OFFICE OF THE INSPECTOR GENERAL
MASSACHUSETTS

Construction Management at-Risk Services

Procedures relative to receiving a Notice to Proceed

June 2025

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Inspector General
Office of the Inspector General
Commonwealth of Massachusetts

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Overview of the CM at-Risk application process

Prior to using the construction management at-risk (CM at-risk) delivery method to procure a contract for the construction, reconstruction, installation, demolition, maintenance or repair of any building estimated to cost $5 million or more, an awarding authority[1] must obtain a Notice to Proceed to use the CM at-risk delivery method from the Office of the Inspector General (OIG).

The OIG has developed this CM at-risk application to be completed on a project specific basis. The application process will be important to awarding authorities in assessing the qualifications and commitments that can help to ensure construction of a high-quality, cost-effective public building project. Before submitting an application, the awarding authority must assign or hire an owner's project manager and procure the services of a designer. [M.G.L. c. 149A, § 3]

Under Section 4 of Chapter 149A of the Massachusetts General Laws, the OIG will issue a Notice to Proceed when the awarding authority has demonstrated that:

- The awarding authority has authorization from its governing body[2] to enter into a contract with a construction management at-risk firm. The authorization shall include the results of any public vote if applicable.
- The awarding authority has the capacity, a plan and procedures in place and approved of by the governing body, where appropriate, to effectively procure and manage construction management at-risk services for the specific project and has retained the services of a qualified owner's project manager.
- The awarding authority has in place procedures to ensure fairness in competition, evaluation and reporting of results at every stage in the procurement process.
- The building project has an estimated construction value of $5 million or more.
- The awarding authority has determined that the use of construction management at-risk services is appropriate for the building project and states in writing the reasons for the determination.

The OIG will review an awarding authority's complete application and within 60 days from the date a completed application is received will determine whether the awarding authority meets the requirements necessary to obtain a Notice to Proceed.

Pursuant to M.G.L. c. 149A, if the OIG declines to issue a Notice to Proceed to an awarding authority, the OIG shall provide in writing to the awarding authority the reason(s) for the decision. An

[1] An "awarding authority" can be any "public agency" as defined under M.G.L. c. 149, § 44A. Certain public agencies are exempt from obtaining a Notice to Proceed for each CM At-Risk project but instead submit their CM At-Risk procedures for annual review by the OIG. [M.G.L. c. 149A, § 4(d)]

[2] The "appropriate governing body" varies, depending on an awarding authority's charter and other factors. [M.G.L. c. 149A, § 2]

awarding authority not receiving a Notice to Proceed may resubmit its application upon correcting or responding to the reason(s) for denial provided to the awarding authority by the OIG. The OIG shall make a timely review of the resubmitted application and, if the awarding authority meets the requirements, the OIG will issue a Notice to Proceed.

The OIG shall decline to issue a Notice to Proceed to an awarding authority that has failed to provide complete and accurate answers to all questions in the application and all other information and documentation required by the OIG. Providing false, misleading or incomplete information will be considered grounds for denial.

Please submit an electronic copy of the application to IGO.Municipal@mass.gov. If you have any questions regarding the application process, contact Joshua Giles at 617-722-8828 or by e-mail at IGO.Municipal@mass.gov.

Schedule

Timetable for Review

The OIG will review an awarding authority's complete application and within 60 days from the date a completed application is received will determine whether the awarding authority meets the requirements necessary to obtain a Notice to Proceed.

	Event	**OIG Task**
Day 1	Awarding Authority submits application to OIG	Date and timestamp application
Days 1-15	OIG contacts applicant acknowledging receipt of application	Review application
Days 1-60	OIG determines whether additional information is necessary and if so, requests awarding authority to send information	Request more information, if necessary
Days 1-60	OIG reviews application to determine whether awarding authority meets requirements and will be issued a Notice to Proceed	Analyze credentials based on evaluation criteria
Days 1-60	OIG sends Notice to Proceed or Denial of Notice to Proceed	Complete review and issue determination

Application

Please submit one electronic application including copies of the signature pages, to the CM at-risk mailbox: IGO.Municipal@mass.gov. To assist in the evaluation process, please submit and identify information and documents with the item numbers on this application form.

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 Brendon Roy, Director Capital Building Projects, City of Cambridge
   a. Phone number for OPM (857) 998-7312
   b. E-mail address for OPM broy@cambridgema.gov
3. Design Firm Weston & Sampson Engineers, Inc.
   a. Principal Designer in Charge of Project Tyler Cofelice, PE
   b. Phone number of Principal Designer (603) 263-9498
   c. E-mail address of Designer cofelicet@wseinc.com
4. Narrative description and brief history of the project:

   The existing DPW Salt Shed was built in 1987. The structure consists of wood trusses set on wood columns with external wood 'kickers'. The building is clad in painted plywood and siding. Over the years, the building's structure and cladding have been badly damaged and deteriorated. The overhead door is no longer fully functional due to wear and tear and vehicular impact. The damage is widespread and beyond repair, necessitating replacement of the entire building. The new building will be more robust, functional, and durable with a reinforced concrete base and improvements to configuration, circulation, and access.

   a. Estimated square feet 6,300 sf
   b. Program type Salt Storage Shed
   c. Building type Concrete, Wood
   d. Address of project Sherman Street, Danehy Park, Cambridge, MA
5. Project schedule elements, including, but not limited to:
   a. Feasibility study completion date (if any) September 2025
   b. Owner's Project Manager contract execution date (if not an employee) Not Applicable
   c. Designer contract execution date March 2025

d. Projected procurement milestone dates, including but not limited to the following items:

i. Request for prequalification issuance **January 2026**

ii. Request for proposals issuance **February 2026**

iii. CM at-risk firm contract execution date **March 2026**

iv. Other . . . _____

e. Projected completion date (use and/or occupancy) **October 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) **Not Applicable**

b. Designer contract amount **$135,000 For Feasibility, est. $750,000 for SD-CA**

c. Estimated construction cost **$6,200,000 Please refer to Attachment A.**

d. Other costs **$1,000,000 Please refer to Attachment A.**

Authorization Information

7. Submit the attached certification form (**see last page**) authorizing the awarding authority to enter a contract with a construction management at-risk firm, including the date of authorization. Submit copies of any public vote if applicable.
Refer to signed "Certificate of Authority to use CM at-Risk Delivery Method" included herein.

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, Page 1.

9. Submit written evidence of the approval of the governing body of the project plan and procedures, if applicable.
Refer to Attachment C, Page 1 "City Council Vote Authorizing Use of CM at Risk" December 8, 2025

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 Attachment C, Pages 2-4 "Memorandum from City Manager to City Council" December 5,2025

Capacity Information

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, Page 5.

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),
c. the Designer, 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.

Please refer to Attachment B, Page 1 - 10.

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.

Please refer to Attachment B, Page 6-10, also Attachment E.

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. You may instead submit a copy of the signed signatory pages.

If the project is not receiving assistance from the MSBA, however, the scope of services for the OPM and the Designer must adequately reflect the roles and responsibilities of each firm when using the CM at-risk method. Applications that do not will be required to submit an updated scope of services upon Notice to Proceed, if granted.

Awarding Authority Plans and Procedures[3]

Provide information regarding each of the following components of a CM at-risk project:

Question 14 – 20 responses, please refer to Attachment D, pages 1-2.

14. Provide the awarding authority's plan and procedures for acquiring appropriate expertise to assist where the team may not have the necessary experience to meet anticipated challenges.

15. Provide the awarding authority's plan and procedures for conducting the two-phase selection process for hiring a construction manager at-risk firm [M.G.L. c. 149A, §§ 5–6] and the methods that will be used to ensure fairness in competition, evaluation and reporting of results at every stage in the procurement.

16. Provide the awarding authority's plan and procedures for developing the cost-plus not to exceed guaranteed maximum price form of contract [M.G.L. c. 149A, § 7]. 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.

[3] An awarding authority's plans and procedures must be approved by the governing body, where appropriate. [M.G.L. c. 149A, § 4(a)(2)].

17. Provide the awarding authority's plan and procedures for conducting the selection process for obtaining trade contractors [M.G.L. c. 149A, § 8(a)] and the methods that will be used to ensure fairness in competition, evaluation and reporting of results at every stage in the procurement.
18. Provide 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.
19. Provide the awarding authority's plan and procedures relative to administering and coordinating the project and maintaining project communications.
20. Provide 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.

Certification

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	Date
_____	_____
Title	Awarding Authority

Evaluation process

The OIG will review the information submitted by the awarding authority and assess whether the plan and procedures provide an adequate framework for procuring and managing a CM at-risk delivery method project. The following criteria will be used in making a determination whether to issue a Notice to Proceed. Although the OIG will rely primarily on the information presented in the application to make its determination, the OIG reserves the right to obtain additional information and to verify information.

- Is the estimated construction cost $5 million or more?
- Did the awarding authority receive approval from the appropriate governing body?
- Did the awarding authority's governing body approve the plan and procedures?
- Are the awarding authority's goals and objectives for using the construction manager at-risk method reasonable and designed to maximize competition?
- Has the awarding authority established an experienced and effective project organization structure, including an owner representative as a point of contact, an owner's project manager, and a designer?
- Is the decision–making authority clear?
- Do any project team members have relevant CM at-risk experience for the size and scope of the project?
- Does the plan and do the procedures demonstrate an appropriate assessment of the awarding authority's tasks and responsibilities associated with a CM at-risk contract, including all aspects of coordination and administration of the CM at-risk delivery method?
- Does the plan and do the procedures provide an adequate framework for conducting the two- phase selection process for a construction manager at-risk firm and clearly delineate the methods that will be used to ensure fairness in competition, evaluation, and reporting of results at every stage in the procurement, and otherwise comply with all statutory requirements?
- Does the plan and do the procedures provide an adequate framework for negotiating the cost-plus not to exceed guaranteed maximum price form of contract?
- Does the plan and do the procedures provide an adequate framework for conducting the selection process for trade contractors and clearly delineate the methods that will be used to ensure fairness in competition, evaluation, and reporting of results at every stage in the procurement, and otherwise comply with all statutory requirements?
- Does the plan and do the procedures provide an adequate framework for obtaining subcontractor contracts and clearly delineate the methods that will be used to ensure fairness in competition, evaluation, and reporting of results at every stage in the procurement?
- Does the plan and do the procedures provide an adequate framework for administering and coordinating the project and maintaining project communications?
- Does the plan and do the procedures provide an adequate framework for auditing and monitoring all project costs?
- Is the schedule realistic?

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

_____ [SEAL]
Title

_____
Date

City of Cambridge
Application for Construction Management at Risk
DPW Salt Shed Replacement Project

Attachment A

Part I Question 6
Project Estimate

City of Cambridge Capital Building Projects			
Project: **DPW Salt Shed**			**Oct-25**
	Estimated Budget Goal	$ 8,000,000	
	Gross Area	6,300	Square Feet
	Design & Construction Duration	18	months
Project Administration			
	OPM Services | Cambridge Project Management	0	
	Misc. Project Management Costs	5,000	
	Printing	5,000	
	Police Details	5,000	
	Subtotal	**15,000**	
Consultants - Design & Engineering			
	Environmental Consulting Services	100,000	
	Feasibility Study	135,000	
	Design & Construction Admin (design & engineering)	750,000	
	Subtotal	**985,000**	
Construction Contract			
	Preconstruction	250,000	
	Construction - GMP	5,950,000	
	Subtotal	**6,200,000**	
Direct Owner Related Costs			
Miscellaneous Project Costs			
	Testing	25,000	
	Utility Fees	25,000	
	Temp Facilities	50,000	
	Subtotal	**100,000**	
Furnishings, Fixtures & Equipment			
	FF&E	50,000	
	Subtotal	**50,000**	
Contingency			
	Owner Contingency (10%)	650,000	
	Subtotal	**650,000**	
TOTAL PROJECT BUDGET		**8,000,000**	

Cambridge Salt Shed
Sherman Street
City of Cambridge

Concept Cost Estimate 22-Jul-25

MAIN CONSTRUCTION COST SUMMARY

Base Estimate	Building GSF	$/sf	Estimated Construction Cost
Sitework			$2,429,048
Salt Shed and Lean-to support/storage	5,300	$478.93	$2,538,323
DHSP Storage Building	1,000	$607.44	$607,436
BASE - TOTAL ESTIMATED CONSTRUCTION COSTS	**6,300**	**$884.89**	**$5,574,807**

Alternates

#1	Portland Loo Public Restroom	add	$483,508
#2	Garden Street Path Connection Upgrade	add	$377,353

QUALIFICATIONS

This concept cost estimate was produced from progress drawings and other documentation prepared by Weston & Sampson and their design team dated July 14, 2025. Design and engineering changes occurring subsequent to the issue of these documents have not been incorporated in this estimate.

This estimate includes all direct construction costs, general contractor's overhead and profit and design contingency. Cost escalation assumes 2026 fourth quarter bid and construction thereafter.

Bidding conditions are expected to be Chapter 149 public bidding to pre-qualified general contractors, and pre-qualified sub-contractors, open specifications for materials and manufactures.

The estimate is based on prevailing wage rates for construction in this market and represents a reasonable opinion of cost. It is not a prediction of the successful bid from a contractor as bids will vary due to fluctuating market conditions, errors and omissions, proprietary specifications, lack or surplus of bidders, perception of risk, etc. Consequently the estimate is expected to fall within the range of bids from a number of competitive contractors or subcontractors, however we do not warrant that bids or negotiated prices will not vary from the final construction cost estimate.

ALLOWANCES

$150,000 - Micropiles under new foundations/slabs
$50,000 - Dewatering
$75,000 - Planting and seeding
$25,000 - Reuse brine tanks, provide new piping system
$25,000 - Tree removal penalty

ITEMS NOT CONSIDERED IN THIS ESTIMATE

All professional fees and insurance
All Furnishings, Fixtures and Equipment not identified
Items identified in the design as Not In Contract (NIC)
Items identified in the design as by others
Utility company back charges, including work required off-site
Work to City streets and sidewalks, (except as noted in this estimate)
Construction or occupancy phasing or off hours' work, (except as noted in this estimate)
Fire Suppression systems
Emergency Generator
Building Permit

City of Cambridge
Application for Construction Management at Risk
DPW Salt Shed Replacement Project

Attachment B

Question 8, 11 and 12.
Authorization & Capacity Information

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 – Kathy Watkins

- **The Deputy City Manager is responsible for all 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

- **The Capital Building Projects Department, under the direction of the Deputy 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 and standards. Owner-performed OPM services provide greater control, flexibility, and accountability, allowing for cost savings, customized decision-making, and streamlined operations that align closely with the owner's goals while being mindful of the community.**

- **The department provides centralized leadership across disciplines, integrating the work of architects, project managers, engineers, and sustainability professionals. In collaboration with the Purchasing Department, ensures compliance with Massachusetts public construction laws, manages design and construction contracts after the procurement phase, and coordinates closely with the City Council and other departments on project funding and scope approvals.**

Capital Building Projects Department
Director/Owners Project Manager – Brendon Roy

- **The OPM, an employee of the City of Cambridge, is an MCPPO certified OPM.**
- **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**
- **Advises executive leadership of project cost changes, payment applications provided by the architect and construction manager for approval**
- **Recommends approval of payments for the architect and construction manager to the City Manager**
- **Monitors project budget**

Capital Building Projects Department
Director of Construction, MCPPO certified – Monique Oliveira

- **The Director of Construction is an employee of the City of Cambridge and is an MCPPO certified OPM.**
- **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**

Capital Building Projects Department
Director of Design, AIA, MCPPO certified – Nick Stoutt

- **The Director of Design is an employee of the City of Cambridge and is an MCPPO certified OPM.**
- **Reports to the Director of Capital Building Projects/OPM**
- **Assists the OPM and Deputy City Manager as a member of the selection committee for the**
- **Construction Manager at risk**
- **Comanages all daily aspects of the project with the OPM, Architect, Construction Manager, Licensed Site Profe ssional (LSP), Geotechnical Engineer, Industrial Hygienist and Testing Agency**
- **Reviews and advises OPM on project cost changes**
- **Recommends approval of all payments for the Architect and Construction Manager to OPM and**
- **Deputy City Manager**
- **Advises OPM on Design and Construction Change Orders on the City's behalf**
- **Monitors Project Budget**

Capital Building Projects Department
Supervising Architect, MCPPO certified – Aoife Viglianti

- **The Supervising Architect is an employee of the City of Cambridge and is an MCPPO certified OPM.**
- **Reports to the Director of Design/OPM**
- **Attends construction meetings**

- **Assists with coordinating consultant services**
- **Maintains project records**
- **Reviews contractor payment requisitions**
- **Assists with onsite job inspection and quality control oversight**
- **Assists in the change order process**
- **Assists in evaluating and resolving claims and disputes**
- **Assists with punch list inspections for occupancy and final completion documentation**

Capital Building Projects Department
Assistant Project Manager, MCPPO certified – John Logiudice

- **Assistant Project Manager for the City of Cambridge and is an MCPPO certified OPM.**
- **Reports to the Director of Capital Building Projects and Director of Construction**
- **Provides Daily supervision/oversight of active construction activities onsite**
- **Brings extensive knowledge of civil/sitework and building enclosure systems**
- **Provides real-time field oversight and problem-solving during execution**
- **Supports coordination between the Construction Manager, architect, and project team**
- **Monitors schedule, budget, and compliance with project specifications**
- **Assists with review of contractor pay applications and change orders**
- **Ensures construction aligns with City standards and project goals**

Capital Building Projects Department
Assistant Project Manager, MCPPO certified – Evan Silva

- **Assistant Project Manager for the City of Cambridge and is an MCPPO certified OPM.**
- **Reports to the Director of Capital Building Projects and Director of Construction**
- **Provides Daily supervision/oversight of active construction activities onsite**
- **Brings extensive knowledge of civil/sitework and building enclosure systems**
- **Provides real-time field oversight and problem-solving during execution**
- **Supports coordination between the Construction Manager, architect, and project team**
- **Monitors schedule, budget, and compliance with project specifications**
- **Assists with review of contractor pay applications and change orders**
- **Ensures construction aligns with City standards and project goals**

Capital Building Projects Department
Consultant, MCPPO certified – Michael Black

- **Reports directly to the Director of Capital Building Projects**
- **Performs comprehensive reviews of design documents to ensure alignment with City objectives, program goals, and constructability throughout design development phases**
- **Reviews project funding and budget; assists the Director and project team in troubleshooting and resolving emerging issues.**
- **Supports department operations by assisting with planning, staffing and overall oversight functions; serves as a trusted advisor to the Director on departmental strategy and resource allocation.**

Engineer | Architect – Weston & Sampson Engineers, Inc. – Tyler Cofelice, PE

- **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

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

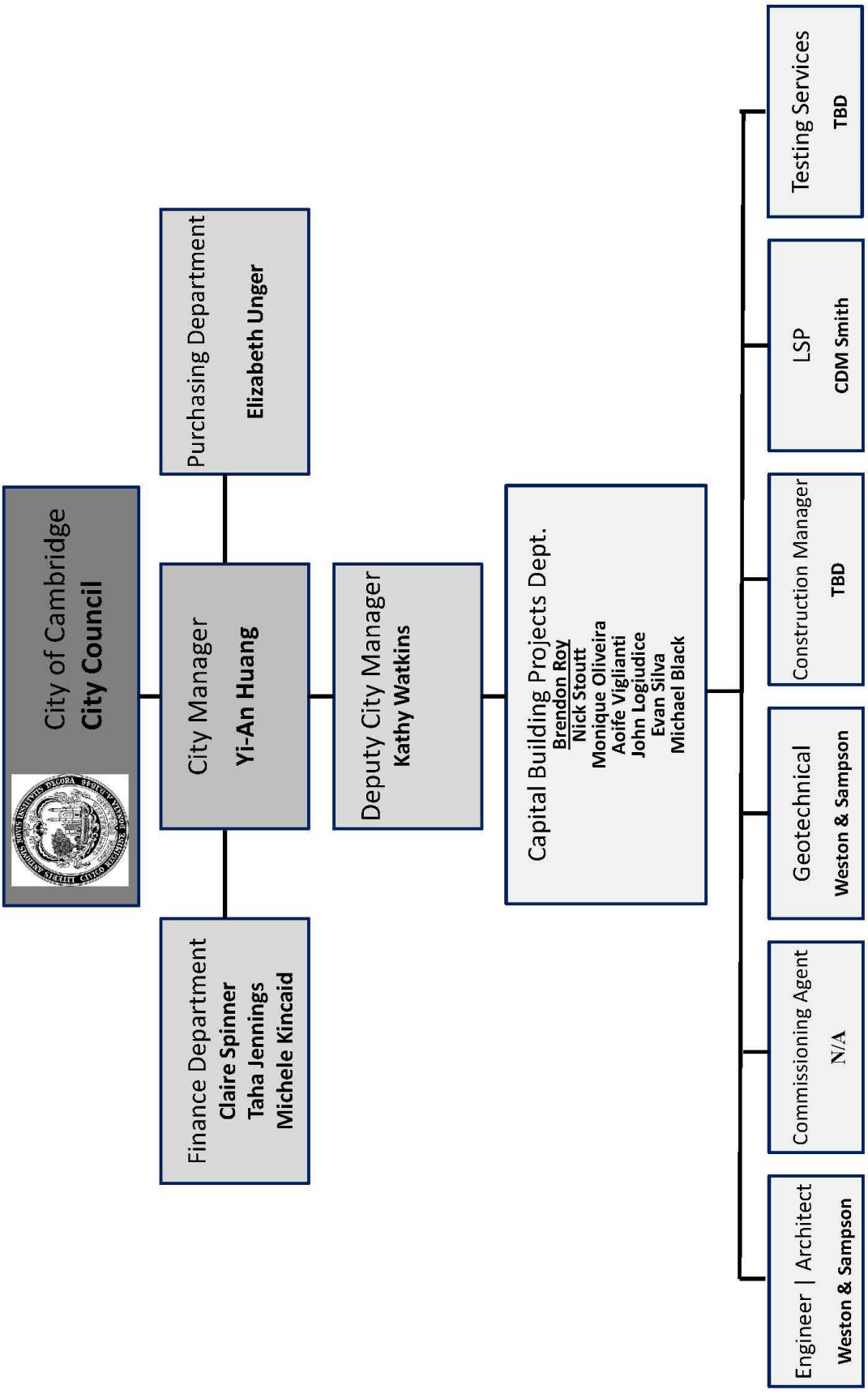
- Reports to the OPM, independent/3rd party testing agency
- Responsible for the services described and coordination with the Architect

CM Selection Committee

- Kathy Watkins – Deputy City Manager, Chair
- Elizabeth Unger – Purchasing Agent
- Brendon Roy – Director Capital Building Projects
- Monique Oliveira – CBP - Director of Construction
- Nicholas Stoutt – CBP – Director of Design
- John Nardone – Commissioner, Department of Public Works
- Tyler Cofelice, PE – Lead Consultant, Weston & Sampson Engineers, Inc.

Trade Contractor Prequalification Committee

- Purchasing Agent – Elizabeth Unger, Chair
- Deputy City Manager - Kathy Watkins
- Owners Project Manager – Director of Capital Building Projects, Brendon Roy
- CBP - Director of Construction, Monique Oliveira
- CBP - Director of Design, Nick Stoutt
- Architecture & Engineering Consultant – Tyler Cofelice, PE, Weston & Sampson
- Construction Manager at Risk (TBD)


City of Cambridge
City Council
City Manager
Yi-An Huang
Purchasing Department
Elizabeth Unger
Finance Department
Claire Spinner
Taha Jennings
Michele Kincaid
Deputy City Manager
Kathy Watkins
Capital Building Projects Dept.
Brendon Roy
Nick Stoutt
Monique Oliveira
Aoife Viglianti
John Logiudice
Evan Silva
Michael Black
Engineer | Architect
Weston & Sampson
Commissioning Agent
N/A
Geotechnical
Weston & Sampson
Construction Manager
TBD
LSP
CDM Smith
Testing Services
TBD

12a. Awarding Authority Supervising the OPM

Awarding Authority	City of Cambridge 795 Massachusetts Avenue Cambridge, MA 02139
Key Member(s)	City Manager – Yi-An Huang Deputy City Manager –Kathy Watkins Purchasing Agent – Elizabeth Unger Assistant City Manager of Fiscal Affairs – Claire Spinner

Over the past 20 years, the following projects have been designed and constructed using the M.G.L. c. 149 Design-Bid-Build delivery method, in accordance with statutory experience requirements.

*The total projects costs for projects delivered using M.G.L. c. 149 exceeded **$315M.***

Relevant Experience	• Cambridge Public Library • Robert W. Healy Public Safety Facility • Cambridge War Memorial Building • West Cambridge Youth and Community Center/VFW • Cambridge Rindge and Latin School Project • Multi-Departmental Relocation Plan Phase 1: 859 Massachusetts Ave Phase 2: City Hall Renovations

Since Massachusetts General Laws Chapter 149A was adopted in 2004, the following projects have been designed and constructed using the M.G.L. c. 149A Construction Management At-Risk (CmaR) delivery method, in accordance with statutory experience requirements.

*The total projects costs for projects delivered using M.G.L. c. 149A exceeded **$967M***

Relevant Experience	• Alice K. Wolf Center (former Police Station 5 Western Ave) Estimated Total Project Costs: $23M Total Completed Project Costs: $21.4M ($1.6M savings) • Dr. Martin Luther King School - Putnam Ave Upper School Estimated Total Project Costs: $95.5M Total Completed Project Costs: $94.3M ($1.2M savings) • King Open and Cambridge Street Upper School & Community Center Estimated Total Project Costs: $159.1M Total Completed Project Costs: $157.1M ($2M savings) • Tobin School and Vassal Lane Upper School Estimated Total Project Costs: $321.1M (269M) Ongoing, Project Completion – September 2025 • Fire Department Headquarters Reconstruction Project Estimated Total Project Costs: $77M Ongoing Project Completion – August 2026

12b. Owner's Project Manager

OPM	City of Cambridge 795 Massachusetts Ave Cambridge, MA 02139
Key Member(s)	Brendon M. Roy Director of Capital Building Projects broy@cambridgema.gov

Projects completed for the City of Cambridge:

Relevant Experience	• The Cambridge Rindge and Latin School Project • Alice K. Wolf Center (former Police Station 5 Western Ave) • Dr. Martin Luther King School - Putnam Ave Upper School** • King Open and Cambridge Street Upper School & Community Center** • Multi-Departmental Relocation Plan | Phase 1: 859 Massachusetts Ave **

Projects completed for the City of Cambridge as Owner's Project Manager:

Relevant Experience	• Multi-Departmental Relocation Plan | Phase 2: City Hall ** • Foundry Project – 101 Rogers Street ** • Tobin School and Vassal Lane Upper School** • Fire Department Headquarters Reconstruction Project**

** Delivery Method: CM at Risk (Ch. 149a)

Capital Building Projects Department | Brendon Roy, MCPPO certified OPM

The Capital Building Projects Department, led by Director Brendon Roy, is currently managing several major projects using the M.G.L. c. 149A Construction Manager at Risk (CMaR) delivery method. These efforts include school upgrades, building renovations, and new public service facilities. Projects currently under construction are tracking well — on schedule and within budget. Active Chapter 149a CMaR projects include:

- Tobin School and Vassal Lane Upper School ($321M)
- Fire Department Headquarters Reconstruction Project ($77M)
- 158 Spring Street & Ahern Field Renovation Project ($20M)

Mr. Roy has over 16 years of experience with the City of Cambridge and has served as a senior leader within the City Manager's Office. He's been instrumental in delivering complex capital projects through every phase from planning to completion. Under Brendon's leadership, the Capital Building Projects team has grown into a strong group of professionals all certified and trained to manage construction from start to finish all the while being mindful for the best interest of the City's and community.

The Capital Building Projects Department, led by Director Brendon Roy, is managing several major initiatives using the M.G.L. c. 149A Construction Manager at Risk (CMaR) delivery method. Current efforts include school modernization, major building renovations, and new facilities that support public services. Projects now under construction are progressing on schedule and within budget.

Director of Design | Nick Stoutt AIA, MCPPO certified OPM

Nick Stoutt brings over 3 years of direct, relevant experience with the City of Cambridge, having formerly served as Assistant Commissioner for Architectural Services and acting Owner's Project Manager (OPM), where he successfully delivered a broad range of municipal projects. He offers 21 years of diverse professional experience

encompassing architectural design, construction oversight, and comprehensive project management across both public and private sector projects.

Current City of Cambridge projects - Chapter 149A CMaR delivery method:

- Cambridge Fire Department Headquarters
- Tobin School and Vassal Lane Upper School
- 158 Spring Street & Ahern Field

Other related City of Cambridge completed projects:

- DPW Simard Building Reconstruction
- Rindge Commons Pre-Kindergarten Fit-Out
- River Street Firehouse Renovation

Other related projects:

- Parkway Central Library Renovation — Free Library of Philadelphia, Philadelphia, PA
- Library Square Renovation — Vancouver, British Columbia

Director of Construction | Monique Oliveira, MCPPO certified OPM

Monique Oliveira has over 20 years of experience delivering capital projects across public and private sectors. She has led teams at major construction management firms and served as an OPM for public agencies. Her portfolio includes complex, sustainable projects in higher education, financial institutions, medical facilities, affordable housing, and municipal facilities. As Director of Construction for the City of Cambridge, she oversees planning, procurement, and execution with a focus on equity, sustainability, and resilience.

Current City of Cambridge projects - Chapter 149A CMaR delivery method:

- Active CMaR projects listed above under the Capital Building Projects Department (Brendon Roy)

Other related projects as Construction Manager - 149A CMaR delivery method:

- Massport Logan Airport, Terminal A-C Connector $215M
- MSBA Francis C. Collins Middle and Saltonstall Schools 585,000sf $74M

Other related projects as OPM - 149A CMaR delivery method:

- MBTA Green Line Extension (GLX) Medford & Somerville $2.28B
- Department of Public Works, Arlington MA 80,700sf $44M

Supervising Architect | Aoife Viglianti, MCPPO certified OPM

Aoife Viglianti brings over 4 years of direct, relevant experience with the City of Cambridge, acting as OPM to deliver a broad range of projects. She is an MCPPO Certified OPM. Aoife has over 20 years of experience in the field of design, construction, and project management, in both public and private sector projects.

Current City of Cambridge projects:

- Moses Youth Center HVAC Upgrade & Limited Improvements **149**
- East Cambridge Firehouse Generator Replacement and Fuel Island Improvements **149**
- Robert W. Healy Public Safety Building RTU Replacement **149**

Other City of Cambridge Completed projects:

- Cambridge City Hall Façade Restoration **149**
- Inman Square Firehouse Façade Restoration **149**
- Lombardi Building Roof replacement and façade repairs **149**
- Cambridge Electrical Department Shop slab replacement **149**

Other related projects:

- Mass MoCA Phase III **149A**
- Bristol County Agricultural High School **149A**
- Mass MoCA Phase IB **149**

Assistant Project Manager | John Logiudice, MCPPO certified OPM

John Logiudice has 8 years of direct, relevant experience as Assistant Project Manager for the City of Cambridge and is an MCPPO certified OPM. He brings 24 years of experience in construction supervision and project management.

Current City of Cambridge projects - Chapter 149A CMaR delivery method:

- Tobin School and Vassal Lane Upper School **149A**
- Cambridge Fire Department Headquarters **149A**

Other City of Cambridge completed projects - 149A CMaR delivery method:

- Multi-Department Relocation Plan Phase 2 – City Hall Historical Interior Renovation **149A**
- King Open and Cambridge Street Upper School & Community Center **149A**

Other related projects:

- Multi-Department Relocation Plan Phase 1 – Women's Shelter 859 Mass Ave. **149**
- 689 Mass Ave Interior Fit-out and HVAC Upgrades **149**
- Rindge Commons Pre-K Interior Fit-Out **149**

Assistant Project Manager | Evan Silva, MCPPO certified OPM

Evan Silva brings extensive field experience with a strong focus on civil/sitework and building envelope systems. Evan provides daily onsite oversight of active construction activities and plays a key role in coordinating with the Construction Manager, architect, and project team. He supports cost and schedule control, monitors contractor compliance, and ensures real-time resolution of field issues to maintain project progress and quality.

Current City of Cambridge projects - Chapter 149A CMaR delivery method:

- Tobin School and Vassal Lane Upper School **149A**

Consultant to the City of Cambridge | Michael J. Black, MCPPO certified

Michael J. Black brings over 51 years of experience in engineering and construction, including leadership roles in the public and private sectors and extensive work as an independent consultant. Former DCAM-certified general contractor, Vice President of Operations, with 17 years at United Engineers and Constructors, an EPC (Engineer, Procure, Construct) firm.

Current City of Cambridge projects - 149A CMaR delivery method:

- Serves in an executive capacity on all active CMaR projects listed above under the Capital Building Projects Department (Brendon Roy).

Other City of Cambridge completed projects with Chapter 149A CMaR delivery method:

- Alice K. Wolf Center, 5 Western Ave
- Dr. Martin Luther King School-Putnam Ave Upper School
- Multi-Department Relocation Plan, Phase 1: 859 Massachusetts Ave.
- Multi-Department Relocation Plan, Phase 2: City Hall Upgrades
- Foundry Project, 101 Rogers St.

Other City of Cambridge completed projects:

- The Robert W. Healy Public Safety Facility
- The West Cambridge Youth and Community Center/VFW
- War Memorial Office Renovation
- Cambridge Rindge and Latin School Project

12c. Designer

The Design Team	Weston & Sampson Engineers, Inc. 55 Walkers Brook Drive Reading, MA 01867
Key Member(s)	**Tyler Cofelice, PE** Project Manager II CofeliceT@wseinc.com
Relevant Experience	**Salt Shed Replacement and DPW Master Plan, Stonington, CT (Completed 2023)** Master plan and design of a new salt storage facility at the Town's DPW site. Evaluated multiple locations and layouts, advancing the preferred alternative through design, permitting, and construction. The final facility includes a 50'x80' fabric-style superstructure on precast concrete block walls with wood siding for improved aesthetics.
	Salt Shed Replacement, Melrose, MA (Completed 2023) Design and construction of a new 40'x72' Hi-Arch Gambrel salt shed to replace the existing structure. Work included zoning review, site design (grading, drainage, and reuse of existing stormwater infrastructure), cost estimating, and bid-phase support. Provided construction administration through project completion.
	Salt Storage Building Replacement, Raynham, MA (Completed 2020) Design and permitting of a new 50'x72' Hi-Arch Gambrel salt shed, including preparation of a MassDEP Post-Closure Use Permit for work adjacent to a closed landfill. Work included zoning review, grading and drainage design, stormwater management improvements, and coordination with the Planning Board. Provided cost estimating, bidding support, and construction administration services through project completion.

12d. Project Team

Geotechnical Engineer **Licensed Site Professional**	**CDM Smith** 75 State Street, Suite 701 Boston, MA 02109
Key Member(s)	**Carol Rego, PE** Vice President RegoCA@cdmsmith.com
Relevant Experience	• House Doctor for City of Cambridge, Engineering Services • Dr. Martin Luther Kind Jr. School, City of Cambridge • King Open/Cambridge Street Upper Schools & Community Complex, City of Cambridge • Tobin School and Vassal Lane Upper School, City of Cambridge • Danehy Park Monitoring and Reporting Services, City of Cambridge

City of Cambridge
Application for Construction Management at Risk
DPW Salt Shed Replacement Project

Attachment C

Question 9 and 10
Awarding Authority Authorization Information

City Council Vote Authorizing Use of CM at Risk, December XX, 2025

Memorandum from City Manager to City Council, December XX, 2025

Memorandum

Date: December XX, 2025

To: City Council

From: Huang, Yi-An, City Manager

Subject: Utilization of Construction Manager at Risk Construction Method under M.G.L. Chapter 149A for the DPW Salt Shed Replacement Project ("Project")

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 memorandum 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 DPW Salt Shed Replacement 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 and risks 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 CMaR's contingency line item is. 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 Construction Manager at Risk (CMaR) delivery method on several major projects, including 158 Spring Street (AKA Kennedy Longfellow School), Tobin Montessori and Vassal Lane Upper Schools, Fire Department Headquarters, Dr. Martin Luther King Jr. School on Putnam Avenue, King Open and Cambridge Street Upper School and Community Complex, Foundry redevelopment, and the Multi-Department Relocation Plan.

What are some of the pros and cons of using the CMaR method?

Pros:

- 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 the 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.

- 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.

Cons:

- The CMaR Method reduces conflict risk between the City and the CMaR firm but that risk is minimized with an overall increased cost at the time the GMP is established.

What is the timeline for the CMaR Method?

The first step is 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 December 2025 would position the Inspector General's approval in January 2025, which would align with the Schematic Design phase by the design and engineering consultant Weston & Sampson. Completion of the design phase and Construction Documents is scheduled for September 2026.

Bringing the CMaR under contract will help provide critical insights regarding site logistics, design constructability, and potential alternative methods.

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.

City of Cambridge
Application for Construction Management at Risk
DPW Salt Shed Replacement Project

Attachment D

Question 14 – 20
Awarding Authority Plans & Procedures

Attachment D
Question 14 – 20 Awarding Authority Plans & Procedures

14. Experience with CMaR Selection Process
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 DPW Salt Shed Replacement 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 – 859 Massachusetts Ave
- Phase 2 - Multi-Department Relocation Plan – City Hall Upgrades - **MGL 149A**
- Foundry Project – 101 Rogers Street - **MGL 149A**
- Tobin School and Vassal Lane Upper School - **MGL 149A**
- Fire Department Headquarters Reconstruction Project – **MGL 149A**

15. Experience with CMaR Selection Process
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, is 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 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 it 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.

16. Establishing the GMP
The City of Cambridge understands that M.G.L. c. 149A requires that design documents be completed at a minimum of 60% 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

17. Trade Contractors – Fair Bidding Process & Selection

The City of Cambridge Purchasing Department shall be issuing all official notifications to solicit pre-qualifications for 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 named. Refer to Attachment B, page 4.
The City of Cambridge shall award the trade bids to the lowest responsive and responsible pre-qualified sub-trade bidder.

18. Subcontractors – Fair Bidding Process & Selection

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.

19. Project Communications

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.

20. Project Controls

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.

City of Cambridge
Application for Construction Management at Risk
DPW Salt Shed Replacement Project

Attachment E

Question 13
Design Scope

55 Walkers Brook Drive, Reading, MA 01867 (HQ)
Tel: 978.532.1900

March 6, 2025

Elizabeth Unger
Purchasing Agent
City of Cambridge
795 Massachusetts Avenue
Cambridge, MA 02139

Re: Cambridge MA - DPW Salt Shed Replacement Project

Re: Cambridge, MA – DPW Salt Shed Replacement Project

Dear Mrs. Unger,

Weston & Sampson Engineers, Inc. is pleased to submit this proposal for the redevelopment of the DPW salt shed at Danehy Park. Our understanding of the project is that the City of Cambridge (the City) seeks to reorganize the site to improve efficiency and better accommodate increased salt storage capacity, workshop space, a vehicle wash station, brine production operations, and personnel support areas, while ensuring the facility aligns with fossil fuel-free requirements and supports potential park-wide Wi-Fi connectivity. Based on our meeting with the City on February 26, 2025, Weston & Sampson has revised the scope of services to reflect input from the City.

The DPW salt shed facility abuts the Danehy Park/New Street landfill and is adjacent to the landfill gas vent trench to the northwest and southwest of the project area. The City of Cambridge has reported that buried solid waste, including ash, is present at the facility, along with overlaying clay. Geotechnical boring logs from a 2023 subsurface investigation conducted in the facility parking lot area have also been provided by the City.

The City seeks to establish a connection between Garden Street and Sherman Street to address the constraints posed by the existing single access driveway, which is shared with public parking. These constraints significantly impact DPW operations, particularly during snow emergencies, by hindering plow truck access, causing queuing issues, and compromising overall safety. Additionally, it is understood that a temporary salt storage solution may need to be identified offsite to maintain winter maintenance services during construction of proposed improvements.

Based on this understanding, we have prepared the following scope of work and fee summary for the feasibility study. Design, permitting, bidding, and construction services are not included in this scope but are assumed to be provided under a separate proposal.

SCOPE OF WORK

Phase A – Feasibility Study

Task 1 – Kick-Off Meeting, Programming Review & Site Visit

Weston & Sampson shall begin by reviewing the programming notes provided by the City from the previous HKT study. This information will be translated into Weston & Sampson's standard format, with a focus on identifying opportunities for optimization and potential reductions while ensuring the facility meets the operational needs of the DPW. A draft Space Needs Matrix and associated Room Data Sheets will be developed based on this review. Once the programming review is complete, Weston & Sampson shall coordinate and facilitate a kickoff meeting with the City. This meeting will serve to introduce the project team, review project goals, confirm communication protocols, and discuss next steps. A key focus of the meeting will be to review the draft Space Needs Matrix and

Room Data Sheets, ensuring alignment with the City's expectations and securing confirmation on the programming to be used in developing conceptual layouts.

Following the kickoff meeting, Weston & Sampson shall conduct a site visit with City officials to assess existing conditions and evaluate facility layout and operations. The site visit will focus on identifying constraints that may impact facility siting, circulation, and construction feasibility, including potential connections between Garden Street and Sherman Street for improved access and operational efficiencies. Meeting minutes summarizing key discussions, site visit observations, and programming adjustments shall be prepared and distributed to all attendees.

Meeting Assumption:

- One (1) Kick-off Meeting to review draft programming for project based on HKT information.

Task 2 – Salt Shed Type

Weston & Sampson shall explore various options for the salt shed structures with the city, considering operational needs and City aesthetic preferences. This will include evaluating the feasibility of fabric style sheds, delegated designed timber-framed structures as well as custom-designed salt sheds and support structures. Weston & Sampson shall prepare a comparative analysis of different salt shed structures, outlining the pros and cons of each option in terms of durability, maintenance, aesthetics, photo examples of each as well as order of magnitude costs. The goal of this task is to have the city select a preferred salt shed type/style with the intention of further developing the building design as part of the design phase of the project.

Meeting Assumption:

- One (1) Meeting to review building design options where a preferred salt shed type is selected.

Task 3 – Site Plan Concept Development

Weston & Sampson shall develop up to three (3) initial conceptual site plans, incorporating facility space needs, operational requirements, community input, and environmental considerations. These conceptual plans will address:

- General site layout, including driveways, circulation, parking, and support structures, trees to be disturbed as part of development.
- The salt shed building footprint and its orientation within the site.
- Site circulation, with a focus on vehicle access, queuing, and snow emergency operations.
- Modifications required for Garden Street to Sherman Street connection.

Process and Meeting Assumptions

The site plan concept development process will involve three (3) key meetings and two (2) iterative refinements of the conceptual plan. The process includes:

1. Initial Concept Review Meeting with the City: Weston & Sampson will present up to three (3) initial site concepts to the City, reviewing functionality, operational priorities, and environmental considerations. Feedback from this meeting will guide the first iteration of refinements to develop a preferred concept.
2. Second Concept Review Meeting with the City: Following the first iteration, Weston & Sampson will present a refined preferred concept. This concept may be one of the original three or a combination of elements from multiple options. Feedback from this meeting will shape the version to be presented to the community.
3. Public Meetings: The preferred concept, supported by 3D perspectives, will be presented at a virtual public meeting to gather broader community input. For budgeting purposes, we have assumed two public meetings throughout the feasibility study.

55 Walkers Brook Drive, Reading, MA 01867 (HQ)
Tel: 978.532.1900

Iterations Assumed

For budgeting purposes a total of two (2) iterative refinements for the site concepts are assumed as follows:

1. First Iteration: Following the Initial Concept Review Meeting with the City.
2. Second Iteration: Following the Second Concept Review Meeting with the City.

Final Deliverables

The preferred concept plan will reflect feedback from all three (3) meetings and two (2) iterations, integrating operational, environmental, and community considerations. To support decision-making, Weston & Sampson will prepare 3D perspectives of the preferred concept for use during the public meetings, ensuring clear and engaging visuals for all stakeholders. It is assumed that any feedback from the public meetings will be recorded and will be incorporated into the design during the next phase of the project.

Task 4 – Records and Data Review

Weston & Sampson will review City-records on subsurface conditions. The subsurface conditions will inform the feasibility of proposed new site configurations, and foundation support options for the proposed salt shed. The geo-environmental data review will include available boring logs, test pit logs, landfill gas monitoring results and soil and/or groundwater analytical data.

Task 5 – Zoning and Permitting Research

Weston & Sampson shall conduct Zoning and Permitting Research, preparing a memorandum summarizing applicable zoning regulations, allowable land use, setbacks, lot coverage, height restrictions, and floor area ratio requirements. The memorandum will also identify any required special permits or variances and confirm that the new facility height will not exceed the existing shed height, per the City's request. Weston & Sampson shall schedule and participate in a preliminary meeting with MassDEP, discussing permitting requirements, landfill vent trench modifications (if required, refer to owner contingency, below), as well as environmental soil characterization data if available.

Meeting Assumption:

- One (1) Preliminary MassDEP meeting.

Task 6 – Environmental Assessment

Soil disposal costs are a significant factor influencing overall project construction expenses. Given the known presence of buried ash, Weston & Sampson proposes conducting pre-characterization of ash and soil that may be generated during the project. Up to five soil borings are proposed, advanced to depths of up to 10 feet below ground surface (ft. bgs), to assess the nature and extent of subsurface conditions. This pre-characterization will help identify and quantify soil management requirements, enabling the City to better anticipate costs and reduce the risk of unexpected expenses during construction. Based on the expected re-use of the existing salt shed location, boring locations will be adjusted towards the salt shed.

Throughout the fieldwork activities, air monitoring will be performed using a four-gas meter to address safety concerns, including elevated methane levels known to be present at the site. Non-sparking equipment will be used to mitigate risks associated with methane, and Weston & Sampson will develop a comprehensive Health & Safety Plan specific to the soil boring activities.

As part of these soil boring activities, Weston & Sampson will prepare and submit a BWP-SW-45 Presumptive Approval application to MassDEP to ensure regulatory compliance. The City has previously submitted similar BWP-SW-45 applications for other subsurface assessments at the landfill, including the Salt Shed area, providing a precedent for this step.

Weston & Sampson will screen the soil/ash for volatiles and collect samples for laboratory analysis. We will collect up to two pre-characterization samples and submit to a state-certified analytical laboratory for the following disposal characterization parameters consistent with MassDEP Policy COMM-97-001:

- Semi-Volatile Organic Compounds (SVOCs);
- Total Petroleum Hydrocarbons (TPH);
- Polychlorinated Biphenyls (PCBs);
- Massachusetts Contingency Plan (MCP) 14 metals (antimony, arsenic, barium, beryllium, cadmium, chromium, lead, mercury, nickel, selenium, silver, thallium, vanadium, and zinc); and
- Hazardous waste characteristics (corrosivity/pH, flashpoint, reactive cyanide and sulfide, and specific conductivity).

Grab samples will be collected from each boring and field-screened for visual/olfactory evidence of contamination (i.e., odors, stains, etc.) and total volatile organic compounds (TVOCs). For each composite sample, a grab sample will be submitted for Volatile Organic Compounds (VOCs) analysis. For the purposes of this preliminary assessment, pesticide and herbicide analyses are excluded. Based on the results of the MCP 14 Metals testing, additional analysis for Toxicity Characteristic Leachate Procedure (TCLP) may be required if metals concentrations exceed the RCRA "20 Times Rule" threshold. Weston & Sampson has budgeted for up to three TCLP lead samples.

Up to six grab soil samples from soil borings within the project area will also be collected. The grab soil samples will be analyzed for metals, SVOCs and if elevated TVOC results are present, VOCs and/or TPH analysis. Weston & Sampson has budgeted for up to two Polarized Light Microcopy (PLM) and two Scanning Electron Microscopy (SEM) samples to evaluate the type of ash present.

By incorporating this environmental assessment into the feasibility study, the project will benefit from an understanding of soil and ash conditions, supporting more accurate budgeting, informed design decisions, and compliance with regulatory and safety requirements.

Task 7 – Conceptual Cost Estimate

Weston & Sampson shall engage a third-party cost estimating firm to develop a Conceptual Cost Estimate based on the preferred concept. The estimate will follow the Construction Specifications Institute (CSI) MasterFormat structure and will include:

- Construction hard costs (site preparation, building construction, utility connections, site improvements, infrastructure).
- Soft costs (contingencies, permitting fees, testing, inspections, design fees, escalation, insurance, etc.).
- Escalation factors based on a projected construction start date.

For budgeting purposes, we have assumed that we will provide a draft estimate followed by one round of comments and a revised estimate that addresses comments to provide the final cost estimate.

Task 8 – Feasibility Study Report

Weston & Sampson shall compile a Feasibility Study Report summarizing all work completed in the preceding tasks. This report will document the comprehensive process undertaken throughout the feasibility study, including programming efforts, community feedback, concept iterations, subsurface investigations, and meetings with MassDEP and other stakeholders. The report will provide a clear and cohesive understanding of the project's findings and recommendations. The report will address key site-specific considerations, including:

- Recommended foundation types for the proposed salt shed

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- Preliminary earthwork requirements for construction
- Evaluation of a potential connection between Garden Street and Sherman Street, including a comparison of options with associated pros and cons.
- Surplus soil estimates for materials deemed geotechnically unsuitable for reuse or contaminated, requiring off-site transport and recycling/disposal

Deliverables

Supporting documentation developed in previous tasks will be included as appendices to the report, such as:

- Facility Space Needs Matrix & Room Data Sheets
- Zoning and Permitting Memorandum
- Boring Logs from the Subsurface Investigation
- Conceptual Site Plans and Floor Plans
- 3D Renderings of the Preferred Concept
- Concept-Level Development Budget

In addition to these appendices, the report will include a summary of key findings and recommendations, supported by a detailed summary of projected costs for the proposed improvements.

Review Process

The draft Feasibility Study Report shall be submitted to the City for review and comment. Weston & Sampson will hold a single review meeting with the City to present findings—including geotechnical, environmental, and design considerations—and gather feedback. Following this meeting, Weston & Sampson shall incorporate the City's comments into the final document.

Meeting Assumption

- One (1) meeting to review the draft report with the City

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OWNER CONTIGENCY

General Owner Contingency – $15,000

It is recommended that the City carry an allowance of $15,000 to account for unforeseen conditions, potential scope modifications, and other unexpected costs that may arise throughout the feasibility process. This contingency provides flexibility to address unanticipated project needs, such as additional site investigations, regulatory coordination, supplemental design refinements, or other necessary efforts that may emerge as the project evolves. The contingency ensures that the feasibility study remains adaptable to new information and changing project requirements while maintaining progress toward a well-informed final concept. If not required, any unused portion of this contingency will remain unspent.

Feasibility of Roadway over Landfill Vent Trench – $4,000

There is potential for the conceptual design to require modifications to the landfill's vent trench, whether by extending the site over the trench or modifying it to create a connection between Sherman Street and Garden Street. Due to this possibility, we recommend the Owner carry a contingency to cover this scope if it is deemed necessary.

If modifications to the vent trench are required as part of the preferred concept, Weston & Sampson shall develop a conceptual cross-section outlining the necessary adjustments to maintain venting functionality while accommodating site needs. These modifications may include components such as perforated pipes, impermeable barriers, or other elements based on MassDEP guidance. Any required improvements will be incorporated into the conceptual cost estimate provided in Task 7.

For budgeting purposes, this contingency assumes the preparation of one conceptual cross-section. A full design and MassDEP permitting are not included in this scope and would require additional authorization if needed. If modifications to the vent trench are not required, this contingency will remain unused.

ANTICIPATED SCHEDULE SUMMARY

Weston & Sampson anticipates a three-month study duration, commencing in April 2025 and concluding by the end of July 2025. A preliminary schedule has been developed and is attached, outlining key milestones such as anticipated meetings, action items, and submittals. This schedule is intended as an approximation and may be adjusted based on project needs and stakeholder input.

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ESTIMATED BUDGET

Weston & Sampson's proposed fee for performing the feasibility study, based on the assumptions outlined above, is summarized below, broken down by task. These fees will be billed on a lump sum basis. A more detailed breakdown, including the level of effort, hourly rates, sub-consultants, and expenses, is provided in the attached Level of Effort and Cost Table for reference.

Phase A – Feasibility Study		
Task 1 – Kick-Off Meeting, Programming Review & Site Visit	$	10,500
Task 2 – Building Design	$	5,500
Task 3 – Site Plan Concept Development	$	32,900
Task 4 – Records and Data Review	$	4,800
Task 5 – Zoning and Permitting Research	$	7,700
Task 6 – Environmental Assessment	$	19,700
Task 7 – Conceptual Cost Estimate	$	19,300
Task 8 – Feasibility Study Report	$	14,500
TOTAL	$	114,900
General Owner Contingency	$	15,000
Feasibility of Roadway over Landfill Vent Trench	$	4,000
GRAND TOTAL	$	133,900

We hope this proposal meets your needs. If you have any questions, please do not hesitate to contact me by email (cofelicet@wseinc.com) or by phone (603-263-9498).

Very truly yours,

WESTON & SAMPSON ENGINEERS, INC.

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