



# City of Cambridge

## Executive Department

**YI-AN HUANG**  
City Manager

CMA 2025 #149  
**IN CITY COUNCIL**  
June 9, 2025

To the Honorable, the City Council:

I am writing to ask for your approval to seek authorization from the Massachusetts Office of the Inspector General (the “IG”) for the City to use the Construction Manager at Risk (“CMaR”) procurement and construction method (the “CMaR Method”) in connection with the Project. By way of background, in 2004 the Massachusetts Legislature passed construction reform legislation that allowed Massachusetts public agencies and municipalities to use the CMaR Method for the first time. The CMaR Method has been commonly used by the private sector for some time and is an alternative to the design-bid-build approach used under M.G.L. c. 149. Since the legislation was enacted, many public entities have successfully applied for, and are using the CMaR Method.

The Office of the Inspector General has promulgated a set of procedures for using the CMaR Method. Once a public agency or municipality’s (hereafter “Municipality”) governing body authorizes the use of the CMaR Method, the Municipality submits an application to the IG, from whom the Municipality’s awarding authority must obtain a notice to proceed in order to use the CMaR Method. The application requires that the Municipality demonstrate the following:

- a. The Municipality has authorization from its governing body to enter into a contract with a CMaR firm.
- b. The Municipality has the capacity and a plan and procedure that is in place and approved of by the governing body, where appropriate, to effectively procure and manage CMaR services for the specific project and has retained the services of a qualified owner’s project manager.
- c. The Municipality has procedures in place to ensure fairness in competition, evaluation and reporting of results at every stage in the procurement process.
- d. The building project has an estimated construction value of \$5,000,000.00 or more.
- e. The Municipality has determined that the use of the CMaR Method is appropriate for the building project and states the reasons in writing for the determination.

This letter is intended to summarize the definition, advantages, and process governing the use of the CMaR Method in support of my seeking City Council approval to utilize this construction method for the Project. My submission to you of this memorandum is the first step in satisfying the above referenced requirements for seeking approval to use the CMaR Method for the Kennedy-Longfellow School Project and will answer the following questions:

- What is CMaR?
- What procurement and construction methods has the City used for vertical construction projects in the past?
- What are some of the benefits of using the CMaR Method?
- What is the timeline for the CMaR Method?



## **What is Construction Management at Risk (CMaR)?**

The CMaR is selected through competitive procurement based on qualifications and price. The City will procure the CMaR via a two-step Request For Qualifications (“RFQ”) and Request For Proposal (“RFP”) process.

The type of contract the City will enter into with the CMaR is a cost-plus fixed fee amount with a Guaranteed Maximum Price (“GMP”). The GMP is the sum of the CMaR fee, and the costs associated with the CMaR’s general conditions for construction, all of the filed sub bid trade contractors, the CMaR estimates for any un-bid subcontractors at the time of the establishment of the GMP and includes the CMaR’s contingency. The CMaR agrees to pay for costs that exceed the GMP that are not the result of changes in the contract documents. This is one of the reasons a CMaR is selected prior to the plans and specifications being completed. The CMaR works with the owner and the architect to develop the scope delineated in the contract documents as part of the team.

The fixed fee is a percentage of the cost of the work and is submitted by the CMaR during the selection process based upon an estimated cost of construction. The CMaR’s contingency belongs to the CMaR if it is needed but is turned over to the City if not used. The contingency is a line item within the GMP and is used to incorporate missing items undefined at the time the GMP is established that arise during the project.

By law, the GMP cannot be established until the drawings and specifications are at a minimum of 60% complete. The closer the documents are to being 100% complete, the less the amount of the CMaR’s contingency line item. The Owner’s contingency is for owner-directed changes or unforeseen conditions unknown at the time the GMP is established. The CMaR’s contingency is included in the GMP; the owner’s contingency is outside of the GMP.

The City Manager’s project management staff will work closely with the City’s Architect, consultants and CMaR to determine the appropriate contingencies.

## **What procurement and construction methods has the City used for vertical construction projects in the past?**

The City has used M.G.L. c. 149 and the M.G.L. c. 149A delivery process in the past for bidding vertical construction. This process, also defined as “design-bid-build,” requires all of the construction bid packages to be available only after 100% completion of the design documents. Under this traditional approach, the lowest responsible and eligible bidder is awarded the project.

The City of Cambridge has previously received approval from the Office of the Inspector General to utilize the CMaR delivery method on several major projects, including the Tobin Montessori and Vassal Lane Upper Schools, the Fire Department Headquarters, the Dr. Martin Luther King Jr. School on Putnam Avenue, the King Open and Cambridge Street Upper School and Community Complex, the Foundry redevelopment, and the Multi-Department Relocation Plan.

## **What are some of the benefits of using the CMaR method?**

- The selection of the CMaR through an RFQ process allows the City to better define the specific requirements the City is looking for in a CMaR firm. The submission of defined company qualifications and presentation of these qualifications by the CMaR team to a selection

committee allows for a better interaction of questions and answers to best determine the most qualified CMaR for the project.

- The selection is based upon qualifications and experience relative to specific City requirements, not the lowest price. The CMaR is selected, rather than awarded due to the lowest bid. The working relationship between the CMaR, the Owner and the architect is enhanced due to a working relationship that is developed during the process leading up to the establishment of the GMP.
- The CMaR is directly involved with the selection and management of the scope of work for the filed sub-bid trades. Because the CMaR takes the lead in defining the peripheral scope of work for staging, lifts, temporary lighting, miscellaneous patching, fire stopping, etc., scope of work disputes (a cost to the owner if they have merit) are minimized and this coordination places responsibility directly with the CMaR as the responsible party for defining each sub-bidders' drawings and specifications.
- The CMaR provides pre-construction services, which aids the City's project team with scheduling, budgeting, value engineering, phasing strategies, and constructability reviews.
- With the CMaR Method, early bid packages for demolition and abatement of hazardous materials can run concurrently while the project design is being finalized.
- The potential for change orders that occur as the result of gaps in the scopes of work as defined by the Architect is reduced because the CMaR is participating in the delineation of the scope of work during the pre-construction services.
- The CMaR Method helps mitigate risk for the contractor by involving them early in the schematic design phase. This early engagement allows the contractor to influence design decisions and incorporate a contingency within the Guaranteed Maximum Price (GMP), further managing their exposure.
- The CMaR Method reduces conflict risk between the City and the CMaR firm.
- If the City and the selected CMaR do not come to an agreement as to the GMP, then the City has the option of bidding the project.

### **What is the timeline for the CMaR Method?**

The first step in the CMaR Method is submission of an application to the IG. The IG's response for approval or denial of the application is due in 60 days.

Submitting in June 2025 would position the Inspector General's approval in August 2025, will align with the anticipated completion of the Feasibility Study by DLR Group. The study is scheduled for submission to the City in September 2025.

Getting the CMaR under contract for the pre-construction/design services will help provide critical information such as site logistics and how to best handle the variety of options available to remediate any soil issues on this site.

I look forward to answering any questions you may have about the application and the CMAR Method that we propose to use for this Project.

A handwritten signature in black ink, appearing to read "Yi-An Huang". The signature is fluid and cursive, with a large, stylized "H" and a long, sweeping tail that extends to the right.

Yi-An Huang  
City Manager

## APPLICATION

Please submit one electronic application including copies of the signature pages, to the CM at- risk mailbox: [IGO-Chapter-149A@mass.gov](mailto:IGO-Chapter-149A@mass.gov). A paper copy may also be submitted to the OIG, but is not required. To assist in the evaluation process, please submit and identify information and documents with the item numbers on this application form.

### I. General Information

1. Awarding Authority City of Cambridge
  - a. Awarding Authority Person in Charge of Project City Manager, Yi-An Huang
  - b. Awarding Authority Address City Hall, 795 Massachusetts Avenue, Cambridge MA 02139
  - c. Phone number of Awarding Authority Person in Charge of Project 617-349-4300
  - d. E-mail address of Awarding Authority Person in Charge of Project yhuang@cambridgema.gov
2. Owner's Project Manager (OPM) assigned or hired City of Cambridge, Capital Building Projects, Brendon Roy, Director
  - a. Phone number for OPM (857) 998-7312
  - b. E-mail address for OPM broy@cambridgema.gov
3. Design Firm DLR Group
  - a. Principal Designer in Charge of Project James G. Silsby, AIA, LEED AP, NCARB, MCPPO
  - b. Phone number of Principal Designer (857) 334-3139
  - c. E-mail address of Designer jsilsby@dlrgroup.com
4. Narrative description and brief history of the project:

The City of Cambridge School Department continues its Innovation Agenda by modernizing the Kennedy-Longfellow School (KLO), a JK–5 elementary school that also houses an early childhood program. Built in 1972 and serving over 200 students, KLO will be updated to align with 21st-century learning standards and support the district's commitment to equity, sustainability, and academic excellence. This modernization will prepare the building to support Innovation Agenda Programming and enhance its role as a feeder school to the Cambridge Upper Schools; Cambridge Rindge & Latin High School.

- a. Estimated Square feet 127,302 SF
- b. Program type Education, Community & Recreation
- c. Building type Masonry, Concrete, Steel
- d. Address of project Masonry, Concrete, Steel

5. Project schedule elements, including, but not limited to:
- a. Feasibility study completion date (if any) Study Targeted for September 2025
  - b. Owner's Project Manager contract execution date (if not an employee) City of Cambridge – employs MCPPO certified OPM
  - c. Designer contract execution date June 2025
  - d. Projected procurement milestone dates, including but not limited to the following items:
    - i. Request for prequalification issuance June 2025
    - ii. Request for proposals issuance June 2025
    - iii. CM at-risk firm contract execution date September 2025
    - iv. Other . . . na
    - v. Projected completion date (use and/or occupancy) September 2027
6. Submit an estimated total project budget, including but not limited to line items for the following items:
- a. Owner's Project Manager contract amount (if not an employee) City of Cambridge
  - b. Designer contract amount tbd
  - c. Estimated construction cost \$16,000,000.00
  - d. Other costs NA
  - e. Identify the source of the estimated project budget and estimated construction costs. \_\_\_\_\_

The City of Cambridge City Council has appropriated initial design and construction funding for this project and will allocate additional funds as needed throughout the project's progression. Preliminary cost estimates based on a combination of the architectural design team and historical project data maintained by the City's Owner's Project Management (OPM) team of recent CM at Risk projects. Construction cost estimates have been cross-checked against comparable scopes of work and market conditions. Soft costs have been developed based on data from the last ten City of Cambridge projects managed by the same OPM team.

## II. Awarding Authority Authorization Information

7. Submit the attached certification form (see last page) regarding the authorization from the awarding authority's governing body that the awarding authority may enter into a contract with a construction management at-risk firm, including the date of authorization. Submit copies of any public vote if applicable. **Refer to "Certification of Authority" included herein, page XXX.**
8. Submit the name(s) and title(s) of the individuals authorized to sign the CM at-risk contract on behalf of the awarding authority. **City Manager, Yi-An Huang. Refer to Attachment B.**

9. Submit written evidence of the approval of the governing body of the project plan and procedures, if applicable . [Refer to “City Council vote dated June XXX” included herein, page XXX.](#)
10. Submit the written determination by the awarding authority that the use of CM at-risk services is appropriate for the building project and the reasons for the determination. [Refer to “Memorandum from City Manager to City Council dated June XX, 2025” included herein, page XX.](#)

### III. Awarding Authority Capacity Information

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11. Provide an organizational chart of the project organization showing the roles and responsibilities of each individual or entity participating on the project, including contractors. [Refer to Attachment B.](#)
12. Provide the name, affiliation, and contact information for all key members of the project team. List relevant qualifications and experience, including any public project experience and any CM at-risk experience (public or private) on project(s) of similar size and complexity or on any other projects, for:
  - a. the individual/s within the awarding authority that will make project decisions for the awarding authority and that will supervise the Owner’s Project Manager,
  - b. the Owner’s Project Manager (OPM),<sup>1</sup>
  - c. the Designer,<sup>2</sup> and
  - d. any other members of the project team or special consultants to be used to support the project (e.g., counsel, accountant, financial advisor), if any.
13. Submit a copy of the scope of services portion of the a) OPM contract and b) designer’s contract. If the OPM is an employee, submit the individual’s title, job description and scope of work related to the CM at-risk project.

**[Note: You do not need to send in copies of the scopes of services if the project is a school building project receiving assistance from the Massachusetts School Building Authority (MSBA) and the OPM and Designer will be signing the MSBA contracts for CM at-risk services in their entirety with no changes. However, submit a copy of the signed signatory pages.]**

### IV. Awarding Authority Plans and Procedures [Refer to Attachment C for responses to 14a 14f.](#)

The OIG reviews the awarding authority’s plan and procedures<sup>3</sup> for procuring and managing the CM at-risk services to ascertain whether the awarding authority has in place procedures, in accordance with M.G.L. c. 149A, to ensure fairness in competition, evaluation and reporting of results at every stage in the procurement process. Therefore, provide information regarding each of the following components of a CM at-risk project:

- 14a. The awarding authority’s plan and procedures for conducting the two-phase selection process for hiring

a construction manager at-risk firm and the methods that will be used to ensure fairness in competition, evaluation and reporting of results at every stage in the procurement.

- 14b. The awarding authority's plan and procedures for developing the cost-plus not to exceed guaranteed maximum price form of contract. Include information on negotiating the contract, including establishing the general condition items, CM at-risk fee, cost of the work and other contract components. Include information on what level of design development the awarding authority plans on establishing the GMP, contingency and other components of the final contract amendment.
- 14c. The awarding authority's plan and procedures for conducting the two-phase selection process for obtaining trade contractors and the methods that will be used to ensure fairness in competition, evaluation and reporting of results at every stage in the procurement.
- 14d. The awarding authority's plan and procedures for obtaining subcontractors [M.G.L. c. 149A, § 8(j)] and the methods that will be used to ensure fairness in competition, evaluation and reporting of results at every stage in the procurement.
- 14e. The awarding authority's plan and procedures relative to administering and coordinating the project and maintaining project communications.
- 14f. The awarding authority's plan and procedures relative to monitoring and auditing all project costs.

Do not submit requests for qualifications (RFQs), requests for proposals (RFPs), draft contracts, or other such documents related to the CM at-risk delivery method procurement.



## V. Certification

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The undersigned hereby certifies under the pains and penalties of perjury that all answers and all information contained in this application are, to the best of my knowledge, true and correct.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
City Manager  
Title

\_\_\_\_\_  
May 21, 2025  
Date

\_\_\_\_\_  
City of Cambridge  
Awarding Authority

DRAFT

## CERTIFICATE OF AUTHORITY TO USE CM AT-RISK DELIVERY METHOD

I, \_\_\_\_\_, [legal counsel for the governing body as identified below] do hereby certify to the Office of the Inspector General of the Commonwealth of Massachusetts, in accordance with M.G.L. c. 149A, § 4(a)(1), regarding using construction management at risk services for the following project \_\_\_\_\_ (“Project”), as follows:

(1) That \_\_\_\_\_ [name of political subdivision] is a public agency as defined in M.G.L. c. 149, § 44A(1), is duly organized and existing under the laws of the Commonwealth of Massachusetts, and has received the necessary authority and power from \_\_\_\_\_ [its city council, town meeting or other governing body] to enter into a contract with a construction management at risk firm and to perform all its obligations in connection with the Project.

(2) That the public vote of the governing body, attached hereto (if applicable) was duly adopted and is currently in effect.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

[SEAL]

\_\_\_\_\_  
Date

**Attachment A**  
**Part I Question 6e – Project Estimate**

City of Cambridge Capital Building Projects			
Project:			4-Jun-25
Kennedy Longfellow School (KLO)   158 Spring Street			
Estimated Budget Goal	\$	20,000,000	
Gross Area		121,080	Square Feet
Design & Construction Duration			months
Project Administration			
OPM Services   Cambridge Project Management		750,000	
Misc. Project Management Costs		100,000	
Advertising		10,000	
Printing		10,000	
Police Details		25,000	
Project Signage & Clouseout LCD/Plaque		20,000	
Subtotal		915,000	
Consultants - Design & Engineering			
Licenced Site Professional/Geotechnial Engineer		100,000	
Feasibility Study		330,000	
Feasibility Study   Reimbursables		30,000	
Feasibility Study   Commissionoing		10,000	
Design & Construction Administration (design & engie		1,665,000	
Design Documents   Commissionoing		50,000	
Post Construction - Year 2   Commissionoing & Adjust		50,000	
Subtotal		2,235,000	
Construction Contract			
Preconstruction		1,000,000	
Construction - GMP		14,000,000	
Subtotal		15,000,000	
Direct Owner Related Costs			
Miscellaneous Project Costs			
Testing		250,000	
Utility Fees		500,000	
Subtotal		750,000	
Furnishings, Fixtures & Equipment			
Furniture		50,000	
VoIP		50,000	
Subtotal		100,000	
Contingency			
Owner Contingency & Escalation		1,000,000	
Subtotal		1,000,000	
TOTAL PROJECT BUDGET		20,000,000	

## **Attachment B**

### **Part III Question 11 – Organization Award & Signing Authorities**

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#### **City of Cambridge – Organization**

The City Manager's Office is the Executive Department of the City of Cambridge. As the City's Chief Executive Officer, the City Manager provides leadership to and the administration of all departments and services.

The City Manager is responsible for the enforcement of all laws and City ordinances; appointment of department heads; appointment of members to the numerous City boards and commissions; and submission of the annual budget to the City Council. In addition, the City Manager and his or her staff recommend policies and programs to the City Council and implement City Council decisions.

Below is a description of all of those who will be involved followed by an organizational chart:

#### **City of Cambridge - City Council**

- Authorizes the City Manager to apply to the Office of the Inspector General to use the Construction Manager at Risk procurement and construction method set forth in M.G.L. c. 149A
- Approves project funding

#### **City Manager – Yi-An Huang**

- Signs all contracts, change orders, and authorizes all payments for the project

#### **Deputy City Manager – Owen O'Riordan**

- The Deputy City Manager is responsible for all of the City's capital projects
- The Deputy City Manager is the chair of the selection committee for the selection of the construction manager
- The Deputy City Manager meets weekly with the owner's project manager ("OPM") to review all aspects of the project

#### **Purchasing Agent – Elizabeth Unger**

- The City's Purchasing Agent implements and administers the purchasing policies and practices of the City. The Purchasing Department ensures that all purchases of goods and services are made in accordance with state law and City ordinances.

#### **Finance Department**

##### **Assistant City Manager of Fiscal Affairs – Claire Spinner**

##### **Budget Director - Taha Jennings**

##### **Assistant Finance Director – Michele Kincaid**

- The Finance Department, under the direction of the Assistant City Manager of Fiscal Affairs, is responsible for planning, implementation, oversight, integrity, and reporting of the City's operating and capital finances. The Finance and Budget Departments work closely with the City Manager's office and the OPM to maintain cost control throughout the project starting with the development of the project budget.

#### **Capital Building Projects Department**

##### **Director – Brendon Roy**

- The Capital Building Projects Department, under the direction of the Assistant City Manager, is responsible for the planning, management, and delivery of municipal construction projects for the City of Cambridge. This includes public schools, fire and police facilities, community centers, and multi-department complexes. The department oversees all phases of capital projects, from feasibility and design through construction and closeout with a focus on ensuring projects are delivered efficiently, sustainably, and in alignment with City goals.
- The department provides centralized leadership across disciplines, integrating the work of architects, project managers, engineers, and sustainability professionals. It ensures compliance with Massachusetts

public construction laws, manages design and construction procurement, and coordinates closely with the City Council and other departments on project funding and scope approvals.

**Owners Project Manager, MCPPO certified – Brendon Roy**

- The OPM is an employee of the City of Cambridge and is MCPPO certified
- The OPM is the Director of the Capital Building Projects Department
- Reports to the Deputy City Manager and City Manager
- Assists the Deputy City Manager as a member of the selection committee for the selection of the construction manager
- Manages all daily aspects of the project with the building users, architect, construction manager, commissioning agent, licensed site professional (“LSP”), geotechnical engineer and testing agency
- Recommends project cost changes to the City Manager for approval
- Recommends approval of payments for the architect and construction manager to the City Manager
- Monitors project budget

**Director of Construction, MCPPO certified – Monique Oliveira**

- The Director of Construction is an employee of the City of Cambridge and is MCPPO certified
- Reports to the Director of Capital Building Projects/OPM
- Assists the Deputy City Manager as a member of the selection committee for the selection of the construction manager
- Assists the OPM with managing all daily aspects of the project with architect, construction manager, commissioning agent, LSP, geotechnical engineer and testing agency
- Assists the OPM with all project cost changes
- Assists the OPM with review and approval of payments for the architect and construction manager
- Assists the OPM monitoring the project budget

**Owners Project Manager, MCPPO certified – XXX**

**Architect – DLR Group, Jana Silsby, AIA, Principal**

- Reports to the OPM
- Serves as a member of the City’s selection committee for the selection of the CMaR
- Assists the Purchasing Department and the OPM with the RFQ for the construction manager
- Prepares the design drawings and specifications and coordinates all aspects of the basic design services and their additional services consultants
- Coordinates with the construction manager starting with pre-construction services
- Coordinates with the commissioning agent, LSP, geotechnical engineer and testing agency
- Provides construction administrative services
- Certifies monthly requisitions from the construction manager
- Provides affidavits for substantial and final completion

**Licensed Site Professional – CDM/Smith, Carol Rego, P.E. Vice President**

- Reports to the OPM
- Responsible for the services described and coordination of with the architect

**Geotechnical and Geothermal Well Engineer – CDM/Smith, Carol Rego, P.E. Vice President**

- Reports to the OPM
- Responsible for the services described and coordination of with the architect

**Commissioning Services – TBD**

- Reports to the OPM
- Responsible for the preparation of the commissioning specifications for the architect
- Responsible for commissioning various building systems

### **Construction Testing Services - TBD**

- Reports to the OPM, independent/3<sup>rd</sup> party testing agency
- Responsible for the services described and coordination of with the Architect

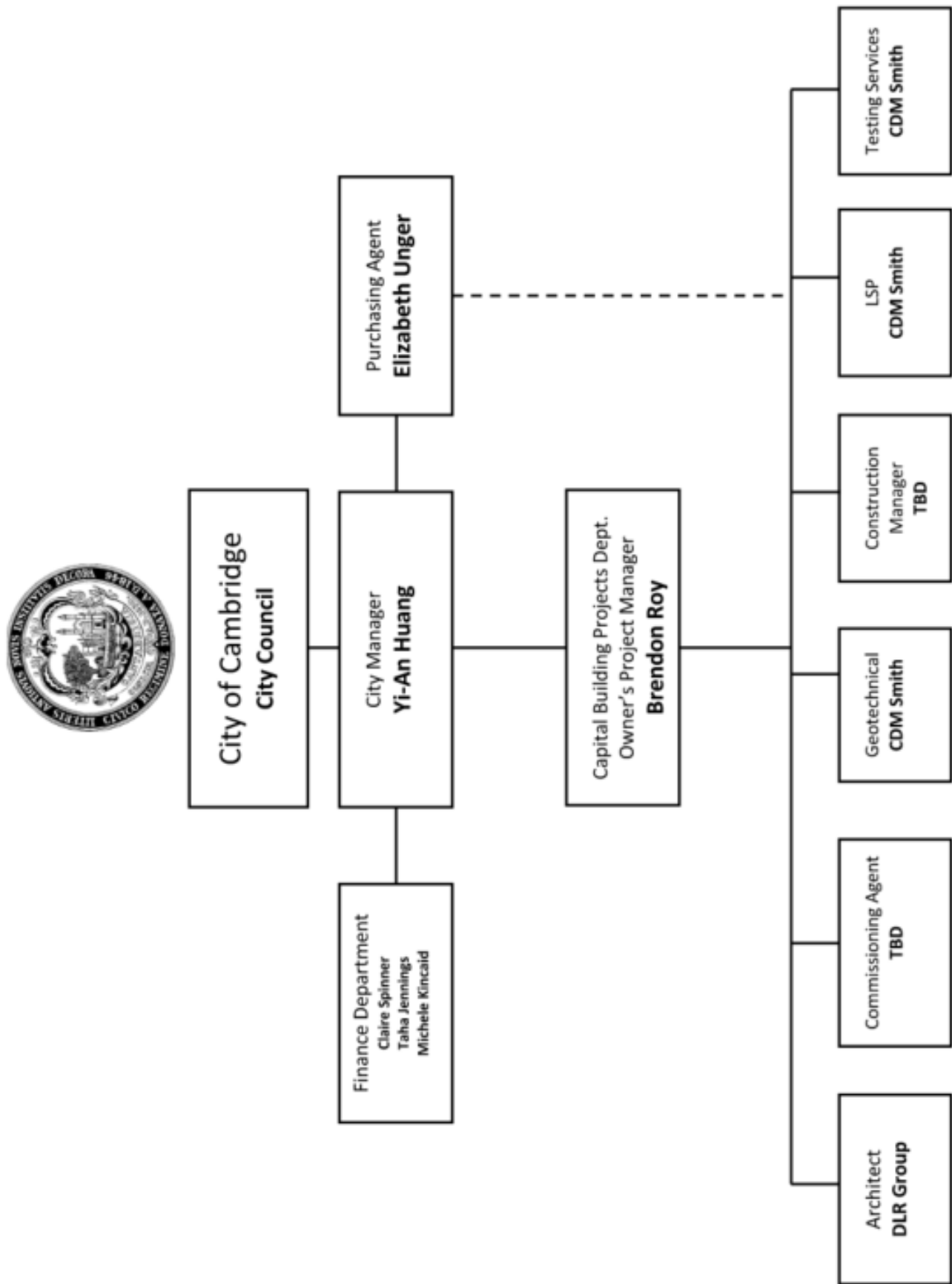
### **CM Selection Committee**

- Owen O’Riordan – Deputy City Manager Chair
- Elizabeth Unger – Purchasing Agent
- Brendon Roy – Director Capital Building Projects
- Monique Oliveira – CBP - Director of Construction
- John Nardone – Commissioner DPW
- Dave Murphy – Superintendent of Schools
- Jana Silsby – Lead Architect

### **Trade Contractor Prequalification Committee**

- Purchasing Agent – Elizabeth Unger – Chair
- Deputy City Manager Owen O’Riordan
- Owners Project Manager – Director of Capital Building Projects, Brendon Roy
- CBP - Director of Construction, Monique Oliveira
- CBP - Director of Design, Nick Stout
- Architect - Jana Silsby
- Construction Manager at Risk (TBD)

Attachment B  
Part III Question 12 – Organizational Chart



## IV. Awarding Authority Plans and Procedures

### Response to item 14a:

The City of Cambridge believes that they do have the necessary experience to manage the process of the OIG's requirements to procure CM at risk services for the Kennedy-Longfellow School Project per M.G.L. c. 149A delivery method. The City of Cambridge's Office of the City Manager, Procurement Department, and Capital Building Projects Department have worked together successfully with M.G.L. c. 149 and M.G.L. c. 149A processes and have completed the following projects:

- The Cambridge Public Library
- The Robert W. Healy Public Safety Facility
- The Cambridge War Memorial Building
- The West Cambridge Youth and Community Center/VFW
- The Cambridge Rindge and Latin School Project
- Alice K. Wolf Center 5 Western Avenue - **MGL 149A**
- Dr. Martin Luther King School -Putnam Ave Upper School - **MGL 149A**
- King Open and Cambridge Street Upper School & Community Center - **MGL 149A**
- Phase 1 - Multi-Department Relocation Plan Phase 1 – 859 Massachusetts Ave
- Phase 2 - Multi-Department Relocation Plan Phase 2 – City Hall Upgrade - **MGL 149A**
- Foundry Project – 101 Rogers Street - **MGL 149A**
- Tobin School and Vassal Lane Upper School - **MGL 149A**
- Fire Headquarters Project – **MGL 149A**

The OPM's team within the Capital Building Projects department works closely with the Purchasing Department in preparing the Request for Qualifications (RFQ) for qualified Construction Management firms. The RFQ, which is posted on the City of Cambridge Procurement web page, also in local newspaper and trade publications including the Central Register. This project's construction costs are fully funded by the City of Cambridge.

The City of Cambridge has acquired architectural and engineering consulting services through the public procurement process to assist in the process to evaluate and engage a Construction Manager at Risk for this project.

After the City of Cambridge receives notice from the OIG to commence with soliciting CMaR services the selection committee shall meet and define the following:

- Prepare and advertise the RFQ for CMaR services following the procedures as set forth in M.G.L. c 149A
- The Selection Committee receives and evaluates the statement of qualifications and pre-qualify a minimum of 3 firms
- The Selection Committee shall prepare the RFP and distribute to the CM at Risk Firms
- The Selection Committee shall receive, interview, evaluate and rank the CM at risk proposals
- The Selection Committee shall negotiate non-fee contract terms with the selected CM at risk firm

The City of Cambridge Purchasing Department shall be issuing all official notifications to solicit the RFQ and RFP documents. The City of Cambridge Purchasing Department shall be the point of contact for all correspondence during the Selection process to ensure fairness in competition. The City of Cambridge Purchasing Department shall evaluate all of the RFQ's and the reporting of the Selection Committee results.

### Response to item 14b:

The City of Cambridge understands that M.G.L. c. 149A requires that design documents be at a minimum of 60% complete when establishing the GMP. The goal is to have the documents as close to 100% as the schedule will allow keeping the unknowns or speculation of costs to a minimum. Having the CM at risk under contract during the design development phase will also enhance the overall cohesiveness of the team. The GMP shall also include the following:

- At the completion of all design phases including a final estimate at 90%, the CM at Risk shall prepare a detailed cost estimate with all line-item including quantity and unit costs for all items. The Architect shall be required to engage a cost estimator through Schematic design and reconcile differences with the CM at Risk. The final GMP is established after all qualified trade bidders are under contract.
- Dollar values for the CM at risk firm's contingency



- Dollar amounts for the CM at risk firm's general conditions and fees, including those for the pre-GMP work
- A listing of all design documents for which the GMP bid is based
- A list of Allowances, Alternates, and unit prices
- Any clarifications or assumptions for which the GMP is based
- The dates of substantial and final completion

### **Response to item 14c:**

The City of Cambridge Purchasing Department shall be issuing all official notifications to solicit the pre - qualifications for the trade contractors. The City of Cambridge Purchasing Department shall be the point of contact for all correspondence during the selection process to ensure fairness in competition and evaluation of the trade Contractor pre - qualification submittals and reporting the trade Contractor prequalification Committee results.

The Trade Contractor pre-qualification committee members are listed above in "**Attachment B**" of this Application.

The City of Cambridge shall award the trade bids to the lowest responsive and responsible pre-qualified sub trade bidder.

### **Response to item 14d:**

The City of Cambridge shall work closely with the selected CM at risk to identify nontrade subcontractors to bid on the project. The City of Cambridge Purchasing Department shall be informed of all sub bidders notified and shall keep and updated tabulation of all bidders.

The City of Cambridge Purchasing Department shall work closely with the OPM's team within the Capital Building Projects Department and the CM at risk contractor during the bidding process to ensure fairness in competition and shall coordinate with the Director of Equity & Inclusion to ensure that all bidders are aware of the City of Cambridge Ordinances and that all are properly addressed during the bidding process.

### **Response to item 14e:**

The City of Cambridge Selection Committee shall meet regularly during the CM at risk procurement process to review, discuss and score all RFQ/RFP proposals. The Selection Committee shall make a recommendation to the City Manager who will make the final selection decision.

After the CM at risk is selected, the OPM's team within the Capital Building Projects Department, Architect and the CM at risk shall meet regularly to review Trade Contractor submissions with the Trade Contractor prequalification Committee.

During the design, and through all construction phases, the team including the OPM, Architect and the CM at risk shall meet weekly to review status of shop drawing submittals, testing requirements, design changes, schedule, payments and coordination of the construction activities with the City of Cambridge Inspectional Services Department to assure compliance with the construction documents.

In addition to the team weekly meeting, the Capital Building Projects Department meets weekly with the Deputy City Manager to keep the City Manager apprised of all developments relating to the weekly progress of the design and construction activities.

### **Response to item 14f:**

The OPM is required to review and recommend payment of invoices to the City Manager for approval. The City of Cambridge Finance Department receives the approved invoices signed by the OPM and the City Manager for payment. The OPM tracks and maintains the project budget and reconciles all account activity on a regular basis with the Finance Department which is responsible for the official tracking of all project costs with the Audit Department.