



Office of the Inspector General

Commonwealth of Massachusetts

Gregory W. Sullivan
Inspector General

Procedures relative to receiving a
Notice to Proceed to Use
Construction Management at Risk
Services

June 2005

Table of Contents

Introduction1
Schedule3
Application4
Evaluation Process8
Attachment:	CERTIFICATION OF AUTHORITY TO USE THE CONSTRUCTION MANAGEMENT AT RISK DELIVERY METHOD

Massachusetts Office of the Inspector General

Address:

Room 1311
John McCormack State Office Building
One Ashburton Place
Boston, MA 02108

Contact Information:

(617) 727 - 9140
(617) 523 - 1205 (MCPPO Program)
(800) 322 - 1323 (Confidential 24-hour Hotline)
(617) 723 - 2334 (FAX)
(617) 722 - 8809 (CM at risk application)
www.mass.gov/ig

Introduction

Office of the Inspector General Construction Management at Risk Application to Proceed

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 must obtain a Notice to Proceed to use the CM at risk delivery method from the Office of the Inspector General.

The Office has developed a 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 are necessary to the process to ensure construction of a high-quality, cost-effective public building project.

The Office of the Inspector General will issue a Notice to Proceed when the public agency has demonstrated that:

- a. The public agency has authorization from its governing body to enter into a contract with a construction management at risk firm. The authorization shall include the results of any public vote if applicable.
- b. The public agency 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.
- c. The public agency has in place procedures 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 or more.
- e. The public agency 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 Office will review an awarding authority's complete application and within 60 days from the date 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 Office of the Inspector General declines to issue a Notice to Proceed to an awarding authority, the Office shall provide in writing to the awarding authority the reason(s) for the decision. An awarding authority not receiving a Notice to Proceed may resubmit its application upon correcting or responding to the reason(s) provided to the awarding authority by the Office of the Inspector General.

The Office of the Inspector General shall make a timely review of the resubmitted application and, if the awarding authority meets the requirements, the Office will issue a Notice to Proceed.

The Inspector General 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 Office of the Inspector General. Providing false, misleading, or incomplete information will be considered grounds for denial.

The Office is accepting applications for review as of January 2005. Applications must be submitted to: Office of the Inspector General, Room 1311, One Ashburton Place, Boston, MA 02108.

If you have any questions regarding the application process, contact Mary Kolesar, Senior Analyst, Legal and Public Policy Division, at 617-722-8809 or by e-mail at kolesarma@maoig.net or Nick Read, Deputy General Counsel at 617-722-8852 or by e-mail at readni@maoig.net.

Schedule

	Event	Task
Day 1	Awarding Authority Submits Application to Proceed (by mail) to: Office of the Inspector General One Ashburton Place, Room 1311 Boston, MA 02108	Date and time stamp application
Day 1 – 15	<ol style="list-style-type: none"> 1. OIG reviews application in a timely manner. 2. OIG sends written notice (e-mail) acknowledging receipt of the application 	Complete checklist
Day 1-60	<ol style="list-style-type: none"> 1. OIG determines whether additional information is necessary and if so, requests awarding authority to send information 2. OIG reviews application to determine whether awarding authority meets requirements and will be issued a Notice to Proceed 3. OIG sends Notice to Proceed or Denial of Notice to Proceed 	<ul style="list-style-type: none"> • Verify info • Request more information, if necessary • Analyze credentials based on evaluation criteria; • Complete review and issue determination
As applicable	Upon completion of project, awarding authority submits report to OIG within 70 days of completion (945 CMR 2.09)	Review summary report
Year 5 – January 2010	OIG issues report on CM at risk to legislature with legislative recommendations, if any	Write report

Application

Please submit one original with signatory pages and three copies of the following information. Use additional sheets where necessary. To assist in the evaluation process, please submit and identify information and documents with the item numbers on this application form.

Part A: General Information

1. Awarding Authority name: **City of Cambridge**
2. Address: **City Hall, 795 Massachusetts Avenue, Cambridge MA 02139**
3. Phone number **617-349-4000** Fax number _____ E-mail: **rhealy@cambridgema.gov**

4. Narrative description and brief history of the project:

The City of Cambridge School Department has implemented an Innovation Agenda to become district of JK-5 schools, with four upper school campuses that feed into the Cambridge Rindge & Latin High School. The Martin Luther King School, 100 Putnam Avenue, is the first building to be modernized to accept the Innovative Programming curriculum.

- a. estimated square feet **160,000**
 - b. program type: **educational**
 - c. building type existing **1968 concrete frame and masonry buildings**
5. Project schedule elements, including, but not limited to:
 - a. Feasibility study completion date (if any) **June 2012**
 - b. Owner's Project Manager contract execution date (if not an employee) **N/A City of Cambridge employs an MCPPO certified OPM**
 - c. Designer contract execution date **February 29, 2012**
 - d. Projected procurement milestone dates, including but not limited to the following items: Request for prequalification issuance, request for proposals issuance, CM at risk firm contract execution date, other: **estimated CM at risk selection - August 2012**
Projected completion date (use and/or occupancy)September 2015
6. Submit an estimated total project budget, including but not limited to line items for the following items: **See Attachment "MLK Estimated Costs"**
 - a. Owner's Project Manager contract amount (if not an employee)
 - b. Designer contract amount
 - c. Estimated construction cost
 - d. Other costs

Office of the Inspector General
Construction Management at Risk Application to Proceed

- e. Identify the source of the estimated project budget and estimated construction costs.
7. Submit the attached certification form 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 the results of any public vote if applicable. **See Attachment "Certification of Authority page 11"**
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.
Robert W. Healy, City Manager
9. Submit written evidence of the approval of the governing body of the plan and procedures, if applicable.
10. Submit the written determination by the awarding authority that the use of construction management at risk services is appropriate for the building project and the reasons for the determination. **See Attachment "Certification page 9"**

Part B. Awarding Authority Capacity Information

11. Provide a brief narrative and organization chart of the project organization showing each individual or entity's role and responsibilities. Identify the individuals and entities within the awarding authority that will participate directly on the project, the contracted individuals and entities that will participate directly on the project and the contracted individuals and entities that will have indirect responsibility for aspects of the procurement, contracting, implementation, auditing, or other phases of the project. **See Attachment "A"**
12. Provide the name, affiliation, and contact information for all key members of the project team. List all 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, including:
 - 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),¹

¹ M.G.L. c. 149A, §3(a) states that "Before procuring the services of a designer . . . and prior to submitting an application to use the construction management at risk delivery method . . . , the awarding authority shall procure or otherwise employ the services of an owner's project manager pursuant to section 44A 1/2 of chapter 149. The owner's project manager may assist the awarding authority in the procurement of the designer. "

Office of the Inspector General
Construction Management at Risk Application to Proceed

- c. the Designer,² 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)
See Attachment "B"
13. Submit a copy of the scope of services portion of the OPM contract or, if the OPM is an employee, the individual's title, job description, and scope of work related to the CM at risk project, and a copy of the scope of services portion of the designer's contract. **See Attachment "C"**
14. Submit the awarding authority's detailed and comprehensive plan and procedures³ outlining the expertise/ability of the awarding authority and the project team to effectively procure and manage construction management at risk services. Provide information regarding each of the following components of a CM at risk project: **See Attachment "D"**
- 14a. 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.
 - 14b. 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.
 - 14c. 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.
 - 14d. 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.
 - 14e. The awarding authority's plan and procedures for obtaining

² M.G.L. c. 149A, §3(b) states that "Before submitting an application to use the construction management at risk delivery method . . . , the awarding authority shall procure the services of a designer for the building project. In procuring the services of a designer, the awarding authority shall do so in a manner consistent with sections 38A ½ to 39O, inclusive, of chapter 7. The designer procured by the awarding authority shall be independent of the owner's project manager and the construction management at risk firm. "

³ The plan and procedures must be approved by the governing body, where appropriate. [M.G.L. c. 149A, §4(a)(2)]

Office of the Inspector General
Construction Management at Risk Application to Proceed

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.

- 14f. The awarding authority's plan and procedures relative to administering and coordinating the project and maintaining project communications.
- 14g. 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.

Evaluation Process

Office of the Inspector General's Evaluation Process

The Office 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.

Is the estimated construction cost \$5 million or more?

Did the awarding authority receive approval from the appropriate governing body?⁴

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 owner'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?

Has the awarding authority established a plan for acquiring appropriate expertise to assist where the team may not have the necessary experience to meet anticipated challenges?

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 two-phase 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?

⁴ The "appropriate governing body" varies, depending on an awarding authority's charter and other factors.

Office of the Inspector General
Construction Management at Risk Application to Proceed

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?

Although the Office will rely primarily on the information presented in the application to make its determination, the office reserves the right to obtain additional information and to verify information.

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

**Office of the Inspector General
Construction Management at Risk Application to Proceed**

If the office's review results in a determination that an awarding authority appears to lack sufficient capacity to effectively procure and manage a CM at risk construction project, the office will provide in writing to the awarding authority the reason(s) for the determination. An awarding authority may resubmit a detailed application, correcting or responding to the reason(s) identified by the office. The office shall review the resubmitted application.

If the office's review results in a determination that an awarding authority has demonstrated sufficient capacity to effectively procure and manage a CM at risk construction project, the Office shall issue a Notice to Proceed. Along with the Notice to Proceed, the office will provide a summary report form to be completed by the awarding authority within 70 days from completion of the building project or termination of the contractor on the CM at risk building project.

The Inspector General 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 Office of the Inspector General. Providing false, misleading, or incomplete information will be considered grounds for denial.

CERTIFICATION OF AUTHORITY TO USE THE CONSTRUCTION
MANAGEMENT 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 _____ is a public agency as defined in M.G.L. c. 149, §44A, is duly organized and existing under the laws of the Commonwealth of Massachusetts, and has received the necessary authority and power from _____ [its 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 a public vote of the governing body, attached hereto (if applicable) was duly adopted and is currently in effect.

Signature

Title

Date

[SEAL]

Attachment “A”

Part B: - response to item 11

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 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 staff recommend policies and programs to the City Council and implement Council decisions.

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

City of Cambridge - City Council

- Will authorize the City Manger to apply to the Office of Inspector General to use the Construction Manager at Risk process as defined by M.G.L. c. 149A
- Approves Project Funding

City Manager - Robert W. Healy

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

Deputy City Manager - Richard C. Rossi

- The Deputy City Manager is responsible for all Capitol Projects
- The Deputy City Manager is the Chair of the Selection Committee for the Construction Manager
- The Deputy City Manager meets weekly with the OPM to review all aspects of the Project

Purchasing Agent - Cynthia H. Griffin

- The 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 ordinance.

Finance Department

Louie DePasquale - Assistant City Manager of Fiscal Affairs

David Kale – Budget Director

Michele Kincaid – Director of Financial Operations and Systems

- 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 though out the project starting with the development of the project budget.

Owners Project Manager – Michael J. Black

- The OPM is an employee of the City of Cambridge and is MCPPO certified
- Reports to the Deputy City Manager
- Assists the Deputy City Manager as a member of the Selection Committee for the Construction Manager

- Managers all daily aspects of the project with the School Department, 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

Architect – Perkins Eastman, Sean O’Donnell, AIA, LEED AP, Principal in Charge

- Reports to the OPM
- Is a member of the Selection Committee for the Construction Manager at risk
- Assists the Purchasing Department and the OPM with the RFP for the Construction Manager
- Is responsible for the preparation the design drawings and specifications and coordinating 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 and Geotechnical Engineer
- Provides Construction Administrative services
- Certifies monthly requisitions from the Construction Manager
- Provides affidavits for Substantial and Final Completion

Licensed Site Professional

Geotechnical Engineer

Testing Services – CDM/Smith, Carol Rego, P.E. Vice President

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

Commissioning Services – Stephen Turner Inc. Stephen Turner, President

- Reports to the OPM
- Responsible for preparation of the Commissioning specifications for the Architect
- Responsible for Commissioning of various building systems

CM Selection Committee

- Deputy City Manager Richard C. Rossi – Chair
- Cynthia H. Griffin – Purchasing Agent
- Lisa Peterson – DPW Commissioner
- Owners Project Manager – Michael J. Black
- Dana Ham – Facilities Director Cambridge Public School
- Architect - Sean O’Donnell
- Other TBD (School Department Representative)

Trade Contractor prequalification Committee

- Purchasing Agent – Cynthia H. Griffin – Chair
- Deputy City Manager Richard C. Rossi
- Owners Project Manager – Michael J. Black
- Architect - Sean O’Donnell
- Construction Manager at risk (TBD)

Attachment “B”

Part B: - response to item 12

Item a: **City Manager - Robert W. Healy, rhealy@cambridgema.gov**
Deputy City Manager - Richard C. Rossi, rrossi@cambridgema.gov
Purchasing Agent - Cynthia H. Griffin, cgriffin@cambridgema.gov
Assistant City Manager for Fiscal Affairs Finance Department – Louie DePasquale, ldepasquale@cambridgema.gov

In the past 5 years the following projects were designed and constructed under M.G.L. c. 149 requirements:

- 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

Presently the City of Cambridge is under construction with the former **Cambridge Police Department Headquarters**. This project is an M.G.L. c. 149A project, the Cambridge Housing Authority is the Developer for the project and is the Authority approved by the OIG, all construction costs are funded by the City of Cambridge. The City of Cambridge was a member of the CM at risk Selection Committee. The City of Cambridge was directly involved with the negotiation of the GMP and has staff on site to monitor the construction activities.

The total project costs for the M.G.L. c. 149 completed projects exceed 300 million dollars, the M.G.L. c. 149A former Cambridge Police Department Headquarters is budgeted for 23M in total project costs.

Item b: **Owners Project Manager – Michael J. Black, mblack@cambridgema.gov**
Recent projects completed as OPM for the City of Cambridge reporting to the Deputy City Manager

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

Current assignments include the renovations of the former **Cambridge Police Department Headquarters and the Martin Luther King School Project** which this application is requesting to be constructed using the Construction Management at Risk method.

The total project costs for the Chap 149 completed projects is 190 million dollars, the M.G.L. c. 149A former Cambridge Police Department Headquarters is budgeted for 23M in total project costs.

Mr. Black has almost 38 years in the field of engineering and construction. Relevant experience with construction management includes 4 years with a DCAM certified general contractor in the position of Vice President of Operations, primary business was constructing schools. Many years self employed as a consultant to the design and construction industry including 17 years with United Engineers and Constructors, an EPC company (Engineer, Procure, Construct).

Item c: **Architect – Perkins Eastman, Sean O’Donnell, AIA, LEED AP, Principal in Charge**
s.odonnell@perkinseastman.com

Office Location: 50 Franklin Street, Suite 402, Boston, MA 02110

Relevant Experience:

- Forrest Park Middle School, Springfield MA, M.G.L. c. 149A project
- Stoddert Elementary School and Community center, Washington D.C.
- Roger Ludlow Middle School, Fairfield, CT

Item d: **Licensed Site Professional**
Geotechnical Engineer

Testing Services – CDM/Smith, Carol Rego, P.E. Vice President, RegoCA@cdmsmith.com

Office Location: 50 Hampshire Street, Cambridge MA 02139

Relevant Experience:

- House Doctor for City of Cambridge, Engineering Services
- Licensed Site Professional:
 - The Cambridge Rindge and Latin School
 - The Martin Luther King School
- Geotechnical Engineering
 - The Martin Luther King School
- Testing Services:
 - 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

Commissioning Services – Stephen Turner Inc. Stephen Turner, President
stephen@sturnerinc.com

Office Location: 317 Hope Street, Providence RI 02906

Relevant Experience:

- Nathan Bishop Middle School, Providence RI
- Classical, Hope, Mt Pleasant HS labs, Providence RI
- Chariho High School, Wood River Junction RI
- Many projects for Brown University

Attachment "C"

Part B: - response to item 13

The OPM is an employee of the City of Cambridge. Refer to **Part B: - response to item 12** for the response to the request for information regarding the OPM.

Designer Services Contract between the City of Cambridge and Perkins Eastman is attached to this section. Perkins Eastman is presently under contract for the programming and a Feasibility Study to determine if the project is a renovation of the existing building, demolition of the existing structure and building of a new facility or a hybrid of partial renovation of existing and partial new construction.

Perkins Eastman's contract for designer services shall include their required participation with the Selection Committee for the CM at risk and the Trade Contractor prequalification Committee.

Attachment "D"

Part B: - 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 Martin Luther King School Project per M.G.L. c. 149a delivery process. The City of Cambridge's Office of the City Manager and Procurement Department has worked together successfully with M.G.L. c. 149 process 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

Most recently the City of Cambridge has teamed with the Cambridge Housing Authority to procure CM at risk services for the former **City of Cambridge Police Department Headquarters**. The office of the City Manager and the Procurement Department had active roles in the process and on the Selection Committee. They have also been an active participant with the negotiations to finalize the Guaranteed Maximum Price for this project. 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, renovation of the Martin Luther King School.

Part B: - response to item 14b:

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

- Prepare and advertise the RFQ for CM at risk 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 insure fairness in competition, evaluation of the RFQ/RFP including the reporting of the Selection Committee results.

Part B: - response to item 14c:

The City of Cambridge understands that M.G.L. c. 149A requires that design documents are required to be at a minimum of 60% complete, 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 schematic design phase will also enhance the overall cohesiveness of the team. The GMP shall also include the following:

- A detailed line item cost breakdown by trade, including the cost of pre-GMP work
- 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

Part B: - response to item 14d:

The City of Cambridge Purchasing Department shall be issuing all official notifications to solicit the 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 insure fairness in competition and evaluation of the trade Contractor prequalification submittals and reporting the trade Contractor prequalification Committee results.

Part B: - response to item 14e:

The City of Cambridge shall work closely with the selected CM at risk to identify non trade 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 and the CM at risk contractor during the bidding process to insure fairness in competition and shall coordinate with the Affirmative Action Director to insure that all bidders are aware of the City of Cambridge Ordinances and that all are properly addressed during the bidding process.

Part B: - response to item 14f:

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.

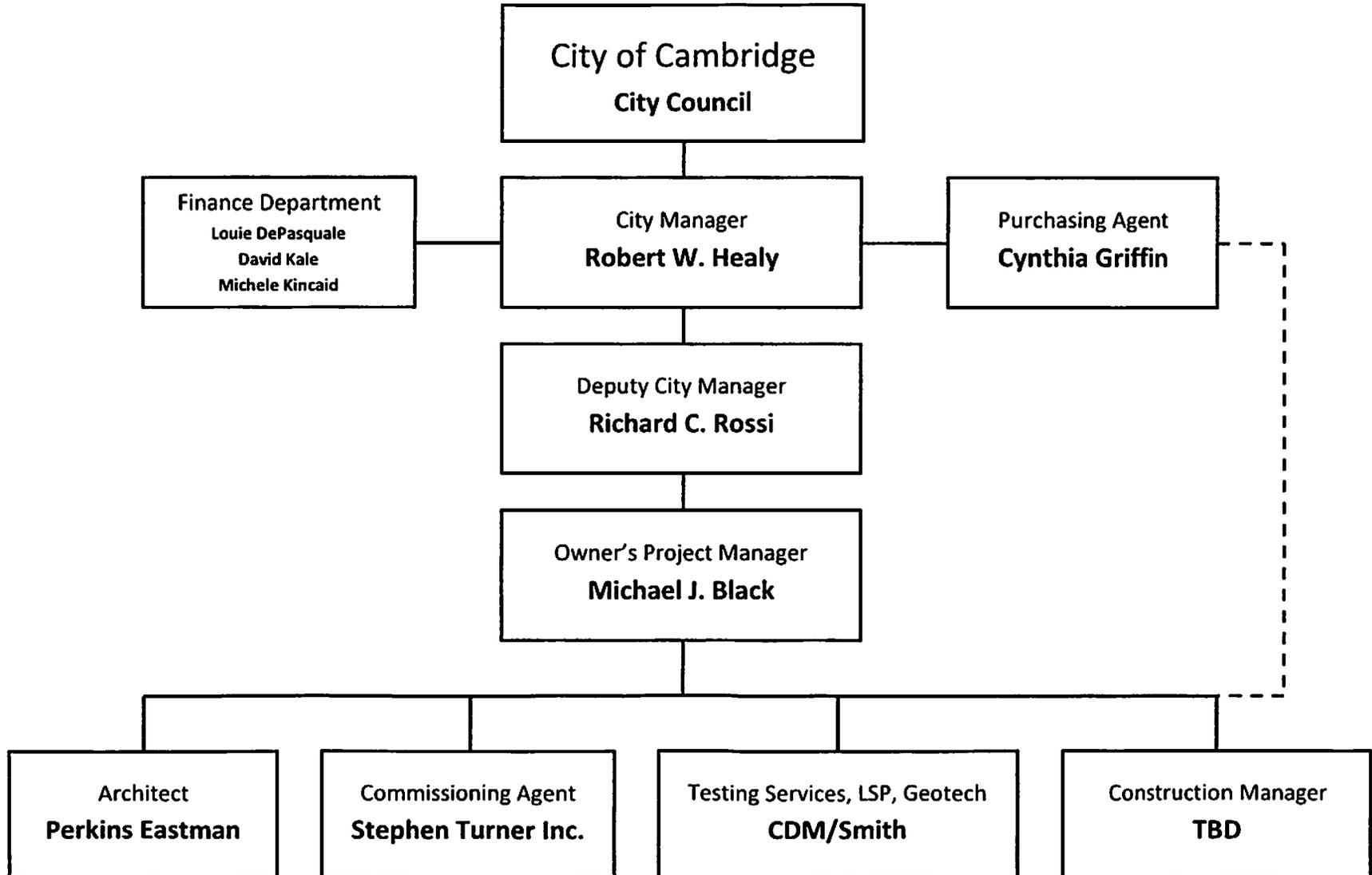
After the CM at risk is selected, the team of the OPM, Architect and the CM at risk shall meet regularly to review Trade Contractor submissions with the Trade Contractor prequalification Committee.

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 OPM 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.

Part B: - 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 Budget Office has a Senior Management Analyst assigned to the project. The Analyst forwards the approved invoice to the Finance Department for payment. The OPM tracks and maintains the project budget and reconciles all account activity on a regular basis with the Budget Office who is responsible for the official tracking of all project costs with the Finance and Audit Department.



MLK - 100 Putnam Avenue

Preliminary Budget for Submittal to Inspector General

Month:

Mar-12

	Preliminary Budget
Budget Breakdown	
ADMINISTRATION	
Legal Fees	\$100,000.00
Owner's Project Manager	
Owner Project Manager	\$400,000.00
Assistant Project Managers	\$563,000.00
Closeout	\$100,000.00
Other Project Management Costs	\$60,000.00
Advertising	\$12,500.00
Printing	\$100,000.00
Owners Insurance	\$250,000.00
Other Administrative Costs	
Administration SUBTOTAL	\$1,585,500.00
Architecture and Engineering	
A&E - Basic Services	\$5,200,000.00
Feasibility Study and Programming Analysis	\$400,500.00
Reimbursables	\$300,500.00
City - Consultants	
Licensed Site Professional	\$100,000.00
Geotechnical	\$150,000.00
Commissioning	\$600,000.00
Architecture and Engineering SUBTOTAL	\$6,751,000.00
Design/Build Construction Contract	
General Contractor	
Demolition	\$2,000,000.00
Site Development	\$0.00
Building Construction	\$54,000,000.00
Design/Build Construction Contract SUBTOTAL	\$56,000,000.00
Miscellaneous Project Costs	
Utility Company Fees	\$10,000.00
Testing Services	\$500,000.00
Structural Peer Review	\$10,000.00
Arts	\$100,000.00
Police details	\$750,000.00
Miscellaneous Project Costs SUBTOTAL	\$1,370,000.00
Furnishings and Equipment	
Furnishings (City)	\$3,000,000.00
VoIP	\$600,000.00
Furnishings and Equipment SUBTOTAL	\$3,600,000.00
Owner's Contingency 10%	\$7,000,000.00
TOTAL	\$76,306,500.00