work rules for an occupied building. Mike Lizee has the experience and technical expertise to understand what measures the general contractor and subcontractors must undertake to deliver this project successfully. These considerations need to be covered in the bidding documents so that they become part of the project scope during the competitive bidding process.

Augmenting Mike's expertise, David Shrestinian has 30 years of Construction Manager experience in bidding and contractor selection, developing bid contracts and publicly advertising projects while adhering to Massachusetts bidding laws. David is also MCPPO certified.

### Utilizing Sophisticated and Effective Project Controls

Our in-house Project Controls Group, led by Jim Stetson, validates project costs and schedules. Mike Lizee performs on site monitoring and inspections to ensure that work is installed per

specifications and that the project is progressing. David Shrestinian brings extensive experience working with owners, contractors, and design teams to monitor progress and provide advice on the various approaches to delivering this project on time and within budget. David will maintain project budgets and data, and prepare timely reporting. Utilizing our systems and Key Performance Indicators to monitor schedule, cost, and quality, City Point Partners provides value by raising early warning flags when projects begin to veer off-track, so that timely action can be taken to correct course.

## Hours Breakdown by Task

Below, please find our list of the anticipated tasks with corresponding hours that we have budgeted for this project.

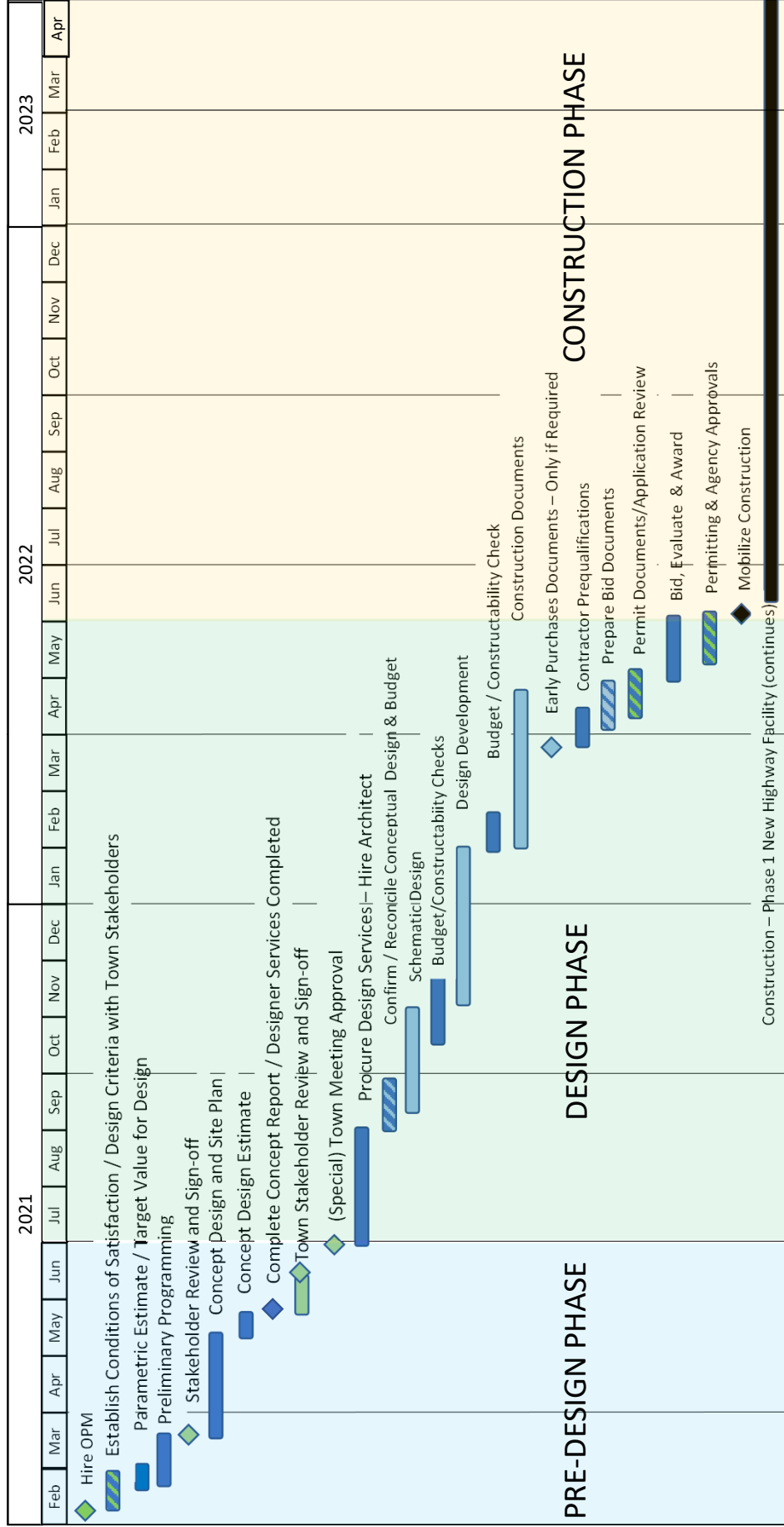
Task	Hours
Establish Conditions of Satisfaction/Design Criteria with Town Stakeholders	24
Preliminary Programming	48
Parametric Estimate/Target Value for Design	20
Concept Design	334
Concept Design Estimate	56
Complete Concept Report	28
Town Meeting Support	24
Procure Design Services – Hire Architect	24
Design Phase Meetings	256
Schematic Design Budget/Constructability Checks	56
Design Development Budget/Constructability Check	56
Contractor Prequalifications	132
Prepare Bid Documents	32
Evaluate Bids and Award	32
Permitting Support	20
Construction Administration <ul style="list-style-type: none"> <li>• David Shrestinian</li> <li>• Mike Lizee</li> <li>• Admin</li> </ul>	16 hrs/week 16 hrs/week 4-6 hrs/week

## Proposed Project Schedule

Too often, projects will drift forward without a definitive plan or realistic goals. City Point Partners prepares a master project schedule for every project which includes project phasing, clear timelines, time constraints, and realistic milestones. Our schedules are not just a means of monitoring progress, they are a means of communicating objectives, coordinating efforts, and ultimately driving projects forward. Our proposed schedule is on the next page.

**TOWN OF BLANDFORD  
HIGHWAY FACILITY and FIRE STATION  
OPM Preliminary Design Schedule**

January 25, 2021



## MINIMUM REQUIREMENTS

*The Project Director (also termed project manager in this RFQ) must be a Massachusetts qualified OPM, meaning he/she must be a registered architect or professional engineer with five years' experience, or if he/she is not a registered architect or engineer, must be a construction supervisor with at least 7 years' experience and he/she must be certified as a MCPPO.*

Our Project Director David Shrestinian and Project Manager, Construction Phase Mike Lizee each have at least 30 years' experience in the planning, design, and supervision of construction of public buildings. As demonstrated in the section of this proposal entitled roles and responsibilities and by the resumes attached in an Appendix, both David and Mike have diverse experience which will serve the Town of Blandford well in the execution of each phase of this project. David is also MCPPO certified.

*Knowledge of the Massachusetts State Building Code, Stretch Code, the regulations of the Massachusetts Architectural Access Board (MAAB) and the Americans with Disabilities Act (ADA).*

David Shrestinian is a construction professional with over 30 years of experience and has a working knowledge of the Massachusetts State Building Code. David's experience with the construction management of multiple public building projects in Massachusetts has also required a thorough knowledge and understanding of the requirements of the American with Disabilities Act (ADA) and the Massachusetts Architectural Access Board (MAAB) regulations.

Nearly all of our work is related to Massachusetts public construction governed under the various statutes including MGL Chapters 30, 39, 149, and 149A. David is MCPPO-Certified for Owner's Project Managers. This certification requires a thorough knowledge of Massachusetts Public Bidding Laws including the CM@Risk procurement methodology.

Both Registered Architects, Ed Forte and Gary Mendoza each have over 25 years of experience with the planning, design and construction of public buildings and have managed multiple projects that adhere to the requirements of the ADA and the MAAB.

Project Manager Construction Phase Mike Lizee has over 35 years of experience in bidding both design and construction services under Massachusetts public bidding laws.

### *Insurance*

City Point Partners can carry sufficient insurance as a provider of Owner's Project Manager services to protect the Town. If selected, we can discuss the Town's insurance requirements in further detail.

## COMPARATIVE CRITERIA

### *Review of Design Documents and Cost Estimates*

The concept developed for this project will include an initial budget and perhaps schedule. As this project moves from conceptual design into programming and design, it is crucial to perform a reality check on the initial budget to determine its validity under the current project conditions, expectations,



and timeframe. For a project to be completed successfully, the budget must be realistic. For the program to be comprehensive and sustainable, the validated project budget must align with, or at least accommodate acceptable variations to, the overall program. Program requirements may include sustainability, resiliency, net-zero, or other goals and the project budget must be able to accommodate these ideas.

The keys to establishing a realistic budget include clearly defining the entire project scope – including construction and all soft costs; utilizing current accurate benchmarks for pricing; identifying specific project requirements; identifying risks and including appropriate contingencies to accommodate their potential impact.

Keys to maintaining a realistic budget through the design phase include efficient programming and a design that addresses the Town’s needs without going beyond what is necessary. This could be an opportunity to utilize Lean management principles in design; design to budget, which requires continually estimating; avoid scope creep from unnecessary program changes or arbitrary design decisions; and produce bid documents that are accurate, complete and well-coordinated.



In providing program, project and construction management, City Point Partners will apply our experience on similar highway, DPW or public safety facilities and will leverage the diverse capabilities of our proposed staff.

In the early stages of any project, many components are yet to be defined. The City Point Partners team will work with the Town and the design team to identify the areas of greatest uncertainty and assist with reigning in the unknowns to produce more accurate estimates during the pre-construction phase. As the project scope becomes more refined, the estimates will become more accurate.

City Point Partners will work closely with the Town to assemble and manage project soft costs, separate contracts and force accounts that do not directly involve the designer or contractor yet are an important part of the overall budget. Sometimes items in this category can be overlooked resulting in an unexpected draw from contingency.

During the schematic and design development phases of the project, cost options of specific components or systems need to be considered to make design decisions. The City Point Partners estimating team has extensive experience with the value engineering process and working closely with Owners and design teams to make key decisions affecting the overall project cost. As this phase sets the basis of design for the project, it is crucial that upon completing the schematic design phase, a clear understanding and consensus of what will be designed and constructed for the project is achieved. Once the design phase begins, our team will work closely with the designer to ensure that the preliminary concepts and schematics developed are in-line with the needs and requirements of the Town. We will

maintain an open dialogue with the designer and the Town through routine coordination meetings so that value engineering changes to the concept design are minimal, thereby reducing impacts to the schedule and budget for the next phases of design.

Project Director David Shrestinian and Project Manager, Concept Development Ed Forte will have a strong presence during the design phase. Both David and Ed have strong technical skills matched by strong creative skills, as well as experience with end-users. These attributes will make them extremely effective in managing this project during the pre-design phase, particularly when collaborating with the designer, Owner and the various project stakeholders.



***As the OPM Project Director, David Shrestinian has been working closely with the design team on the Town of Rockport's DPW facility.***

Throughout the design phase of the project, our project management team keeps a vigilant eye on the development of the plans and specifications, acting as a second set of eyes in support of the design team. We work collaboratively with the designer to identify flaws, duplications or errors that might have a negative impact on the project during construction. We will also offer constructive advice to help improve the design, function or quality of the project. David Shrestinian and Ed Forte will communicate regularly to ensure that the basis of

design developed in the pre-design phase can be carried through to design development. They will review submissions from a technical perspective with respect to project layout, controls, mechanical and electrical components, cost and overall constructability of the design. They will attend meetings with the Town at key completion points to confirm that the design is progressing as needed in order to meet the Town's schedule and budget. David will provide written comments along with recommendations for approving and/or modifying the design submissions.

Jim Stetson leads the City Point Partners in-house project controls team. As Lead Cost Estimator, Jim works closely with David Shrestinian to develop better cost estimates tailored to the nuances of each project and is thus able to provide better service to our clients. Our estimating team has years of experience in estimating, value engineering and risk analysis and they are proficient in the Timberline, MCACES and RS Means estimating software packages.

### *Stakeholder Engagement*

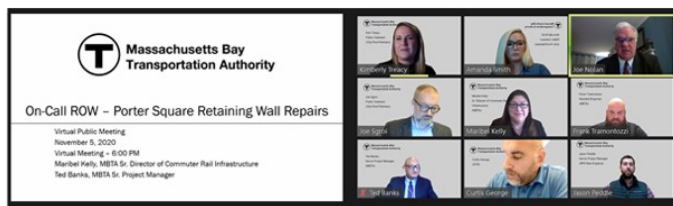
City Point Partners understands the hard work, planning, preparation, and dedication by the many stakeholders necessary to advance projects to its various stages. We look forward to working with all of the stakeholder groups. Early introductions to the Town's key decision makers and constituents will be imperative for the OPM to establish a productive, communicative, and a collaborative approach to the project that is both inclusive and disciplined.

Communication and collaboration among all interested parties (Town, OPM, designer, contractor, user groups, and the public) is key to project success. Since this project will affect many user groups, it is important that the Town designate a primary contact with the OPM Project Manager. This will assure that correct information is disseminated to stakeholders and the public. As an added service, we have the ability to produce a web-based communication tool linked to the Town's website to keep the general public informed about project progress.

One of the first orders of business will be to hold a kickoff meeting with all appropriate stakeholders. It is important that an initial kickoff meeting be held to develop harmony and build a cohesive team. David Shrestinian will take the lead on this endeavor and chair this meeting.

Objectives of this meeting will be:

- Introduction of the OPM, Owner representatives, and user groups
- Review roles and responsibilities
- Stress the lines of communication
- Outline the project schedule and milestones
- Discuss the designer’s role on the project
- Establish Conditions of Satisfaction



***City Point Partners has organized virtual public meetings with various municipalities including community meetings related to various MBTA projects.***

**Virtual Public Engagement** As a result of the COVID-19 pandemic, City Point Partners has pivoted to provide efficient and effective public outreach and stakeholder engagement services using a variety of virtual tools. Subsequent to the onset of the pandemic, the Commonwealth of Massachusetts issued an order that all public meetings may still occur on virtual platforms to adhere to

requirements laid out by the CDC and the Department of Public Health. Using virtual tools, such as virtual public meetings, focus groups, workshops, and neighborhood meetings, City Point Partners has actually seen an increase in engagement and gathered valuable feedback for various construction and transportation projects across the State. We have planned and facilitated virtual public meetings and stakeholder engagement events using Zoom, Microsoft Teams, and GoToMeeting and have incorporated engagement tools during a meeting, such as polls, Q&A sessions, and whiteboards.

For each virtual meeting, City Point Partners performs the following tasks:

- Design of meeting invitations and flyers
- Distribution of meeting materials
- Publishing meeting notices (as required)
- Preparation of meeting materials and agenda
- Development of the meeting run of show
- Planning the meeting rehearsal(s) with the project team
- Arranging accessibility services and language translations as requested
- Serving as technical support during the meeting
- Meeting facilitation
- Development of meeting minutes/summary
- Producing FAQ documents
- Making meeting materials Title VI compliant

At the start of every project, City Point Partners, in collaboration with the project team, develops a Public Participation Plan and highlights the major milestones where public meetings should be held. Concurrently, we connect with local representatives, community partners, municipalities, and other stakeholders to build a contact database and develop a proposed schedule for additional stakeholder/small groups meetings. Included in this plan, are a number of communication platforms that can be utilized to help share and collect information from the public. Through the use of municipal websites, social media accounts, local newspapers, community bulletin boards, and cable access stations we are able to reach larger populations with varying access to information.



***Jim Stetson led the VE sessions for the PVTAs Cottage Street Bus Operations and Maintenance facility.***

### *Value Engineering*

At the PVTAs Cottage Street Bus Operations and Maintenance Facility, City Point Partners led two value engineering (VE) exercises; one at 30% design and the other at the 60% design stage.

The 30% VE study evaluated constructability and cost savings in broad terms as the design was still early in development. A total of 65 issues and opportunities were raised in the categories of sitework, architectural finishes, structural, HVAC, fire protection, plumbing, electrical, and other categories. The architect incorporated this feedback into

subsequent drawings and specifications.

After the construction manager was hired, the 60% VE study was performed as a design/build collaborative study. The primary goal of this study was to reconcile the competing estimates of the contractor and architect, and arrive at a reconciled estimate. This VE review brought costs back within budget which formed the construction cost baseline.

The contractor was provided a full set of 60% design documents, and then began the preparation of their independent cost estimate. In an effort to ensure that the contractor was not improperly influenced by the architect's estimate, City Point Partners did not issue the architect's estimate until after the contractor's estimate was complete.

A reconciliation meeting was then held to compare the two estimates, identifying where they differed and to come to a common understanding of the costs, design and materials intent, after which the project team began the VE process.

The first step in the VE process was to assemble lists of potential VE items and categorize them based on their impacts to the program. At the end of this stage, the team accepted and recommended a selection of VE items with a total estimated value of \$6.9M, with another \$1.2M in additional possible VE cost savings.

The VE exercise was broken out into four different scenarios. Of these, two potential program changes included reduction of the total square footage of the maintenance and bus storage areas. These cuts resulted in a total of savings of \$8.16M, but at a cost of 4 maintenance bays and 32 bus parking spaces, as well as impacts to the building's functionality and operating costs.

These reductions to the size and scope of the building were eventually incorporated into the design while still being able to satisfy the client's needs.

Accepted value engineering suggestions included:

- Adjusting materials and features
- Reducing the size of the building's footprint with minimal impact on program
- One-story operations office area instead of two-story
- Reduction in size of the building by reducing the program
- Applying for federal funding

### *Information Management*

Effective information management is an important element to successful construction projects. Project teams identify the needs of the project and choose a system to file and maintain project documents. Information management software systems are often easy to use, facilitate collaboration between various disciplines and are often mobile or cloud based enabling access for the entire project team. The information management software systems used by City Point Partners have been used on a number of our past and current projects. This experience with multiple information management systems will enable us to meet and satisfy the project management and project reporting requirements for this project.

### *Quality Assurance/Quality Control*

City Point Partners maintains a documented quality management system designed to set consistent standards and continuously improve the effectiveness of our quality processes that support the delivery of work products and services to our clients. Our quality management system is continuously reviewed, improved and updated through a system of internal quality audits, corrective/preventive actions, quality improvement projects and management reviews. City Point Partners recognizes the importance of implementing a strong quality management system to ensure that analytical data, and written deliverables are technically valid and of high quality. Our reputation for performing consistently high quality technical work is based on a corporate commitment to the highest standards of quality. Major components of our quality management system include the development of the following project controls:

- Project Central File
- Project Execution Plan
- Detail Checks
- Independent Technical Reviews
- Coordination Reviews
- Constructability Reviews

*Satisfactory working relationship with a wide range of agents (architects, engineers, contractors, subcontractors, consultants, municipal bodies etc.) on behalf of the awarding authority in providing information relevant to the progress of the project on a timely basis.*

As an OPM, we have worked with a wide variety of architects, consultants, contractors and owner's groups. We are experienced with functioning as an extension of the Owner's staff to



augment and support project management efforts. We will help the Town understand how the project is progressing, being proactive in preventing problems from occurring, and working to develop an achievable solution that is within the project's parameters.

**Our values—honesty:** We keep an open, honest relationship with our clients and the consultants whose work we oversee. We listen to their concerns and pursue a common understanding of the work. We understand the importance of open communication to project success and are committed to being collaborative, honest and efficient in our communications.

# APPENDIX A – RESUMES





## RESUME

### David A. Shrestinian Project Director

David is a seasoned construction management professional with over 30 years of hands-on project delivery and business leadership experience. Dedicated to working with integrity, equity, inclusion, and respect, he is focused on providing value through lessons learned, continuous improvement, and innovation. As a project manager, David has experience with advance strategic planning, risk management, contract negotiation and contract management, procurement of professional services, bidding and purchasing, preconstruction, cost modeling and budget management, management of the design process, permitting and agency approvals, constructability analysis, master project and CPM scheduling, lean project management methods, design-build project delivery, and Integrated Project Delivery. He has strong written and verbal communication skills and is adept at delivering presentations in front of boards and constituent groups.

### PROJECT EXPERIENCE:

- Project Director, Town of Rockport New Department of Public Works Facility, OPM Services, Rockport, MA  
Project Director for a new 24,000sf Department of Public Works facility. The existing DPW facility will be demolished with temporary accommodations provided for the DPW's workforce. This project will provide the Town with a new state-of-the-art storage and vehicle maintenance facility with offices, and a garage.
- Project Director, Pioneer Valley Transit Authority (PVTA) Main Street, Springfield, MA  
Oversaw clerk-of-the-Works services for the conversion of this legacy facility on Main Street into a paratransit bus maintenance and storage facility. The facility's HVAC, air handling and alarm systems will be converted from diesel fuel based systems to gas fuel based systems. The building's mechanical systems will be improved, fire alarms replaced, masonry repaired, and fire protection and plumbing systems updated.
- Project Director, Mass Convention Center Authority, Boston and Springfield  
Providing OPM Services for all capital projects at all MCCA facilities including Boston Convention Exhibition Center (BCEC), Boston Common Garage, Hynes Convention Center and MassMutual Center in Springfield. Services include cost estimating, schedule oversight and management, program/project management, design review and oversight, resident engineering and inspection, procurement services and document management. Projects include buildouts of business space, escalator repairs and replacements, construction of a new Urban Garden, modernization of executive suites and restrooms, and waterproofing of the Boston Common Garage.
- Project Director, OPM Services, UMass Amherst Fine Arts Center Bridge Renovation, Amherst MA  
Renovation of the fourth floor Bridge for the College of Humanities & Fine Arts. During the design and pre-construction phases, overseeing constructability review and construction logistics, and project controls services. During the construction phase will oversee construction inspection, oversight of the contractor, and review of the contractor's master schedule and estimates.



## Page 2 Resume

### David A. Shrestinian

- Project Director, OPM Services, PVTA On-Call Owner's Project Management Services, Springfield, MA  
On-call OPM services for various facility construction projects including interior and exterior building improvements as well as paving/ landscaping improvements at PVTA's bus maintenance facilities and administrative offices. Also installing electric bus chargers to support a new bus fleet.
- OPM Services, City of Somerville ArtFarm Sustainable Farming and Public Art Space, Somerville, MA  
OPM services for a new development which includes flexible indoor space for performance/event areas as well as outdoor space for events, festivals, informal gatherings, passive recreation and growing space for a greenhouse.
- Project Director, OPM Services, Brockton Area Transit Authority, Brockton MA  
OPM services pertaining to construction management and facility maintenance projects related to the BAT's maintenance and operations facility as well as the Intermodal Transportation Center, administrative offices and other amenities throughout their service area.
- Project Director, Taunton State Hospital WRAP Center, Taunton, MA  
The Women's Recovery from Addictions Program (WRAP) at Taunton State Hospital features 35 new beds for substance abuse treatment services for women civilly committed. This project involved renovations to two existing buildings and had a two phased approach.
- Project Director, Fitchburg State University, Antonucci Science Complex, Fitchburg, MA  
Major modernization of existing, 1960s-era science building. A 45,000 sf renovation and 55,000 sf addition resulting in an integrated, state-of-the-art classroom, research, and laboratory facility for the University's chemistry, biology, physics and geophysical science disciplines. LEED Silver certified.
- Project Director, University of Massachusetts Dartmouth, School for Marine Science and Technology (SMAST), New Bedford, MA  
This new state-of-the-art 64,500 sf, \$55M, facility supports the largest marine science program in the UMass system. LEED Silver certified.
- Massachusetts Correctional Institute, Norfolk, MA

### EDUCATION LICENSES & CERTIFICATIONS

**Master of Science in Civil Engineering (SMCE)** Massachusetts Institute of Technology

**Bachelor of Science in Civil Engineering (BSCE)** Tufts University

**Commercial Real Estate Certificate**, Cornell University- SC Johnson College of Business

**OSHA 30 Hour Training**

**Engineer in Training (EIT)** Massachusetts

**MCPPO** Massachusetts

### PROFESSIONAL AFFILIATIONS

Roger Williams University - Construction Management Professional Advisory Board

Associated General Contractors - Chapter 149A Task Force

Commonwealth of Massachusetts Department of Housing and Community Development –  
Chairman, Designer Selection Committee



## RESUME

**Michael P. Lizee**

### **Project Manager Construction Phase**

Mike is an independent and hands-on construction manager with over 35 years of experience overseeing a total of over \$500M in construction projects as a General Contractor and Construction Administrator. He brings strong field coordination and supervisory experience to any construction project. He has worked with public, private, municipal, state, and federal agencies and has a diverse background in construction with a broad knowledge of construction methods and techniques as well as management capabilities. Mike excels at representing the interests of owners on a variety of capital improvement projects.

### **PROJECT EXPERIENCE:**

- **Project Manager/Clerk-of-the-Works, Town of Buckland Department of Public Works Facility, Buckland, MA**  
Project Manager for the construction of a new garage with Department of Public Works offices, demolishing a portion of an existing two-story building which housed the Town's operations, and constructing a new pole barn. This newly renovated garage will help the Town support its care for roadways and other property as well as its ability to provide snow removal services for residents.
- **Clerk-of-the-Works, Pioneer Valley Transit Authority (PVTA) Main Street, Springfield, MA**  
Clerk-of-the-Works for the conversion of this legacy facility on Main Street into a paratransit bus maintenance and storage facility. The facility's HVAC, air handling and alarm systems will be converted from diesel fuel based systems to gas fuel based systems. The building's mechanical systems will be improved, fire alarms replaced, masonry repaired, and fire protection and plumbing systems updated.
- **Construction Inspector, Pioneer Valley Transit Authority, Cottage Street Bus Operations and Maintenance Facility, Springfield, MA**  
Oversight of the design and construction of this new Bus Operations and Maintenance Facility on Cottage Street in the City of Springfield which will be constructed under the c.149 delivery method. The new 230,000 sf, \$55.7M facility will replace an existing 100 year old facility and be built on an 18 acre site. The new building will also provide bus maintenance and storage for the PVTA's Springfield fixed-route operation.
- **Project Manager/Clerk-of-the-Works, Ashfield Department of Public Works Building, Ashfield, MA**  
As Senior Construction Administrator, responsible for the construction of this seven bay steel structure with wooden interior partitions. The building's interiors consist of a foreman's office, conference room and a small kitchen. The building also contains 3 mechanical repair bays and a wash bay with an oil/water separator. A propane fired boiler provides hot water to heat all floors with mechanical bays. In the rear of the building is an attached pole barn for exterior storage. The siding is insulated vertical steel panels.
- **Project Manager/Clerk-of-the-Works, Cummington Safety Complex, Cummington, MA**  
As Senior Construction Administrator, oversaw the construction of this building which houses both the Cummington Police and Fire Departments. The construction of this building required significant blasting to remove rock and ledge material to enable the

footings and foundations to be installed. Steel was used to build the large span which accommodated the Fire Department's open floor plan and the office areas for both the Fire and Police Departments were wood construction. Office areas consisted of a conference room, kitchen, break room and associated administrative and storage spaces.

- Project Manager/Clerk-of-the-Works, Plainfield Fire Department, Plainfield, MA  
Responsible for the construction of the Plainfield Fire Department building. This new structure has overhead doors on both sides of the building allowing for fire trucks to drive through the building which has resulted in improved response times. A steel constructed building, the structure has a limited amount of interior columns and can accommodate a maximum of 6 trucks. The building has offices and a community room for town events as well as areas for storage which can be fit out for other purposes. A large backup generator in the rear of the building provides power in the event of an emergency.
- Senior Construction Administrator, Agawam Department of Public Works and Massachusetts Emergency Management Association Headquarters, Agawam, MA  
Negotiated and coordinated between engineers, architects, contractors and owners, generating and reviewing punch list for contractor completion, conducting weekly progress meetings and distributing minutes and detailed project information, worked directly with the general public, building committees and building commissions, reviewed closeout packages and worked and negotiated with union Contractors and employees.
- Project Manager, OPM Services, Sunderland Public Safety Complex, Sunderland, MA  
Public safety complex built to serve a small community. This building has 4 drive through bays to accommodate fire trucks and ambulances on one side of the building with a sally port and parking for additional vehicles on the building's other side to support the Police Department. A community room is in the rear of the building for special events.
- Senior Construction Administrator, Holyoke Intermodal Facility, Holyoke, MA  
Managed all on-site issues, including third-party inspections, construction progress, safety concerns, and causes for delay. Maintained job-site documents and provided client reports, liaison between contractor and owner, and led the change order process.
- Project Manager, PVTA On-Call Owner's Project Management Services, Springfield, MA  
On-call OPM services for various facility construction projects including interior and exterior building improvements as well as paving/ landscaping improvements at PVTA's bus maintenance facilities and administrative offices. Also installing electric bus chargers to support a new bus fleet. Estimated Construction Cost: \$2M.
- Senior Construction Administrator, PVTA Roof Replacement, University of Massachusetts, Amherst, MA  
Senior Construction Administrator for the roof replacement of this 1-story, 100,000 sf office building and bus maintenance facility for the PVTA. Responsible for reviewing contract documents, architectural drawings and specifications in order to ensure construction contractor's full understanding of documents. Processed and reviewed construction submittals, reviewed and evaluated requests for progress payments, coordinated, monitored, and inspected work of contractor and ensured that the contractor is working within plans and specifications.

**EDUCATION/LICENSES:**

Project Managers Institute

International Code Council

Associate AIA Member



## RESUME

### James R. Stetson, CCP Project Controls

Jim leads the Project Controls services for City Point Partners. He has held leadership roles in cost estimating, scheduling, risk management, value engineering, and design and development. Jim understands the importance of current technology and techniques in the project controls arena, and that scaling and proper use of tools must be matched to the project needs to contribute to project success without creating a burden. With 30 years of experience in building and infrastructure construction, and supporting numerous government agencies in managing projects, Jim helps clients streamline processes while keeping the focus on tracking metrics that are key to project success.

#### PROJECT EXPERIENCE:

- Cost Estimating and Scheduling, Town of Rockport New Department of Public Works Facility, OPM Services, Rockport, MA  
Review of architect's estimate and contractor's schedule for a new 24,000sf Department of Public Works facility. The existing DPW facility will be demolished with temporary accommodations provided for the DPW's workforce. This project will provide the Town with a new state-of-the-art storage and vehicle maintenance facility with offices, and a garage.
- Project Controls Manager, OPM Services, Pioneer Valley Transit Authority, New Bus Operations and Maintenance Facility, Springfield, MA  
Reviewed cost estimates and schedules, led the value engineering effort and assisted with contractor acquisition in support of all design and construction activities for a new 227,500 +/- sf, \$55.7M fixed-route Bus Operations & Maintenance Facility on an 18.3-acre site.
- Project Controls Manager, MassDOT, CRML, Hopkinton, MA  
Project Controls Manager for this Owner's Project Management contract in support of the new \$29.1M materials testing laboratory that was relocated from South Boston to Westborough. Performed scheduling, cost estimating review and project controls for this 49,000 sf project.
- Cost Estimating and Scheduling, Massachusetts Convention Center Authority (MCCA), Boston and Springfield, MA  
Cost estimating and schedule oversight for capital projects at multiple MCCA facilities. Projects include buildouts of business space, escalator repairs and replacements, construction of a new Urban Garden, modernization of executive suites and restrooms, and waterproofing of an underground garage.
- Cost Estimating and Schedule Review Services, MassArt Bakalar and Paine Gallery Renovations, Boston MA  
Cost estimating and schedule review services in support of the OPM services for renovations to these contemporary art galleries in an 3-floor space housed inside a historic building. The design involved the reconstruction of the existing 25,275 sf galleries. It also includes developing a new more prominent entrance and major building upgrades including an elevator and fire protection upgrades.

- **Cost Estimating, CTD Scheduling and Design Schedule Services, MBTA Alewife Parking Garage Assessment, Cambridge, MA**  
This assessment will bring the garage to a “State of Good Repair” and provide an in-depth analysis of the facility’s condition as well as a comprehensive cataloging of conditions, their nature, their effect on the facility, and an estimate of quantities.
- **Project Controls Lead, MBTA Quincy Bus Maintenance Facility Interim Improvements, Quincy, MA**  
Design schedule baseline and monthly updates, and cost estimates for the minor rehabilitation of this facility to include design upgrades to the building structure, HVAC systems, lighting, plumbing, communications, electrical systems, fire protection and life safety systems, and the upgrade of operation equipment.
- **Cost Estimating and Schedule Review, OPM Services, UMass Amherst Fine Arts Center Bridge Renovation, Amherst MA**  
Renovation of the fourth floor Bridge for the College of Humanities & Fine Arts. During the design and pre-construction phases, providing project budgeting, risk analysis and value engineering services. During the construction phase will be reviewing the cost estimate and schedule of the contractor.
- **Cost Estimating and Scheduling, City of Somerville, Conversion of Waste Transfer Station to ArtFarm Sustainable Farming and Public Art Space, OPM Services**  
OPM services for a new development which includes flexible indoor space for performance/event areas as well as outdoor space for events, festivals, informal gatherings, passive recreation and growing space for a greenhouse.
- **Cost Estimator, MBTA Maintenance of Way (MoW) Facility Billerica, MA**  
New facility in Iron Horse Park to serve as a train locomotive and passenger coach maintenance and light repair facility. Project requires the demolition of four commercial buildings, new parking area, underground storm water storage facility, renovations to existing snow storage site, and associated parking.
- **Scheduler and Change Order Analyst, MBTA Roof Replacements, Various Facilities**  
Construction phase services for scheduling and change order analysis for roof removal and replacement projects for carhouses, stations, operations buildings, repair shops, garages and warehouses.

**EDUCATION/LICENSES:**

**BA (Cum Laude) - Communication Studies/Advertising, UMass Amherst, MA**

**Certified Cost Professional (#46232)**

Continuing Education - Construction Estimating, Fairleigh Dickinson University, Orange, NJ  
Oracle – Crystal Ball Analysis Training; Project Time & Cost – MII Advanced Training  
Buildtopia – Certified Implementation Specialist

**SOFTWARE EXPERTISE:**

**Estimating:**

- MII (MCACES); PACES
- Timberline Estimating Extended
- CostWorks RSMMeans
- On-Screen Takeoff/PlanSwift
- Excel Modeling and Worksheets

**Scheduling:**

- Primavera 6 – ProjectCost and Resource Mgmt
- MSPProject – Project Management and Scheduling
- MindJet – Mind Manager Process Mapping
- TeamFlow – Work flow and Stage Gate Software
- Crystal Ball Risk Assessment Software

# Resume

## Forte

### Architecture + Design



#### **Edward P. Forte, A.I.A., LEED AP**

Project Manager, Conceptual Design

Mr. Forte is principal and founder of **Forte** Architecture + Design, a professional architectural and design services firm serving commercial, retail, government and residential clients in the regional northeast United States and beyond. An Architect with over 30 years of professional experience on a wide range of project types and scales, Mr. Forte is licensed in Massachusetts and Florida, holds NCARB certification and is a LEED accredited professional. He is a graduate of the Boston Architectural College in Boston, MA and has studied urban design, planning, and restoration architecture in Italy under internationally noted Architects and planners.

#### **Certification**

Registered Architect, Massachusetts, # 9610, Florida, Registered Architect #AR97545  
NCARB Certification # 48887; LEED Accredited Professional (*since 2006*)

#### **Education**

Boston Architectural College *Boston, MA*  
L'Universita' della Sapienza *Rome, Italy*  
Rutgers University *New Brunswick, NJ*

#### **Affiliations / Leadership**

American Institute of Architects; National Council of Architectural Registration Boards; US Green Building Council; Boston Society of Architects; International Code Council; Boston Architectural College, Honors and Awards Committee; Franklin Institute, Boston, MA; JP Centre/ South Main Streets Design Committee; Elliot School for Applied Arts

#### **Awards / Recognition**

Award of Excellence, Metallic Building Company, March 2003 (*3313 Washington Street*)  
Boston *Main Street* s "Design of the Year Award", 2005 (*Ka' Carlos*)  
Featured Design Work: *Design New England*, April 2009 (*Colby Residence*)  
Boston Main Streets 'Volunteer of the Year' 2014 (*Centre/ South District*)

#### **Relevant Project Experience**

Highway, Tree & Grounds Operations Facility Feasibility Study, Norwell, MA  
Highway, Tree & Grounds Operations Facility SD-CO Phases, Norwell, MA  
Boston Fire Department Engines 4, 14 and 55 (Peer Review), Boston, MA  
Boston Fire Department Engine Nos. 29,32,37, 53 and 56 (Peer Review), Boston, MA  
Town Hall Feasibility Study, Norwell, MA  
26 Court Street/ EAP Offices, Boston, MA  
Volkswagen Hanover Addition and Renovations, Hanover, MA  
Nissan Norwell Addition and Renovations, Norwell, MA  
61 Accord Park Drive, Rockland, MA  
Range Rover, Hyannis, and Hanover, MA  
Ideal Engine, Somerville, MA  
Boston EMS/ 35 Northampton, Boston, MA  
Boston EMS/ Garage  
Coastal Renovations, Cohasset, MA  
Colgate Road Storage Facility, Boston, MA  
4C Recycle, Dorchester, MA  
Entes Beings, Dorchester, MA  
Foreign Auto Parts, Quincy, MA  
B&M Auto, Roslindale, MA

# Resume

## Forte

### Architecture + Design



#### **Gary Alfaro Mendoza, A.I.A., LEED GA** Project Design Architect

Gary is a registered professional architect, a licensed builder and is a Massachusetts Certified Public Purchasing Official. He has experience on a wide range of project types and scales, and has been providing architectural, construction and project management services for residential, commercial, higher education, institutional and municipal projects throughout the northeast for over 25 yrs.

#### **Certification**

Registered Architect Massachusetts, #952199, Rhode Island #5142, Texas Registered Architect #16578  
NCARB Certification # 94244; LEED Accredited Professional (*since 2012*)

#### **Professional Project Management Experience**

City of Boston, Capital Construction Project Manger  
Specialty in Sustainable Design and Construction  
City Point Partners, Owners Project Manager

#### **Education**

Boston Architectural College, *Boston, MA*  
University of Texas at San Antonio, Texas  
San Antonio College, San Antonio Texas

#### **Affiliations / Leadership**

American Institute of Architects; National Council of Architectural Registration Boards; US Green Building Council; Boston Society of Architects, Boston Architectural College, Honors and Awards Committee; Boston Architectural College *Instructor*, Codman Square CDC Board Member

#### **Awards / Recognition**

Boston Architectural College, Ames Scholar 1991  
Boston Society of Architects Unbuilt Architecture Award of Merit 1992  
City of Boston Mayors Award of Recognition for Urban Traffic Solutions 2015

#### **OPM Project Experience**

City of Boston Engine 5 Fire House renovations and repairs, Saratoga Street, East Boston MA  
City of Boston Engine 7 Fire House renovations and repairs, Long Island, Boston Harbor MA  
Boston Public Department Health Commission renovations and repairs, Long Island, Boston Harbor MA  
Boston Police District E-5 Station renovations and repairs, Center Street, Roslindale, MA  
Hyde Park Cemetery New Vehicle and Equipment Garage and Office, Hyde Park MA  
Boston Public Library Renovations and Repairs, Boston MA  
Excel Academy Charter High School New Addition, East Boston, MA

#### **Architectural Project Experience – Project Design and Planning Team**

Highway, Tree & Grounds Operations Facility Feasibility Study, Norwell, MA  
Highway, Tree & Grounds Operations Facility SD-CO Phases, Norwell, MA  
Boston Aquarium MBTA Station and Head houses, Boston, MA  
MIT Tang Center Bridge, Memorial Drive, Cambridge, MA  
University of New England Science Building, Biddeford ME  
Hospital for the University of Pennsylvania, Philadelphia PA  
Lehigh Valley Pennsylvania Cancer Treatment Center, Allentown PA  
Brockton District Courthouse, Programming, Concept Design and Planning.  
William T, Young Library, Lexington Kentucky



## APPENDIX B – REQUIRED CERTIFICATIONS

**ATTACHMENT A: REQUIRED CERTIFICATIONS**

**CERTIFICATION OF ELIGIBILITY**

City Point Partners LLC hereby certifies that it (Name of Consultant) is not included on the Commonwealth of Mass or U.S. Comptroller General's Debarred Submitters List.

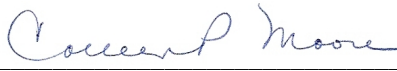
The Proposer certifies to the best of its knowledge and belief that it and its principals

- A. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in this transaction by any State or Federal department or agency.
- B. Have not, within a three-year period preceding the date of this Proposal, been convicted of or had a civil judgment rendered against it for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction, violation of Federal or State anti-trust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statement, or receiving stolen property.
- C. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in Paragraph B of this Certification.
- D. Have not, within a three-year period preceding the date of this Proposal, had one or more public transaction (Federal, State or local) terminated for cause or default. Where the Proposer is unable to certify to any of the statements in this certification, such Proposer shall include an explanation in such regard with its Proposal.

(Check One)

X  I DO CERTIFY \_\_\_\_\_ I DO NOT CERTIFY

DATE: January 25, 2021 Printed Name Colleen P. Moore


SIGNATURE:  

TITLE: President

## Statement on MGL/Building Code

### (To Be Signed by Principal Officer of Proposer)

I certify that all information is submitted under penalties of perjury and that I am familiar with the State Building Code and also Massachusetts General Laws, Chapter 149, Sections 44A-44H, Section 44M, Chapter 149A, Chapter 193 of the Acts of 2004 and Chapter 30, Section 39M.

Signed   \_\_\_\_\_

Printed Name Colleen P. Moore

Title President

Company Name City Point Partners LLC

**Taxpayer Identification Number (TIN) and Certification W-9**

City Point Partners LLC

Name (as shown on your income tax return)

Business name, if different from above

**Check appropriate box:**  Individual/Sole proprietor  Corporation

Limited liability company S Corporation

Circle tax classification: **D** (disregarded entity) **C** (corporation) or **P** (partnership)

Partnership

Other .....

11 Elkins Street, Suite 470

Address (number, street, and apt. or suite no.)

Boston, MA 02127

City, State, and ZIP Code

**Taxpayer Identification Number (TIN)**

Enter your TIN on the appropriate line below. The TIN provided must match the name given on Line 1 to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the IRS instructions on filling out Form W-9. For other entities, it is your employer identification number (EIN).

SSN: DO NOT ENTER ON PUBLIC DOCUMENT.

EIN: 37 1583159

**Certification**

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: a) I am exempt from backup withholding, or b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. person (including a U.S. resident alien).

**Certification Instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return.



Signature of U.S. person

Colleen P. Moore, President

Date: January 25, 2021

## Tax Compliance and Non-Collusion Statements

Any person or corporation that fails to date, sign with original signature, and submit the following statements shall not be awarded this contract.

### CERTIFICATION AS TO PAYMENT OF STATE TAXES

Pursuant to M.G.L. c.62C, §49A, I certify under the penalties of perjury that the Project Manager has complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Authorized Official's Signature

Colleen Moore

Title of Person Signing

President

Typed or Printed Name of Person Signing

Colleen P. Moore

Company or Corporation

City Point Partners LLC

Telephone Number

(617) 315-7832

Address

11 Elkins Street, Suite 470, Boston, MA 02127

Fax Number

(617) 752-4480

Address

Date January 25, 2021

cmoore@citypointpartners.com

*Email address*

**CERTIFICATE OF NON-COLLUSION**

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

Authorized Official's Signature



Title of Person Signing

President

---

Typed or Printed Name of Person Signing

Colleen P. Moore

Company or Corporation

City Point Partners LLC

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## APPENDIX C – STATEMENT OF FINANCIAL STABILITY



step forward →

# CITY POINT PARTNERS, LLC

FINANCIAL STATEMENTS  
DECEMBER 31, 2019

**blumshapiro**  
accounting • tax • advisory

# CITY POINT PARTNERS, LLC

## CONTENTS

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Independent Accountants' Compilation Report	1
Balance Sheet - December 31, 2019	2
Statement of Income and Member's Equity for the Year Ended December 31, 2019	3
Statement of Cash Flows for the Year Ended December 31, 2019	4

## Independent Accountants' Compilation Report

To the Member  
City Point Partners, LLC  
Boston, Massachusetts

Management is responsible for the accompanying financial statements of City Point Partners, LLC, which comprise the balance sheet as of December 31, 2019, and the related statements of income and member's equity and cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements, nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

Management has elected to omit substantially all the disclosures required by accounting principles generally accepted in the United States of America. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the Company's financial position, results of operations and cash flows. Accordingly, the financial statements are not designed for those who are not informed about such matters.

### Change in Accounting Principle

During the year ended December 31, 2019, City Point Partners, LLC, adopted Accounting Standards Update No. 2014-09, *Revenue from Contracts with Customers*.

*Blum, Shapiro & Company, P.C.*

Boston, Massachusetts  
February 9, 2020

# CITY POINT PARTNERS, LLC

## BALANCE SHEET DECEMBER 31, 2019

See Independent Accountants' Compilation Report

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### ASSETS

#### Current Assets

Cash	\$	162,499
Accounts receivable, net		1,972,423
Prepaid expenses and other current assets		55,611
Total current assets		<u>2,190,533</u>

#### Property and Equipment

Property and Equipment		155,102
Less accumulated depreciation and amortization		116,836
Net property and equipment		<u>38,266</u>

#### Other Assets

68,700

#### Total Assets

\$ 2,297,499

### LIABILITIES AND MEMBER'S EQUITY

#### Current Liabilities

Note payable	\$	7,399
Accounts payable		154,213
Accrued expenses		386,289
Total current liabilities		<u>547,901</u>

#### Member's Equity

1,749,598

#### Total Liabilities and Member's Equity

\$ 2,297,499

# CITY POINT PARTNERS, LLC

## STATEMENT OF INCOME AND MEMBER'S EQUITY FOR THE YEAR ENDED DECEMBER 31, 2019

See Independent Accountants' Compilation Report

<b>Revenue</b>	\$ 5,273,940
<b>Direct Costs</b>	<u>2,274,525</u>
<b>Gross Profit</b>	<u>2,999,415</u>
<b>Operating Expenses</b>	
Salaries	849,858
Employee benefits	518,995
Vacation, sick and holiday	350,727
Payroll taxes	258,473
Professional services	232,485
Rent expense	95,269
Travel and entertainment	75,209
Bad debt expense	74,099
Bonuses	64,594
Other	40,839
Training and licensing	36,628
IT and communications	34,015
Depreciation	27,936
Insurance	21,214
Office expense	17,504
Dues and subscriptions	13,692
Telephone	11,054
Legal fees	7,391
Printing and supplies	4,918
Utilities	3,949
Charitable contributions	3,664
Property taxes	1,230
Total operating expenses	<u>2,743,743</u>
<b>Income from Operations</b>	<u>255,672</u>
<b>Other Expense</b>	
Interest expense	447
State taxes	1,629
Total other expense	<u>2,076</u>
<b>Net Income</b>	253,596
<b>Member's Equity - Beginning of Year</b>	1,504,332
<b>Distributions</b>	<u>(8,330)</u>
<b>Member's Equity - End of Year</b>	<u>\$ 1,749,598</u>

# CITY POINT PARTNERS, LLC

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED DECEMBER 31, 2019

See Independent Accountants' Compilation Report

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<b>Cash Flows from Operating Activities</b>	
Net income	\$ 253,596
Adjustments to reconcile net income to net cash used in operating activities:	
Depreciation and amortization	27,936
Increase in operating assets:	
Accounts receivable	(264,954)
Prepaid expenses and other current assets	(11,863)
Decrease in operating liabilities:	
Accounts payable	(46,225)
Accrued expenses	(39,271)
Net cash used in operating activities	<u>(80,781)</u>
<b>Cash Flows from Investing Activities</b>	
Purchase of property and equipment	<u>(9,262)</u>
Net cash used in investing activities	<u>(9,262)</u>
<b>Cash Flows from Financing Activities</b>	
Payments on note payable	(9,565)
Distributions	<u>(8,330)</u>
Net cash used in financing activities	<u>(17,895)</u>
<b>Net Decrease in Cash</b>	(107,938)
<b>Cash - Beginning of Year</b>	<u>270,437</u>
<b>Cash - End of Year</b>	<u>\$ 162,499</u>



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[www.citypointpartners.com](http://www.citypointpartners.com)