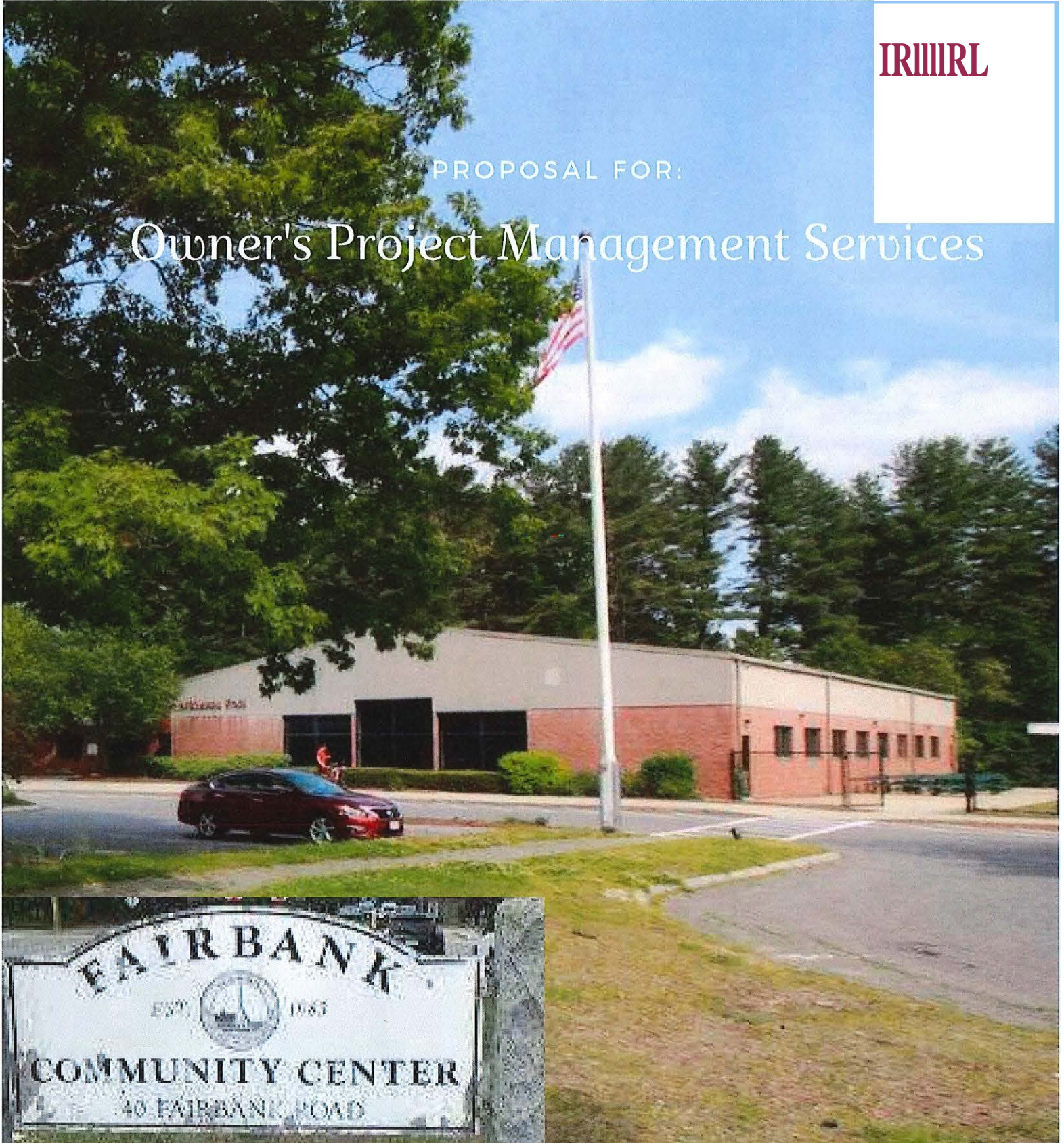


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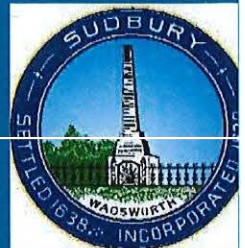
PROPOSAL FOR:

# Owner's Project Management Services



**CONTACT PERSON: NEIL JOYCE, PROJECT DIRECTOR**  
**NEIL'S CELL PHONE: 508-808-1601 | NEIL@CMS-MA.COM**

**270 MAIN STREET, MARLBOROUGH, MA 01752**  
**OFFICE TELEPHONE: 508-786-0600 | FAX: 508-786-0608**





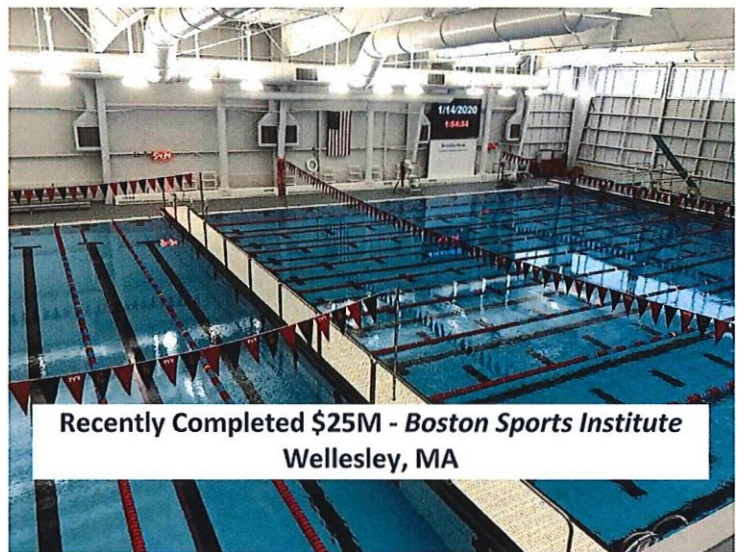
January 14, 2021

Town of Sudbury  
c/o Permanent Building Committee  
275 Old Lancaster Road  
Sudbury, MA 01776

RE: Owner's Project Management Services for the Fairbank Community Center Project

Dear Members of the Permanent Building Committee:

Construction Monitoring Services, Inc. (CMS) is pleased to submit our proposal to provide Owner's Project Management (OPM) Services for the New Fairbank Community Center. We are excited to submit our qualifications and hopefully have the opportunity to again work with the Town of Sudbury and PBC!



**Recently Completed \$25M - Boston Sports Institute  
Wellesley, MA**

We have had this project on our radar for several years now and feel we are the best fit for the Town due to our past and current successful working relationship with the PBC on the Police Station and the Town Hall projects. We have read the RFQ, attended the briefing session, and have determined this project will fit seamlessly into our schedule and is an excellent fit for our firm. We have completed several similar projects in our 20+ years in business. We look forward to the opportunity to work with the Town and PBC to manage your project in the most professional and enjoyable way possible. Our passion and enthusiasm for construction only results in positive experiences for our clients.

CMS exemplifies the critical elements that this project requires. We view our role as an executive extension to the Town and PBC and you have our personal guarantee that we will manage the finances of your projects as if we were managing our own funds. The project management position will be the most important consultant you will select in completing this project, and we believe we are uniquely qualified to provide superior project management services when compared to other OPM firms.

CMS values its relationships with our clients as demonstrated by our hard work and attention to details, earning us a top-notch reputation from our clients. CMS's approach is not just as a report writer, but rather as an active - "hands-on" and "proactive" - member of the team. We address issues before they become a problem. Our team of project managers and staff are diverse and come from numerous backgrounds in construction management, facilities management, architecture, engineering, and general construction. We believe that continuity of personnel is critical to the success of each project. As such, we offer our commitment to the Town and PBC that the personnel assigned to this project will be unchanged from the beginning to the end. We have assembled a project team and approach to managing this project so that it will be successful.

Ensuring projects  
from concept through  
completion are built for  
longevity and sustainability

Delivering results that are  
ON TIME and ON BUDGET

CMS-MA.com  
508.786.0600

270 Main Street  
Marlboro MA, 01752

Our Scope of Services are fully customizable and shall at a minimum include those outlined in the RFQ document. We strive to prove that our fee verses services will out match any of our competitors, providing superior value to our clients.

#### WHY CMS IS THE BEST CHOICE:

- Massachusetts-based firm with Main office in Marlborough - exclusively providing OPM Services within the Commonwealth. MCPPO Certified.
- Completed Public Projects in over 50 Communities within MA.
- 65+ Successful projects completed in MA utilizing both Design-Bid-Build as well as CMR Delivery Methods.
- Experience working with Town of Sudbury PBC and local officials!
- Completed multiple Pool/Sports/Recreational and Community Buildings.
- Over \$1.25 Billion in Total Project Values Managed since 1998!
- 100% Completion - On-Time, On or Under Budget!
- Employee-owned Company with a commitment of continuity – Unlike many of our competitors whose Teams change constantly – ours remains consistent.
- Absolutely NO conflict of interest! (Several Competing firms offer both OPM and A&E service which in our opinion does not allow them to be impartial during disputes with either the contractors or other A/E firms).
- Our promise to our clients is to deliver each project *On Time • On Budget • Constructed with Quality • Built for longevity*
- LEED Experienced Team passionate and ready to incorporate our knowledge into your project.
- Experience in delivering high performance buildings for Green Communities - Achieving Net Zero and Better!

We trust that the following proposal will serve as the basis for the definition of Owner's Project Management Services as outlined in your Request for Services Document. We are current in all the required MCPPO Certifications as well as the Construction Management at Risk – Legal Requirements & Practical Issues Certification. We acknowledge all addenda issued and do hereby certify that we meet all the requirements outlined in the RFS Document. For any reason whatsoever please feel free to call me at my office at 508-786-0600 or my cell phone at 508-808-1601. I can also be reached via email at [cms@cms-ma.com](mailto:cms@cms-ma.com).

We look forward to the opportunity to work with the Town of Sudbury and PBC on this exciting project. We look forward to meeting with you to discuss our services further and answer any questions you may have. We wish you success on your project going forward. We are experts in managing these projects and truly do offer our clients the best service possible and we hope that you chose us to make this projects success a reality.

Faithful +

*fa!X-*

Neil Jones

Principal/Project Director



The Commonwealth of Massachusetts  
Office of the Inspector General  
One Ashburton Place, Boston, MA 02108



**Massachusetts Certified Public Purchasing Official Program**

Hereby presents this certificate to

**Neil Joyce**

for successful completion of

**Recertification for School Project Designers and Owner's Project Managers**

Boston, Massachusetts  
March 21, 2019

**fb t;**  
Glenn A. Cunha  
Inspector General

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The Commonwealth of Massachusetts  
Office of the Inspector General  
One Ashburton Place, Boston, MA 02108

**Massachusetts Certified Public Purchasing Official Program**

Hereby presents this Certificate of Completion to

**Paul Griffin, Jr.**

for attendance in the seminar entitled

**Recertification for School Project Designers and Owners Project Managers**

Boston, Massachusetts  
June 14, 2019

**Q.**  
Inspector CJa:ual

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The Commonwealth of Massachusetts  
Office of the Inspector General  
One Ashburton Place, Boston, MA 02108

**Massachusetts Certified Public Purchasing Official Program**

Hereby presents this certificate to

**Kevin Griffin**

for successful completion of

**Recertification for School Project Designers and Owner's Project Managers**

Boston, Massachusetts  
March 21, 2019

**Glenn A. Cunha**  
Inspector General

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The Commonwealth of Massachusetts  
Office of the Inspector General  
One Ashburton Place, Boston, MA 02108

**Massachusetts Certified Public Purchasing Official Program**

Hereby presents this Certificate of Completion to

**Scott Lubker**

for attendance in the seminar entitled

**Recertification for School Project Designers and Owners Project Managers**

Boston, Massachusetts  
June 14 2019

**Q.**  
Inspector General

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## Introduction / Project Abstract / Proposed Schedule

### Introduction and Company History

Construction Monitoring Services (CMS) was founded in 1998 by Paul Griffin, and has operated exclusively as an Owner's Project Management firm, representing Owner's interests on construction projects for over twenty years. Since incorporating, we have faithfully served our clients completing more than sixty-five (65) projects across the Commonwealth, representing more than \$1.25 Billion in completed projects.

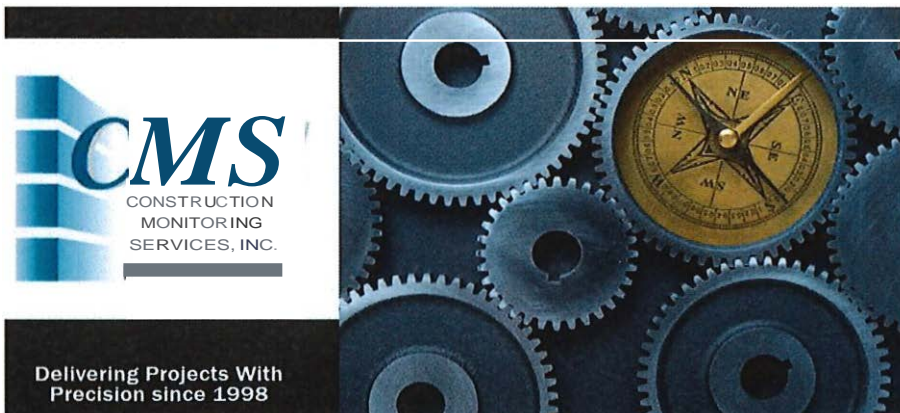
CMS offers a full range of construction consulting services, including but not limited to preliminary project planning, land and property acquisitions, budgeting/cost estimating, constructability reviews, site logistics, plan/schedule analyses and construction oversight. Our extensive experience includes educational facilities (Pre-K-12), public safety / first response (police / fire / public safety), athletic facilities (skating rinks, pools, indoor recreation facilities) and municipal buildings.

CMS is a privately held, employee-owned firm with Paul Griffin, Neil Joyce, Kevin Griffin and Scott Lubker maintaining ownership of the company. CMS is among the longest existing OPM consulting firms, and one of the only remaining firms that exclusively provides Owner's Representation and project management services to our clients. CMS has been a pioneer in the OPM field and has demonstrated continual leadership for Project Management / Owner Representation in the Massachusetts construction market.

Our extensive resume of successful projects and satisfied clients is a testament to our proven leadership, management style, and professional competence. CMS has successfully implemented environmentally responsible construction practices on many of our educational facilities, resulting in high-level certifications by various accreditation agencies (LEED /CHPs /MA-CHPs), and include Net-Zero facilities, lowering operational costs and providing operational efficiency on a continual basis.

Our philosophy at CMS is not to be the biggest OPM firm in the Commonwealth, but rather to be the best! We are committed to working tirelessly to protect our client's interests through the full duration of the project, and beyond. CMS further certifies that it meets or exceeds all minimum requirements as outlined in the RFQ for OPM Services.

With CMS, it is more than just building a project to us -it is about building relationships, and delivering each project with precision -*on time, on budget and at the highest level of quality.*

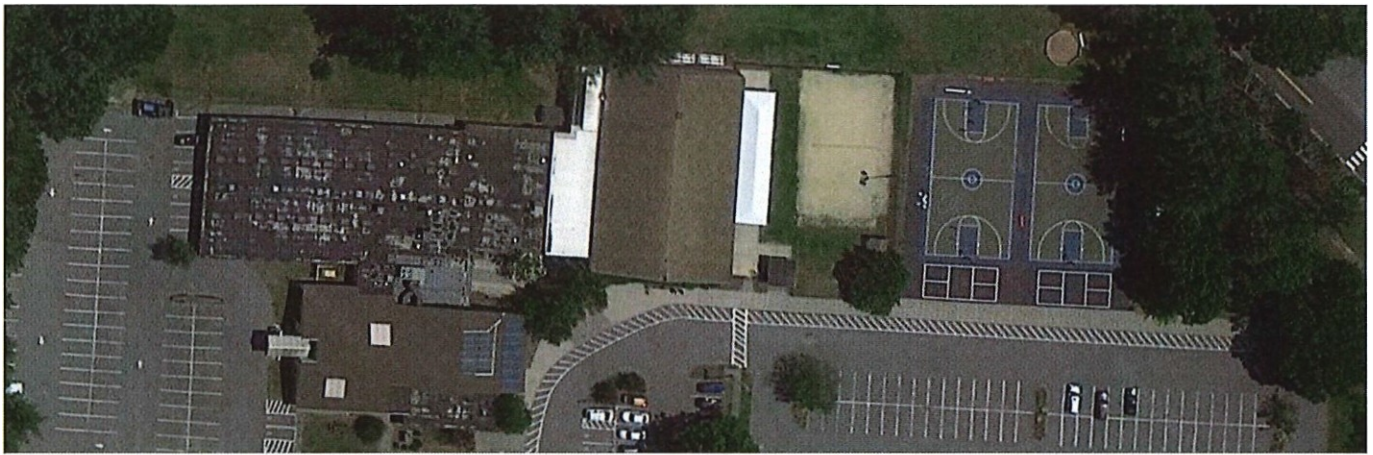


## Introduction / Project Abstract / Proposed Schedule

### Project Abstract

The Town of Sudbury is seeking consultation services in conjunction with the construction of a new Community Center to serve the residents of Sudbury. The project consists of the replacement of the existing facility, in part or in whole, located at 40 Fairbank Road in Sudbury.

The existing facility is comprised of approximately 41,000 GSF and serves multiple user groups within the community. The Fairbank Community Center is comprised of the Atkinson Pool, a Gymnasium, Sudbury Senior Center and serves as the location for Sudbury Public Schools District Offices, IT Infrastructure as well as Parks and Recreation offices. In addition to those departmental functions, the present facility also serves as an emergency shelter for the residents of Sudbury.



Fairbank Aerial Photo & Floor Plan of Existing Conditions





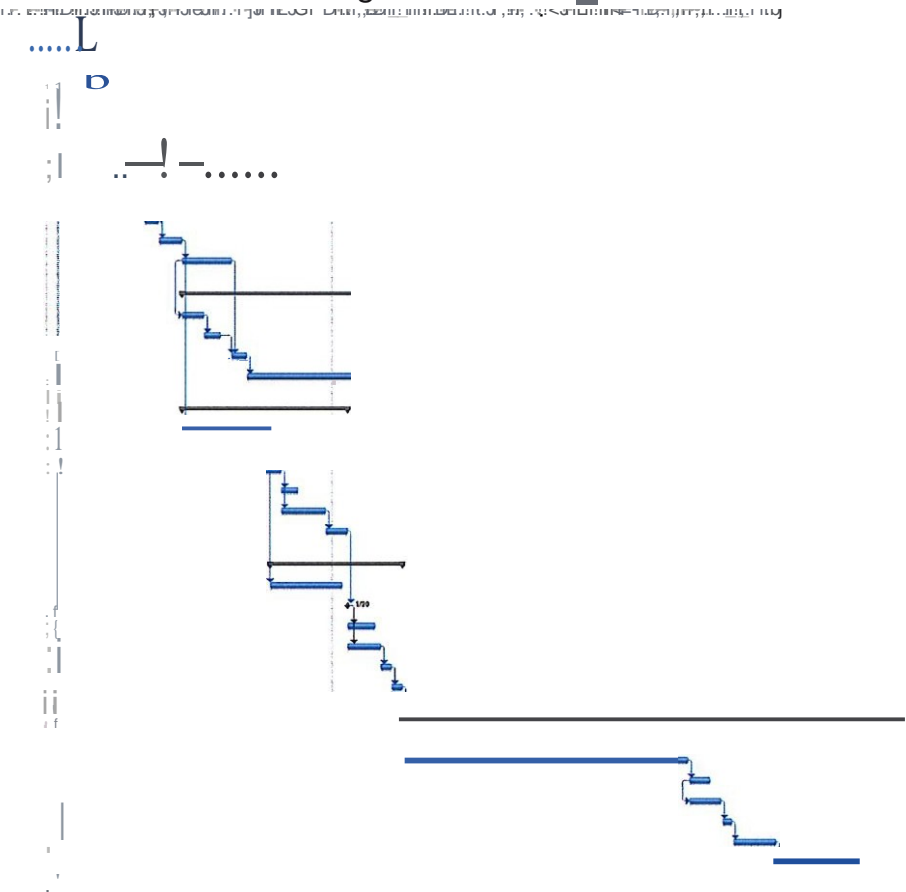
# Town of Sudbury Fairbank Community Center

MS

## Ch. 149a - Construction Manager at Risk

WEEK 11.170

ID	Task Name	Start	End	
1	<b>OPM Selection</b>			
2	OPM - Solicitation, Interviews & Negotiations	wed 1/16/11	th 1/18/11	
3				
4	<b>Designer Selection</b>			
5	Designer - Solicitation, Selection & Negotiation			
6	Designer - Contract Execution			
7				
8	<b>Schematic Design / OIG Application for CMR</b>			
9	Revise SD / Program Review / Site Evaluations			
10	Refine SD with Probable Cost Estimates	10dfr: wed 5/11/12:1	tue 6/25/12:1	
11	Owner Review / Approval of Preferred Schematic Design	13d(s): Fri W11	Tue & 2:5/21	
12	Prepare / Submit OIG Application for CM-R Process	72d(S): Wed 5/2&21	Th & 24/11	
13	OIG Review / Approval of CMR Application	45d: Fri & 25/12:1	Th 1/1/12	
14	<b>CMR - Solicitation &amp; Selection of CM@Risk</b>			
15	CMR Selection - Advertise & Response	Uld.1/11	FU125/12:1	Tot 1/11/12
16	CMR Selection - Evaluation Interview & Selection	10d.r: -	Fl & 1:2:5 1 2 1	
17	CMR Selection - Execute CMR Agreement			
18	CMR - Preconstruction Services	13d(s): Flemm	Tw 9/14/21	
19		1:2:5: Wod W21	Triew 22	
20	<b>Design Development / Construction Documents</b>			
21	Design Development Drawings & Specifications	150s: Int	fit Int' Thu 1/19/12	
22	DO Cost Estimate	40d: s: FHV 2/21	Th 1/1/11	
23	Construction Documents - to 50%	M: 4: W: FHV 2/21	Th 1/1/11	
24	Cost Estimate - 50% Documents	15d: s: FHV 2/21	Th 1/1/11	
25	Complete Construction Documents for Bidding	40d: s: FHV 2/21	Th 1/1/11	
26	Owner Review / Approval of Bid Documents			
27				
28	<b>Bidding &amp; Procurement</b>			
29	Trade Contractor Prequalification	6Sd: rfr: FHV 2/21	Th 1/1/11	
30	Bid Documents Available / Distribution	O: 3: 1: Tw 12: 2: Y22	Th 1/1/11	
31	Trade Contractor Bid Opening (Filed Sub-Bidders)	25d: 1: FHV 2/21	Th 1/1/11	
32	Non-Trade Contractors Bidding & Response	10d: 1: FHV 2/21	Th 1/1/11	
33	Bid Evaluation & Establish GMP	10d: 1: FHV 2/21	Th 1/1/11	
34	Execute GMP Amendment & Bonds	10d: 1: FHV 2/21	Th 1/1/11	
35				
36	<b>Construction - Estimated Phasing &amp; Duration</b>			
37	Issue Notice to Proceed (NTP)	1d: r: fr 4/1/12	Fr 7/1/22	
38	<b>Phase I - New Construction - (12 Mos)</b>			
39	Phase I - Punchlist Execution & Inspections	10d: s: Mon 4/13/12	Fri 4/2&123	
40	Phase I - Technology & Furnishings	10d: s: Mon 4/13/12	Fri 4/2&123	
41				
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# Town of Sudbury Fairbank Community Center Ch. 149 - Design-Bid-Build



ID	Task Name	Duration	Start	Finish	2021	2022	2023
					Nov   Dec   Jan   Feb   Mar   Apr   May   Jun   Jul   Aug   Sep   Oct   Nov   Dec	Jan   Feb   Mar   Apr   May   Jun   Jul   Aug   Sep   Oct   Nov   Dec	Jan   Feb   Mar   Apr   May   Jun   Jul
1	OPM Selection	80 days	Wed 12/9/20	Tue 2/16/21	[Gantt bar]		
2	OPM - Solicitation, Interviews & Negotiations	50 di 1Y	Wed 12/9/20	Tue 1/16/21	[Gantt bar]		
3							
4	Designer Selection	30 do Y	w0-dii 11/12/20	ru/oin0n1	[Gantt bar]		
5	Designer - Solicitation, Selection & Negotiation	25 days	Wed 11/11/20	Tue 11/24/20	[Gantt bar]		
6	Designer - Contract Execution	5 di 1Y	Wed 11/11/20	Tue 11/24/20	[Gantt bar]		
7							
8	Schematic Design / OIG Application for CMR	53 days	Wed 11/11/20	Fri 1/15/21	[Gantt bar]		
9	Revisit SD / Program Review / Site Evaluations	days	Wed 11/11/20	Tue 11/24/20	[Gantt bar]		
10	Refine SD with Probable Cost Estimates	today	Wed 11/11/20	Tue 11/24/20	[Gantt bar]		
11	Owner Review / Approval of Preferred Schematic	8 days	Wed 11/11/20	Fri 11/20/20	[Gantt bar]		
12							
13	Contractor Prequalifications	100 di Y	Fri 11/13/20	Thu 1/14/21	[Gantt bar]		
14	Contractor Prequalification - Advertise & Response	30 di Y	Fri 11/13/20	Thu 1/14/21	[Gantt bar]		
15	Contractor Prequalifications - Review Process	80 days	Fri 11/13/20	Thu 1/14/21	[Gantt bar]		
16	Design Development / Construction Documents	110 di Y	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
17	Design Development / Construction Documents	SO di Y	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
18	Design Development / Construction Documents	15 days	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
19	DD Cost Estimate	10 di Y	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
20	Construction Documents - to 90%	15 di Y	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
21	Cost Estimate - 90% Documents	15 di Y	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
22	Complete Construction Documents for Bidding	days	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
23	Owner Review / Approval of Bid Documents	20 di Y	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
24							
25	Bidding & Procurement	SO di Y	Fri 1/18/21	Fri 1/18/21	[Gantt bar]		
26	Bid Documents Available / Distribution	0 days	Fri 1/18/21	Fri 1/18/21	[Gantt bar]		
27	Trade Contractor Bid Open	25 days	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
28	Non-Trade Contractor Bid Open	30 di Y	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
29	Bid Evaluation & Award	10 di Y	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
30	Contract Award	10 di Y	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
31							
32	Construction - Estimated Phasing & Duration	<5 days	Fri 1/18/21	Fri 1/18/21	[Gantt bar]		
33	Issue Notice to Proceed (NTP)	0 days	Fri 1/18/21	Fri 1/18/21	[Gantt bar]		
34	Phase I - New Construction (12 Mos)	260 di Y	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
35	Phase I - Punchlist Execution & Final Inspections	20 di Y	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
36	Phase I - Technology & Finishings	30 days	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
37	Phase II - Relocation to New Phase I Spaces	10 days	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
38	Phase III - Demolition of Existing Structures	30 di Y	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
39	Phase IV - Relocation to New Phase I Spaces	75 di Y	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		
40	Project Closeout	40 di Y	Mon 1/18/21	Fri 1/18/21	[Gantt bar]		

## Evaluation Criteria

Please find below an outline answering the specific requirements requested within the "Evaluation Criteria" Section of the RFQ:

### Previous Project Performance

Documented performance on previous projects is provided in the DSB Fann. CMS has successfully completed over sixty-five public construction projects since incorporating in 1998. We have recent, relevant and successful experience in the community of Sudbury, completing the Police Station Headquarters in 2014 -2015, and are currently engaged in the planning and design of the Town Hall Renovation project. We are thoroughly versed in the specific challenges that a multi-phased project represents and have a highly successful track record completing projects under those circumstances. A representative summary of recent similar projects and local projects are as follows:

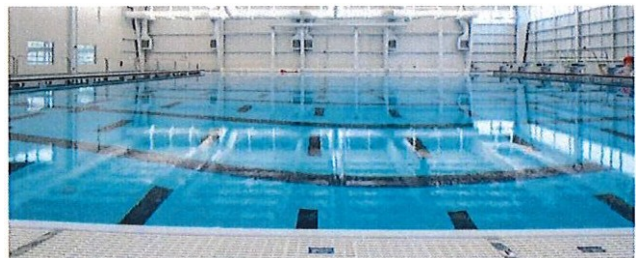
### Natorium / Pool Projects

#### Wellesley Sportsplex –

New construction (2019) of a 150,000 GSF indoor multi-sport athletic complex. The project featuring two regulation sized ice rinks, complete with ammonia-based mechanical system for ice, separated locker room areas as well as elevated spectator areas with stadium seating.



The complex includes an indoor turf field, complete with elevated walking track and viewing area. The natatorium features separate mechanical systems, fully accessible locker facilities, warming pool, an Olympic sized lap pool and diving complex, as well as grade-level and elevated spectator viewing and stadium seating area. Support spaces include exercise physiology / physical therapy suites, weight-lifting facilities and retail space, as well as concession areas and administrative offices. Poor soil conditions and an elevated water table at the site required extensive ground improvements (rammed aggregate piers) as well as a comprehensive dewatering program for the installation of the pool complex. The (\$28M) project was completed over two years, with CMS providing project management support and construction management / oversight to the Owner and Investment Group.



### Multi-Phased Public Construction - New Facilities:

**Lexington Fire Station** -New Construction (2020 / \$14.8M) of 23,000 GSF two-story fire station facility, of conventional steel frame and masonry exterior. This project included 4-bay, double depth apparatus bays, two ambulance bays, administrative offices and fire fighter support areas (lockers, fitness, bunk rooms, etc.).



## Evaluation Criteria

This project included extensive site work (ground stabilization and hazardous materials / soils removal / remediation) and was completed as a multi-phase project, including construction of a temporary station, relocation of department services while the existing station was demolished and construction of the new station on the same site. The project was completed to LEED-Gold standards and is pending final certification.

**Lexington – Children's Place** -New Construction (2018-2019) of an 19,000 GSF Early childhood education center. The project consisted of abatement and demolition of an existing structure, removal of all debris and placement of site utilities and structural fill. A subsequent phase of construction included the construction of the new educational facility. The project featured an all-electric mechanical system and is anticipated to include solar canopies (added under separate procurement) making this project the Town's first NET-Zero educational building.



### **Dedham – Early Childhood Education Center**

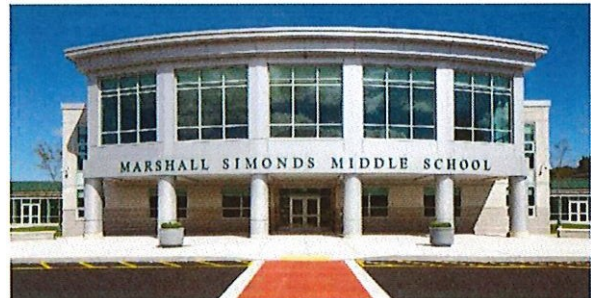
-New Construction (2017 –2019) of a 51,000 GSF early childhood educational facility. Phase I of this project featured abatement and removal of an existing school facility,



followed by extensive sitework, ledge removal and utility infrastructure installations, and was completed utilizing an early demolition and sitework contract. The subsequent phases of construction included the construction of the 51,000 GSF school building, site amenities / improvements and final landscaping. The project was completed to LEED-Silver standards, without seeking formal certification.

### **Multi-Phased Public Construction /Occupied Additions /Renovations:**

**Marshall Simonds Middle School** -Renovation (2012 - 2013 /\$26M) of 118,000 GSF of school spaces (classrooms /gymnasium /cafeteria / performing arts center /music rooms), repurposing of outdoor comtyards into interactive /alternative science labs, coupled with an 37,000 GSF addition comprised of new school administrative offices, Media Center and Science Classrooms. This project included extensive asbestos abatement, demolition and architectural and accessibility



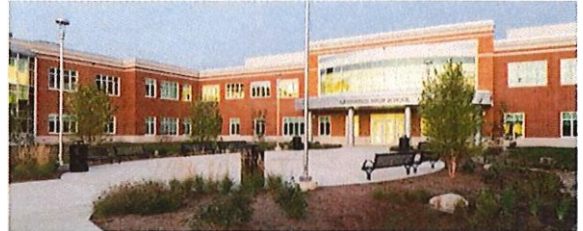
improvements to all classrooms and was completed as a multi-phase project, including construction of a temporary modular classrooms /swing space. The project was completed utilizing a Construction Manager at Risk delivery method (MGL Ch 149A) under occupied conditions, with the work occurring over two successive school years. The work was completed six months ahead of schedule and



## Evaluation Criteria

approximately \$2M under budget. Project Savings was directed to add a synthetic turf field and running track with stadium lighting on the campus. The project was completed in accordance with MA-CHPS standards for sustainability and qualified the Town for additional reimbursement.

**Greenfield High School** -New Construction (2013 - 2015) of an 160,000 GSF High School and field complex, attaining LEED Gold Standards. The project consisted of a three-phase demolition and reconstruction of the existing school, completed over two successive school years under occupied conditions. New academic spaces, administrative offices, and science labs were carefully constructed around the existing auditorium, which was to remain in place and undergo full renovation. The project was completed utilizing a Construction Manager at Risk delivery method (MGL Ch 149A) under occupied conditions, with the work occurring over three successive school years. The work was completed on schedule and approximately \$3M under budget, which was returned to the Town as unspent contingency.



**Danvers High School** -A combination of Addition, Renovation and New Construction (2012-2014) of a 251,000 GSF early childhood educational facility. Phase I of this project featured abatement and selective demolition of portions of the existing school facility, as well as renovations to a former middle school to be utilized as swing space. Phase II of the project included relocation of students and faculty into the swing space, followed by full renovation and reconstruction of the main academic spaces (three floors) of the building, Phase III included the relocation of students back into the renovated classroom spaces, followed by demolition of the swing space facility. Phase IV included the construction of the new front entry, School Central Administration District Offices and Field House renovation. followed extensive sitework, ledge removal and utility infrastructure installations, and was completed utilizing an early demolition and sitework contract. The subsequent phases of construction included the construction of the 51,000 GSF school building, site amenities /improvements and final landscaping. The project was completed in accordance with MA-CHPS standards for sustainability and qualified the Town for additional reimbursement. This \$80M project was completed over three successive school years, utilizing multiple procurements and traditional (design-bid-build) Ch 149 delivery, at a savings of over \$7M to the Town.



**Hvannis Fire Headquarters** -This two-story facility consisted of a steel frame with masonry exterior, and featured six double depth, drive-through Apparatus Bays, Single Maintenance Bay, Administrative Offices, District Offices, Bunk Facilities, Dispatch Center and fire fighter support spaces (approximately 33,000 GSF /\$18.5M). The project was completed in two phases, over a period of eighteen months, utilizing a traditional (design-bid-build) Ch 149 project delivery.



## — Evaluation Criteria

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### Local Experience

Sudbury Police Headquarters -This 17,000 GSF public safety facility was completed in 2015 and features a hybrid frame of wood and steel with interior masonry partitions. The building resides in the Sudbury Historical District and contains many details respectful of the adjacent properties.



Hudson Senior Center -This occupied renovation consisted of enclosing a second-floor deck and repurposing the space to provide additional program and recreational spaces, complete with accessibility accommodations from adjacent spaces. This project has been fully designed and was placed on hold due at the onset of the COVID Pandemic.

Northborough Senior Center – Construction of this new 14,000 GSF facility included full site development and infrastructure to support this facility on previously undeveloped property. The project included many complexities including a sewer connection requiring a micro-tunnel crossing of the MWRA aqueduct and a full geothermal heating system.



Sudbury Town Hall -Addition and Renovation to Town Hall, located in Historic Sudbury Center, including accessibility improvements throughout the facility and an addition on the rear of the building, creating a new public entry adjacent to public parking. The intended renovation would restore the second-floor auditorium, reallocate space in the current Town Clerk's offices and renovate the front entry foyer and lower Selectmen's Room. The project included new mechanical (HVAC, plumbing and fire protection systems) and electrical systems (Service and distribution).



### Why CMS?

As evidenced by the summary of completed projects and supplemented by our comprehensive listing of completed work in our DSB Form, CMS possesses the skill and professional experience on projects of similar size and complexity needed to complete the Fairbank Community Center project. The CMS Team presents unique qualifications which we feel are superior to that of our competition and make CMS the ideal candidate to manage this project for the Town of Sudbury, including but not limited to:

- ./ Extensive past project experience on Senior Centers, School District Central Offices, Natatoriums and other Town Administrative offices, demonstrating first-hand practical project experience working with each of the major user-groups of the Fairbank project.
- ./ Extensive experience with phased construction projects and our proven methodologies for completing projects under occupied conditions.



## Evaluation Criteria

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- ./ Successes on past projects and existing professional working relationships within the community of Sudbury.
- ./ Extensive experience in both traditional Ch 149 (Design-Bid-Build) and Ch 149a (Construction Manager at Risk) project delivery methods
- ./ Geographically close to the project location, offering immediate response when issues arise - Our Main Offices are in Marlborough, MA)
- ./ CMS manages our workflow to ensure our management teams are fully vested in each project we service.
- ./ CMS is of the only Massachusetts-based building consultants that exclusively provide Owner's Project Management services to municipalities -we have no other sources of revenue, and all of our resources are directed at each project we service.
- ./ A full 100% of our fee is reinvested on each project we manage. We have no outside corporate interests, and no other branch or corporate offices that your fee will support.
- ./ A principal of the company is assigned to each project, such that there is a decision-maker with an ownership stake in our company at every meeting and thoroughly engaged at each phase of the project.
- ./ CMS has led and facilitated more than sixty-five designer selection processes with meticulous detail and consistency, taking an active role in drafting the Designer RFQ, and establishing Evaluative Criteria specific to each project we support CMS routinely provides advertising support with local publications and the Central Register, ensuring all MCPPO requirements for project advertisement and solicitations are fulfilled. Our efforts create the optimum conditions for our clients to select the designer and contractor who best suits the needs of the project
- ./ CMS has played an integral role in establishing and coordinating discussions with state and local permitting agencies, successfully securing project permits in a timely manner
- ./ CMS practices a "hands-on" approach to our project management services.
- ./ CMS maintains an exemplary safety record on our projects, utilizing competent on-site representatives and paying careful attention to safe work practices and maintaining an open path of communications with the contractors on our projects.
- ./ CMS works collaboratively with the contractors to properly plan and execute the work of the project, particularly on projects that are conducted in close proximity to public areas.
- ./ The CMS project team includes extensive experience all disciplines involved in construction, including site work (excavation, compacted fill, sanitary sewer (both public and private (septic), water services and storm drainage systems), structural elements, mechanical /electrical systems and architectural finishes.

### **Relationship with Designers, Contractors and Local Officials**

CMS has fostered relationships with many architects and local contractors operating in the public sector throughout our 20-plus years of incorporation. Our collaborative work style allows us to assimilate seamlessly into the project team and provide leadership and management experience required to successfully execute each project that we undertake.

CMS has successfully collaborated with designers in preparing and presenting our various projects for approval and extend these practices to include multiple municipal boards and committees during permitting and construction. We routinely appear before local government, building committees, planning boards along with our project designers in presenting projects for approval, and have a thorough understanding of the practices and key elements each board will be looking for in our presentations. CMS works in collaboration with the design team to obtain local permits needed to accommodate zoning requirements, state and local storm water regulations, and to ensure



## Evaluation Criteria

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that all designs are code compliant and meet current accessibility requirements (MAAB and ADA) at the time of construction.

In addition, we view the Building Official as well as other permitting agencies for each community as key stakeholders in our project and will meet with them with frequency over the course of the design. This outreach and involvement during design often leads to expedited project permitting, and prompt issuance of building permits once bids are completed. Our successful execution of greater than sixty-five projects within the Commonwealth speaks to our project successes, proven collaborative methods of engagement and effective management style. We feel that our past successes and experience within the Town of Sudbury will provide your project with a competitive advantage.

### Knowledge of State Building Code, ADA and MAAB

Our company requires all staff to maintain at a minimum a Construction Supervisors License (MA-CSL) or professional registration and remain current on all related building codes and MAAB /ADA requirements. CMS has successfully delivered our past projects to be code compliant at the time of design /construction and work collaboratively with our designers to identify any accessibility code concerns during the early phases of design. Early recognition of code concerns is key in developing cost-effective solutions and incorporating these solutions into the contract documents.

In addition to state CSL certification of our project management team, our firm also employs support staff who are professionally registered as architects in the Commonwealth of Massachusetts. We utilize these valued members of our project team in QA/QC and progress drawing reviews, as well as site professionals with a careful eye toward code and accessibility requirements.

CMS is well-versed in assisting clients navigate the ADA /MAAB variance process and assist in making the recommendation to seek variances when necessary. We have successfully sought and have been granted variances when compliance is not feasible or possible given extenuating circumstances and/or impediments to compliance.

### Construction Procurement Laws, Policies and Procedures

Our Senior Managing Partner, Paul Griffin, served on the Construction Reform Committee, which assisted law makers in State Government develop the framework and baseline recommendations which was later adopted as the 2004 Construction Reform Laws. Further, Paul's participation on that committee provided a voice for OPM interests during the formation and enactment of the 2004 Construction Reform Laws.

Our commitment to a thorough understanding of public procurement procedures continues to the current day. All of Construction Monitoring Services' senior personnel maintain current MCCPO Certification, and are thoroughly versed in the requirements for public procurement policies and procedures.

Having successfully delivered over sixty-five projects in the public sector, CMS is extremely familiar with state procurement requirements, MCCPO policies and procedures, and maintain an open line of communication with the Office of the Inspector General and with the Public Bidding branch of the Attorney General's office for additional guidance where necessary.



## Evaluation Criteria

### Management Approach

CMS's management approach method is unique, when compared to our competitors. CMS is still among one of the only firms where all the projects are managed by an Owner /Principal of the firms from start to finish. In summary, our project team includes Neil Joyce as Project Director, supported by Kevin Griffin and Scott Lubker as Senior Project Managers. Playing a support role will be Paul Griffin (Senior Managing Partner and Project Advisor) and Roger Hoyt (Registered Architect). CMS is a small, privately owned firm, and has been praised by past clients and committees for our hands-on approach to project management, and the cost-effectiveness of our services. We are committed to be the most active and collaborative member of your project team and will prove that our services vs. costs will be far superior to those of our competition.

### Designer Selection

Our management style is customized for each of our clients to ensure goals are clearly defined and expectations are managed throughout the process. CMS utilizes a tiered staffing approach, adding manpower as workflow dictates. We anticipate staffing the project initially with our Project Director to assist the Permanent Building Committee through the designer selection process. The designer selection process is a qualifications-based process (not unlike that of OPM selection), in which design firms are required to submit responses to a "Request for Qualifications" (or "RFQ"). These responses are evaluated based on established criteria and ranked. The top three ranked respondents may (or may not) be offered interviews to assist the Building Committee in making their selection. After interviews or once a top-ranked respondent has been identified by the committee, fee negotiations are conducted with that firm. If the top ranked finalist and the Town are unable to reach mutually acceptable terms, the Town may terminate negotiations, and proceed to the second-ranked finalist, etc., until a firm has been selected.



Once the Owner's team is fully staffed (OPM and Designer), CMS will further support the project through Concept Design with our proposed Senior Project Manager, with additional support provided by our Staff Architect. Our main role during preliminary design is to ensure the project goals and objectives are clearly defined, and the contemplated design can be achieved within the budget parameters established during planning.

### Project Delivery Methods

The Fairbank Community Center project boasts unique challenges - completion of a multi-phased major construction project, while maximizing public usage of the facility and minimizing impacts to the operations of the center during construction. These unique challenges may lead to consideration of multiple phases required for completion of the project, use of multiple procurements or an alternative project delivery method (Construction Manager at



Choosing the right construction delivery method helps you reach your **cost**, **quality**, and **schedule** goals





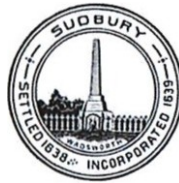
## Evaluation Criteria

Risk vs. traditional design-bid-build). CMS is well versed in alternative delivery methods and the associated advantages and disadvantages, having completed several multi-phased construction projects under both Design-Bid Build and CMR. We are confident in our ability to fully explore the multiple avenues to project success with the Town of Sudbury and offer our insight and assistance in selecting the best delivery method for this project. This will be perhaps one of the most important decisions made at the earliest stage of the project.

# Selection of Project Delivery Methods

### Design-Bid-Build-MGL Ch 149

- FAMILIARITY / LOW BID
- LINEAR APPROACH
- GENERAL CONTRACTOR PREQUALIFICATION
- OWNER PAYS LUMP SUM CONTRACT + CHANGES
- BUYOUT SAVINGS / UNSPENT FUNDS RETAINED BY GC
- CHANGE ORDERS
- SUBCONTRACTOR PREQUALIFICATION / SUB-BIDS
- LOWEST FIRST COST



### CM @ Risk – MGL Ch 149A

- QUALIFICATIONS-BASED SELECTION
- OPPORTUNITY FOR EARLY WORK PACKAGES
- OWNER PAYS COST OF WORK + FIXED FEE + CHANGES
- BUYOUT SAVINGS / UNSPENT CONTINGENCY RETURNED TO OWNER
- PRECONSTRUCTION SERVICES
- SUBCONTRACTOR PREQUALIFICATION / SUB BIDS
- HIGHER FIRST COST (+/- 53- 73 PREMIUM)

We are confident in our ability to fully explore the multiple avenues to project success with the Town of Sudbury and offer our insight and assistance in selecting the best delivery method for this project.

### *Design Phase Support and Oversight*

As your OPM, CMS will be an active participant in the design process, representing the best interests of the Permanent Building Committee throughout. CMS will utilize additional support staff to complete a thorough plan review and provide improvement recommendations as the design progresses. CMS will support the project through presentations to local boards and agencies to obtain permitting and provide a smooth transition from design through permitting and into construction.

Once proceeding into design development, CMS will continue design support, and will include periodic plan review to confirm conformance with project goals and budgets, including review and reconciliation of periodic cost estimates, local zoning requirements, accessibility (MAAB and ADA) and state building codes. Final designs will be presented to local permitting agencies and boards, securing permits necessary to begin construction. CMS will further support the project during the bidding process to facilitate prequalification of contractors, coordinate bidding schedule with other area projects, in order to maximize the opportunity for this project to receive multiple competitive bids for subtrade work and general contracting.

CMS is also well-versed in soliciting and selecting outside consultants to complete the work of the Town. CMS will prepare requests for proposals and solicit same for defined Owner-provided services (e.g., survey services, geotechnical investigations, materials testing, commissioning, etc.) as may be necessary to advance the work of the designer. Given our years of experience, we have several qualified firms with whom we have established long-standing and professional working relationships, should the Town require additional resources to complete these necessary tasks.



## Evaluation Criteria

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### *Design & Procurement Phase Support*

During the latter stages of construction document preparation, acting as your OPM and in conjunction with representatives of the designer and Owner, CMS will facilitate the contractor prequalification process. Due to the anticipated project size (project size greater than \$10M), prospective contractors are required to submit their firm's qualifications and performance history on similar projects, in order to establish their eligibility to bid on this project. Only contractors that are prequalified are invited to submit bids on the project.

Once the contractors have been prequalified, CMS will continue to work with the Architect in the completion of the contract documents and issue the documents for distribution to prequalified contractors. CMS will assist in the preparation and distribution of bid addenda, as may be necessary to complete the bid process. CMS will facilitate opening of sub-bids and general bids, conduct reference checks as necessary, to determine the lowest-qualified bidder(s), and make recommendations of Contract Award for same.

### *Construction Phase Support*

During construction, CMS will support the project with a full-time, on-site project representative, knowledgeable of the project specifics and seasoned with many years of construction oversight experience, as well as providing additional project support with the project manager and project director. Construction /Coordination Meetings are expected to be convened on a weekly or bi-weekly basis (as agreed to by the parties), and will include updates on work in progress, forecasted work and a thorough review of project documentation (submittals, request for information (RFI's), change order requests (COR's), etc.), Project Meeting Agendas and Meeting Minutes are planned, prepared, managed and provided by CMS on our projects. The agendas and minutes will identify action items and responsible parties which develop during the meetings. Subsequent meetings are managed with prior meeting minutes to ensure completion and follow-up on all identified issues are completed in a timely manner. Job meetings will target specific issues that may impact progress and focus on bringing those issues to closure.

Project Management systems and document controls will be in place from the onset of the project and will be based on software systems and structures that CMS has successfully executed on prior projects. CMS is highly experienced and well versed in document control software (e.g., Submittal Exchange (Oracle), Pro-core, and Nuforma), and will work collaboratively with the Owner to select the platform best suited to meet the project's needs. Such systems are typically web-based and provide a level of transparency and accountability that is necessary to maintain quality and schedule goals on each project. User accounts will be provided upon request to key stakeholders from the Town. Such systems provide a time-specific snapshot, and assist in managing equipment lead-times, critical inspections and other schedule-related items and prevent impacts to the project.

Management of communications is also critical to providing timely responses on questions that normally arise during construction between the designer and contractor. It is of the utmost importance that all project information flow through the proper channels and are appropriately phrased to ensure accurate information is transferred, proper direction is given and documented, and issues raised are appropriately answered in a timely and efficient manner.

This flow of information is equally critical between the OPM and the Owner, extending through the building committees we serve to other Town Agencies and Boards. One of our major roles as an OPM is to keep the Owner informed on the many facets of each project, and to act as an interface between Town Agencies and the extended project team. CMS has received praise and accolades from our previous client for our ability to keep



## Evaluation Criteria

our clients informed and updated on project progress, finances, concerns and resolutions. Our monthly project reports provide a concise summary of the multiple project components (cost, schedule, progress, upcoming work activity, etc.), in a fully customized format as specified by our clients.

### *Outside Consultants*

CMS is a full service OPM firm, offering a full range of construction consulting services, including but not limited to preliminary project planning, budgeting / cost estimating, constructability reviews, site logistics, plan / schedule analyses, and construction oversight. CMS provides these services utilizing in-house personnel and elect not to outsource our professional services. We find that the use of in-house personnel provides superior attention to detail, and a more comprehensive understanding of the intricacies of each project. CMS does not anticipate using outside consultants in the completion of this project.

Should circumstances develop where additional outside expertise is required, CMS has longstanding relationships with several outside consultants that would be available to provide any supplemental project support required. CMS will provide qualifications for the Owner's review and acceptance, in advance of bringing any supplemental consultants onto the project team.

### Capacity / Statement of Work in Progress:

CMS carefully manages the number of projects and volume of work that we manage at any one time. We restrict ourselves in order to ensure our management teams are fully vested in each project we service. We have included the below table showing our current commitments and projects currently under management:

Work in Progress	Location	Phase	Completion Date	Value	On Time	On Budget
MS/HS Security	Gloucester, MA	Bidding	August 2021	\$2.4M	Yes	Yes
Fire Headquarters	Greenfield, MA	Design	June 2023	\$17M	Yes	Yes
Shrewsbury PD	Shrewsbury, MA	Design	June 2023	\$42M	Yes	Yes
FCTS - Vet Science	Turners Falls,	Planning	September 2022	\$5M	Yes	Yes
Anaerobic Digester	Greenfield, MA	Planning	TBD	\$4M	TBD	TBD

Our strengths lie in the dedicated service approach that we provide, as well as the unique qualifications and skill set that is represented in our project team. We have worked collaboratively as a cohesive project-based team over the past ten years and the commitment that we share to each other is only outweighed by our commitment to service of our clients. Our collaborative management style and continuity of project team leads to efficiencies in our work approach, and overall savings to our clients. Our past experiences with the Town have demonstrated our commitment to service, level of effort and cost efficiency of our services. We are confident that our level of service, when compared to our fee, will be far superior to that of our competitors.

# MS

## — Evaluation Criteria

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### Professional References

A comprehensive list of project experience and references are included on the DSB Form within this proposal. Current and relevant projects and references for Construction Monitoring Services include the following:

Sudbury Police	Sudbury, MA	Scott Nix, Police Chief	(978) 443-2121
Town Hall Renovation	Sudbury, MA	Craig Blake, Permanent Bldg Committee	(781) 929-1474
Greenfield Fire Station	Greenfield, MA	Robert Strahan, Chief -GFD	(413) 768-8901
Multiple Projects	Town of Lexington	Mark Barrett, Facilities Director	(781) 274-8980
	Town of Lexington	James Kelly, Building Commissioner	(978) 360-6131
Multiple Projects	City of Gloucester	Mike Hale, DPW Director	(978) 325-5600
Multiple Projects	Town of Hudson, MA	Torn Moses, Town Administrator	(978) 568-9615

The following are testimonials provided by previous clients which attest to CMS's character, work ethic and standard of care:

*"Thanks/or having our back on these projects. The CMS team is not meeting my expectations, they are blowing them away!" (City of Gloucester -2020).*

*"CMS was chosen from a large field of applicants/or their "hands-on" approach to project management. CMS provided a professional liaison between the owner and general contractor... and instilled confidence in us (their client) that we were truly represented throughout the construction process. At the end of the project, I can report with extreme confidence that the Building Committee made the right choice." (Town of Wilbraham - 2017)*

*"We consider ourselves fortunate to have selected CMS as our Owners Project Manager -we were able to take advantage of your responsive team of professionals to guide and assist us during this extraordinary project. It has been a pleasure from the first job meeting throughout the project". (Town of Hudson -2017)*

*"It was obvious that CMS had a depth of knowledge of not only building codes and state laws, but of best practices in handling people and committees. They were professional at all times, even when stress levels were high. CMS was always available to me to answer questions or offer advice." (Town of Hopkinton - 2017)*

*"I have been working with CMS on our project for several years and have been impressed at all levels. It is without hesitation that I offer my endorsement to CMS as an excellent company" (Hyannis Fire District - 2016)*

*"I want to specifically thank you for representing the Town of Sudbury...during all aspects involved in the construction of our new station. Your knowledge, integrity and professionalism is impeccable. Our project would not have been completed without the guidance provided by CMS." (Town of Sudbury -2015)*

*"CMS is a very professional organization that provides excellent communication and really looked out for our interests. It is without reservation they receive my full endorsement" (New Bedford Voe. Tech High School - 2015)*

*"CMS kept the Building Committee informed through all phases of construction, and acted as a strong advocate for the Town, providing keen and knowledgeable oversight." (City of Greenfield - 2015)*

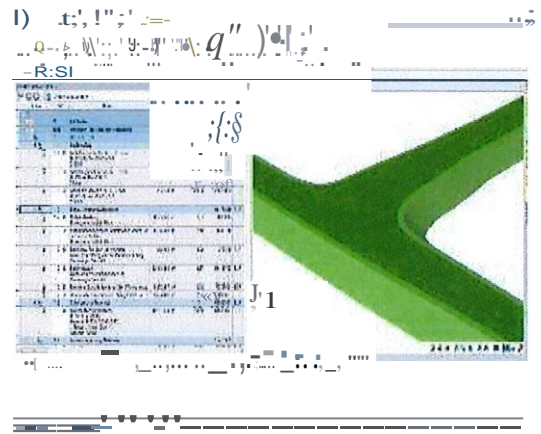
*"The CMS team was instrumental to the overall success of the project, and delivered on time, under budget and with exceptional quality. I am confident in recommending CMS as an Owner's Project Manager to any municipality..." (Town of Burlington -2013)*

## Evaluation Criteria

### Cost Controls - Estimating, Life Cycle Cost Analyses, Value Engineering

During our early years, CMS utilized the services of outside estimating companies to prepare and develop cost estimates on our various projects. While often the outside consultants provided a cost-effective means to obtain cost estimating services, CMS grew more and more dissatisfied with the performance of those companies. We found the reliability of each set of cost data to be varied from project to project, with estimates often submitted late (missed deadlines), and overall were not of the quality that we expected for our clients. After reaching a level of dissatisfaction, CMS moved to provide the cost estimating services with in-house personnel to our clients. We believe that we provide certain intrinsic values in self-performing these services, and can pass along these values to each of our clients / projects:

- CMS utilizes computer-based programs for quantity verification and pricing. We have found our quantity take off to be consistently superior to that of our competition, capturing the finite detail and nuances specific to each of our projects.
- CMS utilizes actual cost data gathered from multiple successful past projects in preparing our future cost projections, encompassing all construction disciplines. This data is collected from each of our projects and managed in our extensive cost database. Through the gathering of this information, we can see trends in construction pricing, and more accurately predict future price tendencies. We feel this provides our clients with current cost information, geographically specific to our business region, and provides the best indicators for the estimated future cost of each of our projects.
- By conducting the cost estimating in-house, we provide our clients with first-hand review of the plans and specifications during document development and provide an added level of review and assurance to our clients that the plans and specifications accurately reflect the project scope and budget expectations of our client.
- The key personnel at CMS performing the plan review, quantity take-off and construction pricing has maintained professional employment in public construction for over twenty years, and has an extensive background in cost estimating, construction claims and claims mitigation.
- In performing a review of the plans and specifications for estimating, costly omissions can often be caught early, and identified for inclusion in the documents, resulting in fewer claims to the client. While not representing that every omission can be caught on every project, we can ensure our best efforts toward working to a very high standard.
- Because our estimating services are provided through in-house personnel directly involved with this project, these key individuals are present during all project meetings, design meetings and report directly to the Building Committee. CMS is present with the design team when critical building elements are discussed and can perform a preliminary quality reviews based on our knowledge of the Trustees' expectations.



## Evaluation Criteria

A history of projects that CMS has provided cost estimating services for is as follows:

Completed Projects		Est'd Cost	Bid
Memorial Elementary School	Burlington, MA	\$22M	\$19M
Marshall Simonds Middle School	Burlington, MA	\$23M	\$20.8M
Danvers High School	Danvers, MA	\$64M	\$59M
Center Elementary School	Stow, MA	\$26M	\$24M
Shawsheen Vocational High School	Billerica, MA	\$3.7M	\$3.2M
Greater New Bedford Vocational	New Bedford, MA	\$13M	\$11.5M
Greenfield High School	Greenfield, MA	\$54M	\$52M
Sudbury Police Department	Sudbury, MA	\$6.3M	\$6.1M
Hudson Police/DPW Admin Bldg.	Hudson, MA	\$10.5M	\$9.4M
Wilbraham Police Headquarters	Wilbraham, MA	\$6.1M	\$5.4M
Hopkinton Public Library	Hopkinton, MA	\$8.5M	\$8.4M
Westport Police Headquarters	Westport, MA	\$8.5M	\$8.5M
Sutton Police Headquarters	Sutton, MA	\$8.5M	\$8.5M
Hyannis Fire Department HQ	Hyannis, MA	\$18M	\$16M
Rowley Public Safety	Rowley, MA	\$9.5M	\$8.1M
Early Childhood Education Center	Dedham, MA	\$23.2M	\$22.0M

During our various plan reviews, CMS is able to work with the project design team to identify value engineering opportunities during the design development. As a result of our past experience, CMS is able to advise our client what possible alternatives are available, without sacrificing quality or performance to the client. Further CMS includes life cycle cost analyses in evaluating potential alternatives when needed, assisting our clients to provide the best possible long-term solutions for their project. Practical examples of our value engineering include the following examples:

- At the Danvers High School project, CMS was able to collaborate with the project architect and develop methodologies to incorporate exterior wall panels comprised of precast concrete with impregnated exterior brick veneer, as opposed to conventional brick with CMU back-up walls. The resultant system was able to be fabricated off-site saving more than \$250,000 in labor. Further, the panels were fabricated in a warehouse, providing superior quality control and the ability to continue efficient production throughout the winter months. The resultant savings in time and money significantly contributed to the project's success.



*Danvers High School - Alternative Wall Panel System*

## Evaluation Criteria

- Various projects -Utilization of interior mechanical rooms extend the life of various mechanical equipment needed to run buildings efficiently. While presenting a premium in first cost when considering the space needs, this methodology provides a rather immediate payback via the extended life of the equipment, when compared to similar units with an exterior installation. Estimated per project is dependent on the number and size of HYAC units needed, but typically runs in the range of \$5,000 - \$15,000 per unit.
- Various projects – Utilization of variable refrigerant flow (VRF) heating and ventilation systems has been extremely useful in renovation spaces, particularly when floor-to-floor elevations are restricted. The systems operate with reduced ductwork requirements and capable of providing heating and cooling simultaneously. We have utilized this emerging technology on multiple past projects, and on several projects where conventional HVAC systems could not be utilized.

- CMS has utilized alternative exterior siding systems on multiple projects as a value engineering / cost-saving measure. Products such as cementitious panels, cementitious shingles and clapboards provide a first-cost savings of \$10/SF - \$20/SF, when compared to traditional masonry products or faced brick veneer. Low long-term maintenance



Rowley Fire Station - Alternative Siding and VRF Systems

needs make this a cost effective alternative and lends itself to traditional New England building styles. We have incorporated these types of exterior systems in composite applications, with masonry products utilized at high-abuse areas.

- Simple cost-effective finishes like wall bumpers, millwork, ceramic tile or impact-resistant wall board in corridors and chair railing in conference rooms provide protection of finished wall surfaces from bumps and scrapes associated with high circulation areas or furniture impact. We have found these small measures can provide cost effective impact protection and lower long-term maintenance costs for our clients.



Lexington Fire Station and Training Room



## Evaluation Criteria

### Sustainable Construction

CMS has undertaken several projects which have included the CHPS /LEED certifications, and several other projects that were designed according to LEED /CHPS guidelines without seeking official certification. These projects have included the use of environmentally responsible interior materials, envelope improvements, alternative heating systems, photovoltaic panels and rainwater recovery, as well as other means to achieve standards for environmentally responsible certification.

Working in conjunction with the project designers, CMS has assisted our clients in the application process, life cycle cost analysis, payback analysis and selection of various "Green Construction" systems. We take a very practical approach in recommending incorporation of only those elements that will provide an economical benefit to the project. Our proven experience in completing multiple LEED Gold and Silver certified projects are a testament to our successful management techniques and thoughtful consideration of energy efficient alternatives available to each project. CMS has also worked with all our clients to obtain utility incentives and rebates from member utility companies serving the communities in which we work.

A sample of our projects which have LEED certification (or equivalent) is as follows:



*Lexington Fire Station - LEED Gold*

#### **LEED Gold**

- Avery Elementary School (Dedham, MA)
- Greenfield High School (Greenfield, MA)
- Lexington Fire Headquarters (Lexington, MA) \*
- Greenfield Fire Station (Greenfield, MA) \*\*\*

#### **LEED Silver**

- Shrewsbury Police (Shrewsbury, MA) \*\*\*
- Danvers High School (Danvers, MA)
- Center Elementary School (Stow, MA)
- Memorial Elementary School (Burlington, MA)
- Marshall Simonds Middle School (Burlington, MA)



*Shrewsbury PD - LEED Silver (2023 Completion)*



*Hudson DPW Police Headquarters*

#### **LEED Certified**

- Hudson Police Headquarters (Hudson, MA)
- Hopkinton Public Library (Hopkinton, MA)
- Wilbraham Police Headquarters (Wilbraham, MA)
- Early Childhood Education Center (Dedham, MA)
- Sutton Police Department (Sutton, MA)
- Westport Police Department (Westport, MA)
- Montague Department of Public Works (Turners Falls, MA)

#### **NET-Zero Facilities**

- Lexington Children's Place (Lexington, MA) \*\*
- Sawyer Free Public Library (Gloucester, MA) \*\*\*
- \* Pending Final Certification
- \*\* Pending Net-Zero Certification
- \*\*\* Design / Study Phase



*Lexington Children's Place*



## — Evaluation Criteria

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### Commissioning Services

Critical to our management role is providing our clients with the assurance that we are delivering to them facilities which meet or exceed their expectations for performance, efficiency, safety, sustainability, security, and occupant satisfaction. To assure and achieve a high standard of excellence, CMS often utilizes a building commissioning agent and process. Total Building Commissioning is the commonly accepted process for quality assurance in new construction and facility modernization. It is the process for achieving, validating and documenting that the performance of the total building and its systems meet the design intent and requirements of the owner. CMS has utilized both in-house design firms, as well as third-party agencies to perform commissioning services. We work closely, side-by-side with the commissioning agent to make sure the building is fully operational and to allow us to provide the Owner with recommendations for operational improvements which could optimize the building's performance while minimizing operational costs.

### Financial Stability / Insurance Certifications

CMS is a privately-owned company which does not clearly show our ability to fund our operation due to tax considerations. CMS has established itself in the public construction market and has maintained continuous operations supporting municipal clients for over twenty years. CMS will provide additional personal financial information on the principals if requested to provide comfort about the stability of the firm. We have enclosed the requested financial reports and an outline from our accounting firm which outlines our corporation's structure.

## Evaluation Criteria

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### Scope of Services

CMS is very familiar with the requirements for successful project execution within the community of Sudbury and fully understands the scope of services as described in the RFS. We are fully committed to representing the best interests of the Town of Sudbury and the Permanent Building Committee ("PBC") at all times, and to perform the described duties (as outlined in the RFS) in a timely and professional manner:

### DESIGN PHASE:

- ./ Assist the Permanent Building Committee with the preparation of RFQ, coordination of responses, evaluation and ranking of respondent's proposals and ultimately the selection of the Design Team.
- ./ Solicit and obtain quotations from reputable firms for Owner-Provided services, including but not limited to Survey, Geotechnical Material Testing, Commissioning and Relocation/moving services.
- ./ CMS will coordinate with all Town Departments in order to facilitate the permitting phases of the project specifications to address building code, planning / zoning, site plan approvals, storm water and other state and local compliance regulations.
- ./ Attend Permanent Building Committee Meetings and Design Coordination Meetings as necessary during Design.
- ./ Monitor and advise on cost / budget related matters and concerns, including potential increases or decreases to the budget.
- ./ Consult with the Permanent Building Committee regarding selection or appropriate project delivery method. Provide supplemental information and share experience to assist PBC in selecting preferred delivery method.
- ./ Review plans, specifications and estimates for budget conformance, scope omission, constructability, coordination and compliance with state bidding laws (MGL Ch 149/ 149A, as applicable) and regulations.

### BIDDING AND PROCUREMENT PHASE:

- ./ Develop, facilitate, and coordinate, in conjunction with the designer, the prequalification and selection process for general contractors / construction managers and trade subcontractors, as required by MGL Ch 149/149A.
- ./ Schedule and administer the pre-bid conference and site visit for perspective bidders
- ./ Assist in preparation of any required addendum
- ./ Facilitate and administer bid openings for Filed Sub-bidders and General Contractors. Review Bids for responsiveness, conduct reference checks, and make recommendation as to the determination of the successful low bidder and provide notice of award.
- ./ Assist the Town in any administrative proceedings resulting from the bidding process including bid protests or challenges.

### CONSTRUCTION PHASE:

- ./ Facilitate and administer the Pre-Construction Meeting with the lowest responsive bidder, designer, owner and subcontractors.
- ./ Provide full-on-site representation throughout the completion of the work. Qualifications of proposed site representative will be provided for Owner review / approval prior to proceeding.
- ./ Monitor and report on quality and progress of construction
- ./ Oversee and comment on Design Team's performance in all aspects of design and construction administration
- ./ Provide guidance and coordination support on identification and procurement of long lead time items
- ./ Coordinate and attend Site Meetings with Designer and General contractor, and represent PBC at same



## Evaluation Criteria

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- ./ Coordinate and assist in facilitating resolution of any issues that arise during design and construction
- ./ Review change order request and provide recommendation to the PBC as to the acceptability of same.
- ./ Review and document progress of construction, comparing same to contractor's baseline schedule, and advise the contractor, Architect and PBC of any related observations and/or concerns
- ./ Prepare a monthly written report summarizing the progress of design and construction, highlighting important events and identifying pending issues which require resolution.
- ./ Review Payroll reports and affidavits submitted by contractors and subcontractors for compliance with prevailing wage requirements for all employed on the project.
- ./ Attend PBC Meetings as required throughout construction
- ./ Maintain complete project files, including but not limited to correspondence, daily / monthly reports, payment records, photographs, videos, schedule and files on specific issues (as needed). Inspect and observe contractors work with respect to quality, contract standards, labor standards, safety and security. Provide final accounting of same to the Town at the conclusion of the project.
- ./ Endeavour to obtain satisfactory performance from all contractors. Make recommendation on courses of action when the contract requirements are not being achieved, and the non-conforming party will not take satisfactory corrective action.
- ./ Facilitate and manage the contract change order process, including tracking of potential or desired changes, assist in contractor negotiations and implementation of same. Submit recommendations to the PBC regarding same, collaborate with the Designer to implement and execute contract change orders. Account for approved changes, pending change orders and potential changes in the project budget, and track all to completion.
- ./ Facilitate and implement policies and procedures for reviewing and processing of Contractor Applications for Payment, including required certifications by the designer. Make recommendations to the PBC for payments.

### **CLOSEOUT PHASE:**

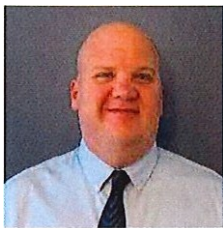
- ./ Assist with Punchlist review, post-completion inspections and obtaining all required closeout documentation (as-built drawings, O&M Manuals, Owner-Training, Warrantees, etc.) and facilitate transfer of same to the Owner.
- ./ Coordinate Commissioning Agent's activities at all phases of service (design, construction and post-occupancy, as desired)
- ./ Ensure clean-up of the site at completion of work and confirm proper disposal of materials.
- ./ Prepare Drafts for standard DCAMM Contractor Evaluations and submit same to PBC for approval and signature.



## Project Team

### PROJECT TEAM

Our management team, as proposed, has completed many public projects working collaboratively over the past ten years together, and includes an aggregate of greater than one hundred years of practical construction experience. Our proposed team represent a wealth of construction experience and will be freely supporting the entire project from start to finish. Due to our varied backgrounds, varied experience, and hands-on methodologies, our collaborative management style lends to more comprehensive review process and enables us to view the project from multiple perspectives. Our dedicated team of professionals proposed for this project and their anticipated roles and responsibilities are as follows:



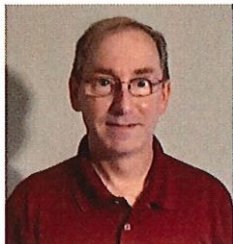
Neil Joyce, Project Director / Principal – Neil brings nearly 30 years of professional experience in construction, with a background in heavy civil, structural demolition, concrete, infrastructure and building construction. In addition, Neil manages our Estimating Department and is integral in all phases of project management and execution. Neil maintains a MA Construction Supervisor's License, is MCPPO Certified, and will act as the project director for this project and will bear overall responsibility for its successful execution.



Kevin Griffin, Senior Project Manager -Kevin brings 15 years of professional experience in public construction and maintains a MA Construction Supervisor's License and is MCPPO certified. Kevin will work as the Project Manager and be the point person for all day-to-day operations on the project. Kevin has performed in a similar capacity with great success on our past phased construction projects in Dedham and Canton. Kevin will review and monitor all construction schedules, will oversee cost control, and complete quality reviews of all work in place.



Scott Lubker, Senior Project Manager – Scott brings 15 years of professional experience in construction, with a background in building envelope, interior finishes, and mechanical / electrical systems. Scott maintains a MA Construction Supervisor's License and is MCPPO certified. Scott has been a great resource to CMS and will provide redundancy in the Senior Project Manager / On-Site Representative role, as well as provide redundancy in all phases of the project.



Roger Hoyt, Staff Architect -Roger brings more than 20 years of professional experience in public construction and maintains a Registered Architecture License (RA) with the Commonwealth of Massachusetts. Roger has served CMS in multiple capacities, both as a peer / plan reviewer and site representative on multiple public construction projects. Roger has been a great resource to CMS and will play a support role to the project team during design and permitting.



Paul Griffin, Senior Consultant /Principal -Paul serves as a senior consultant and project advisor on all CMS projects. Paul's responsibility will include oversight of our entire team and will serve as a valuable resource to our clients, available as needed in any capacity to make the project a success. Paul is a licensed Master Electrician, maintains a MA Construction Supervisor's License, and is MCPPO Certified. Before founding CMS, maintained a career in Facility Construction and Maintenance for a Fortune 100 company.

## Project Team

### Capacity & Skills

The following table outlines our anticipated time commitment for each phase of the project and is representative of our years of experience on similarly sized projects :

(Hours per Week)	Neil Joyce Project Director	Kevin <u>Griffin</u> Sr. PM	Scott <u>Lubker</u> Support PM	Roger Hoyt Staff Architect	Kevin Griffin or TBD Site Re .	Paul Griffin Sr. Advisor
<b>** Phase:</b>						
Concept Design	12-16	8-12	As Req'd	As Req'd	As Req'd	As Req'd
Design	8	16	As Req'd	8	As Req'd	As Req'd
Bidding	8	12	As Req'd	8	As Req'd	As Req'd
Construction	12	24	As Req'd	As Req'd	40	As Req'd
Closeout	4	16	As Req'd	As Req'd	40	As Req'd
<b>Responsibilities:</b>						
Project Management	*	*	*			*
Daily Field Observation	*	*	*			*
Cost Estimates & VE	*	*	*	*		*
Schedule Analysis	*	*	*	*	*	*
Design Review	*	*	*	*	*	*
Quality Control	*	*	*	*	*	*
Safety	*	*	*		*	*

*\*\*Understanding that time commitments will vary with workflow on the project, CMS is committed to provide professional and qualified personnel to complete the project to the Permanent Building Committee's satisfaction. Should the need arise, additional personnel are available to supplement the project team and to support the project to its successful conclusion.*



## Neil Joyce, Principal

Project Director / Chief Estimator

- Commonwealth of Massachusetts, Licensed Construction Supervisor # CS 79812
- Commonwealth of Massachusetts, Engineer in Training Certification
- MCPPO - Certification for School Project Designers & Owner's Project Managers
- MCPPO - CM at Risk Legal Requirements & Practical Issues
- OSHA 10

### Summary:

With over 30 years of professional experience in the construction industry, Neil is an invaluable member of the CMS team and will serve project director for your project. Neil's leadership and understanding of all aspects of construction are outstanding. Neil has a wide array of knowledge from his progressive professional experience, beginning with support roles in project scheduling, estimating, and subcontractor coordination, and culminating in project management. Completed projects include that of roadway, tunnel, infrastructure and building construction projects (MGL Ch 30 / Ch 149) in conjunction with various state agencies across the Commonwealth. Neil maintains extensive experience and success in public construction including estimating, new building construction (MGL, Ch. 149 / 149A), comprehensive occupied building renovations (phased construction) and additions and renovations in educational facilities.

Current roles and responsibilities include the following:

- Preconstruction Services: Provide management assistance to municipal clients in identifying project goals, developing project parameters, and seeking preliminary project approvals and funding; collaborate with project architects and engineering consultants to establish conceptual and detailed project designs.
- Estimating: Provide detailed review of plans and specifications, and develop project estimates at conceptual level, design development and at 100% construction documents; observe market conditions and forecast bidding climate at project delivery; perform progress reviews of contract documents; identify potential value engineering for implementation; confirm design adherence to overall project budgets.
- Contractor / Subcontractor Prequalification and Selection: Administer general contractor and subcontractor prequalification process; prepare, solicit and evaluate general contractors and sub-trade contractors in accordance with MGL Ch. 149/149A procurement laws.
- Site and Project Oversight: Provide oversight of public construction projects; complete periodic review of project performance with reference to original schedule and budgets; confirm conformance with project plans and specifications and communicate same to Client.
- Project Administration: Administer contract documentation (transmittals, submittals, requests for information, certified payrolls, EEO / DBE compliance reporting, etc.); develop scope and pricing for potential change orders; negotiate and administer contract change orders; administer periodic applications for payment.

### Education:

- 1999 Master of Science, Civil Engineering - Concentration in Construction Management  
Worcester Polytechnic Institute, Worcester, MA.
- 1992 Bachelor of Science, Civil Engineering - University of Massachusetts, Lowell, MA.



**Kevin Griffin**

Senior Project Manager

- Commonwealth of Massachusetts, Licensed Construction Supervisor # CS 106694
- MCPPO – Certification for School Project Designers & Owner's Project Managers
- OSHA 30
- BS - Construction Management
- MBA, Concentration in Construction Management

### *Summary:*

Kevin is a skilled Project Manager and Project Representative who has been a valuable and effective member of the CMS team for almost 14 years due to his hands-on abilities as well as his focus and attention to details. Kevin's strengths in quality control and monitoring enable him to be particularly effective in discovering and solving problems. Kevin has extensive knowledge in the building design and construction fields. He currently is managing a project at about 50% construction and closing out another project.

### 2010-2020

- On-Site Project Manager for \$10 million Canton Metropolis Ice Rink
- On-Site Project Manager for \$30 million Dedham's Early Childhood Education Center.
- On-Site Project Manager for \$11 million add/reno of the Hopkinton Public Library
- On-site Project Manager for the \$20 million add/reno Greater New Bedford Regional Vocational High School.
- On-site Project Manager for the \$30 million add/reno Marshall Simonds Middle School and Memorial Elementary School in Burlington, MA.
- On-site Project Manager for the \$18 million new construction of the Avery Elementary School, Dedham, MA
- On-site Project Manager for the \$4 million add/reno for Shawsheen Valley Technical High School, Billerica, MA.

### 2006-2010

#### Gilbane Building Company

- Project Engineer for a DMH \$400 million new construction hospital in Worcester, MA
- Assistant Superintendent for a \$150 million cell culture expansion plant for Genzyme, Framingham, MA
- Assistant Clerk of the Works for a \$24 million add/reno of Falmouth High School, Falmouth, MA.

### Education:

2010 Bachelor of Science, Concentration in Construction Management  
Wentworth Institute of Technology, Boston, MA.

2015 MBA, Concentration in Construction Management  
Wentworth Institute of Technology, Boston, MA

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## Scott Lubker

Senior Project Manager

- Commonwealth of Massachusetts, Licensed Construction Supervisor # CS 107931
- MCPPO -Certification for School Project Designers & Owner's Project Managers
- MCPPO -CM at Risk Legal Requirements & Practical Issues
- OSHA 30
- BS -Construction Management

### Summary:

Scott is a skilled Project Manager and Project Representative with over 15 years in the Construction industry with experience as an onsite project representative, Assistant Project Manager and currently focusing on managing multiple municipal projects for the CMS team. Scott has been a valuable and effective member of the CMS team since 2003 due to his hands-on abilities as well as his focus and attention to details. Scott's strengths in quality control and monitoring enable him to be particularly effective in discovering and solving problems. Scott has extensive knowledge in the building design and construction fields. Scott's public project portfolio includes school construction projects, municipal projects, demolition projects and public safety projects. Some of Scott's past projects include Douglas High School, Old Rochester Regional Middle and High School, Wareham Middle School, Holten-Richmond Middle School in Danvers, MA, Danvers High School, Stow Center Elementary School, Sudbury Police Station, and Hudson Police headquarters and DPW Administration Building, Westport Plice, Lexington Children's Place and Lexington Temporary /Permanent Fire Stations.

Scott's current responsibilities include:

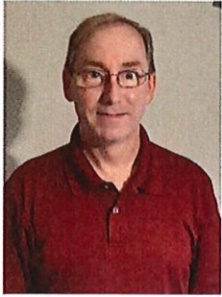
- Preconstruction Services: Provide management assistance to clients from feasibility through Design phase beginning with designer selection assistance and recommendation followed by periodic design reviews to ensure design is harmonious with Owner's expectations and budget. Provide Owners guidance to seek preliminary project approvals and funding.
- Estimating: Review and develop plan quantity take-off's and work with chief estimator to prepare a detailed project estimate to prepare or check against the project budget. During quantity take-off, prepare a list of missing scope for the architect team to be incorporated into the drawing for final bid documents.
- Contractor / Subcontractor Pregualification and Selection: Administer general contractor and subcontractor prequalification process; prepare, solicit and evaluate general contractors and sub-trade contractors in accordance with MGL Ch. 149/149A procurement laws.
- Site and Project Oversight: Provide periodic site inspections to check status of the project and review quality of work, Schedule, budget, and coordination. Meet with Owner, Architect, Contractor, testing agencies, local officials, Furniture Fixtures & Equipment Vendors, etc. at regular intervals to communicate as a team and move the project through to completion and final occupancy.
- Project Administration: Administer contract documentation (transmittals, submittals, requests for information, certified payrolls, Equal Employment Opportunity / Disadvantage Business Enterprise compliance reporting, etc.); develop scope and pricing for potential change orders; negotiate and administer contract change orders; administer periodic applications for payment.

Education:

2010 Bachelor of Science, Concentration in Construction Management  
Wentworth Institute of Technology, Boston, MA.

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Roger Hoyt

On-Site Project Manager

- Bachelor of Architecture, Bachelor of Science, Building Sciences -Rensselaer Polytechnic Institute, Troy, New York
- Roman Studies Program; Rome, Ital -S.Connecticut State University -Additional Course Work in Urban Planning
- Registered Architect
- LEED Green Associate
- OSHA 10

*Summary:*

Twenty years' experience as a project architect with experience in design development, preparation of construction documents, cost estimating, and construction administration including review of shop drawings and product data submittals, RFI's, review of change order requests and applications for payment. Roger has extensive knowledge of 780 CMR The State Building Code and 521 CMR Regulations.

EXPERIENCE

Clerk of the Works - (2019-present) Montague DPW Facility

Observe and document daily ongoing construction activities, monitor job progress and to ensure compliance with the project plans and specifications.

Clerk of the Works - (2017-2019) Sutton Police Station

Observe and document daily ongoing construction activities, monitor job progress and to ensure compliance with the project plans and specifications.

Resident Engineer, DCAMM (2014-2017)

Observe and document daily ongoing construction activities, monitor job progress and to ensure compliance with the project plans and specifications.

Fitchburg State University - Energy Conservation (Chapter 149A); State Police Barracks - Multiple Sites; Mount Wachusett Community College - New Science Addition and Haley Center Renovation (Chapter 149A); Holyoke Community College - Center for Health Education.

Visitor Services Supervisor, Department of Conservation and Recreation, Gardner Heritage State Park

Preparation and presentation of historical programs and tours.

Project Architect / Haynes, Lieneck and Smith, Inc. Ashby, Massachusetts Projects included new construction and renovation projects at the Quinsigamond Community College, Fitchburg State University, and Framingham State University; renovation and reroofing at public buildings, and Riverstone I and 2 medical office buildings in Georgia.

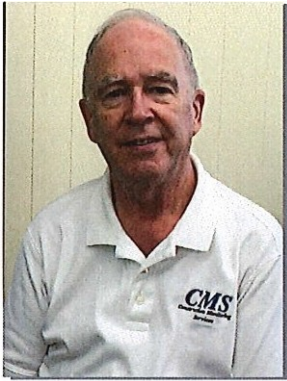
Job Captain / Architect, TPA Design Group, Inc. Technical Planning Associates,

New Haven, Connecticut

Prepared land development analysis for the Regional Water Authority, building condition surveys for HUD properties and construction administration for projects at Univ. of New Haven and in Norwalk through the Dept. of Housing, and facility upgrades for Special Olympics World Games in New Haven.

ACTIVITIES

Ashburnham Planning Board (2011-present), Chair  
Montachusett Regional Planning Commission Representative, Executive Board  
Bresnahan Scouting and Community Center Board of Directors



**Paul V. Griffin, Jr.**

Principal /Senior Advisor

- Commonwealth of Massachusetts Licensed Master Electrician No. A7581
- Commonwealth of Massachusetts, Licensed Construction Supervisor # CS082949
- Past-Chairman, Mashpee High School Building Committee
- MCPPO -Certification for School Project Designers & Owner's Project Managers
- MCPPO -CM at Risk Legal Requirements & Practical Issues
- OSHA 10
- Certified Vocational Teacher

### **Summary:**

Paul has been directly involved in Building and Life Cycle Maintenance of facilities for more than 30 years. Besides extensive educational experience, he worked over 11 years directly in electrical construction with a wide range of experiences.

In 1978, an opportunity presented itself and Paul veered toward corporate management. He became responsible for a "state of the art" data center and other various facilities. This required day-to-day operations of multiple tasks, always keeping in mind Budget vs. Life Cycle Costing of his facility. Throughout his employment, he has moved up the 'Corporate Ladder', with the consistency and ability to take on whatever is required of him.

Paul has proven to be a seasoned professional in building maintenance, construction, project management and corporate operating services. This experience provides our project team with the ability to assist in the design process to ensure construction methods and materials that will keep long-term maintenance lower. He also has extensive knowledge of operating mechanical systems with energy management. This provides the assurance of properly operating equipment at the lowest possible price. He can also provide experience on future expansion with emphasis on what cost should be considered now for the best value to the town in the future.

He has outstanding management and problem-solving skills as well as a proven record for the implementation of several projects, which were completed within budget. Paul also likes to give back to his community. Paul also served on the Building Committee for the Mashpee High School project where he served as the Chairman. Overseeing this impressive 28.7 million-dollar (1990 \$) undertaking has demonstrated, once again, his dedication by being a creative, articulate achiever with exceptional organizational, analytical and interpersonal skills, which are obvious right from the onset of anything he takes upon himself.

### **Education:**

1970 /Master Electrician /#A7581

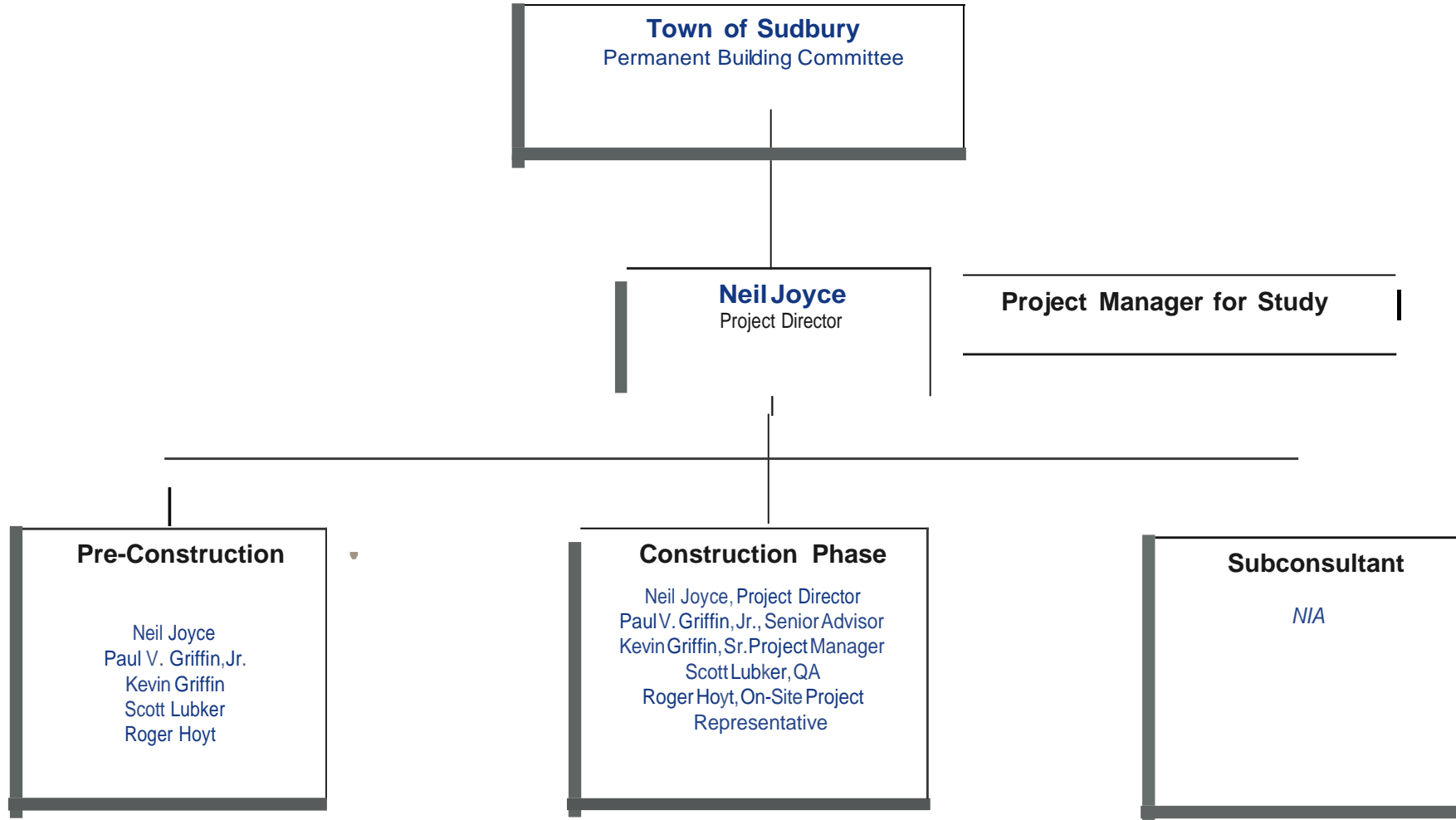
1976 /Fitchburg State College -Vocational Teaching Certification

1987 / Emmanuel College -Business Management

2000 /Univ. of Wisconsin – Preventing and Detecting Deficiencies in Design and Construction Documents.

Commonwealth of Massachusetts  Standard Designer Application Form for Municipalities and Public Agencies not within DSB Jurisdiction (Updated July 2016)	1. Project Name/Location For Which Firm Is Filing:  <p style="text-align: center; color: blue;">Town of Sudbury c/o Fairbank Community Center 275 Old Lancaster Road Sudbury, MA 01776</p>	2a. DSB # _____ Item # _____  2b. Mass State Project # _____																																																																																																	
3a. Firm (Or Joint-Venture) - Name and Address Of Primary Office To Perform The Work: <p style="color: blue;">Construction Monitoring Services, Inc. 270 Main Street Marlborough, MA 01752</p>	3e. Name Of Proposed Project Manager:  For Study: (if applicable) <span style="color: blue;">Neil Joyce</span> For Design: (if applicable) <span style="color: blue;">Neil Joyce</span>																																																																																																		
3b. 3f. Date Present and Predecessor Firms Were Established: <span style="color: blue;">1994 - Incorporated 1998</span>	Name and Address Of Other Participating Offices Of The Prime Applicant, If Different From Item 3a Above: <span style="color: blue;">Not Applicable</span>																																																																																																		
3c. Federal ID #: <span style="color: blue;">04-3441929</span>	3g. Name and Address Of Parent Company, If Any:  <span style="color: blue;">Not Applicable</span>																																																																																																		
3d. Name and Title Of Principal-In-Charge Of The Project (MA Registration Required): <span style="color: blue;">Neil Joyce Project Director 2010 / 2016 MCPPO - Recertified March 2019</span>  Email Address: <span style="color: blue;">neil@cms-ma.com</span> Telephone No: <span style="color: blue;">508-786-0600 (office)</span> Fax No. <span style="color: blue;">786-0608</span> <span style="color: blue;">508-808-1601 (cell)</span>	3h. Check Below If Your Firm Is Either: (1) SDO Certified Minority Business Enterprise (MBE) <span style="float: right;"><input type="radio"/></span> (2) SDO Certified Woman Business Enterprise (WBE) <span style="float: right;"><input type="radio"/></span> (3) SDO Certified Minority Woman Business Enterprise (M/WBE) <span style="float: right;"><input type="radio"/></span>																																																																																																		
4. Personnel From Prime Firm Included In Question #3a Above By Discipline (List Each Person Only Once, By Primary Function -- Average Number Employed Throughout The Preceding 6 Month Period. Indicate Both The Total Number In Each Discipline And, Within Brackets, The Total Number Holding Massachusetts Registrations):																																																																																																			
<table style="width:100%; border: none;"> <tr> <td style="width:20%;">Admin. Personnel</td> <td style="width:10%; text-align: center;">2</td> <td style="width:10%;">( <u>  </u> )</td> <td style="width:20%;">Ecologists</td> <td style="width:10%; text-align: center;"><u>  </u></td> <td style="width:10%;">( <u>  </u> )</td> <td style="width:20%;">Licensed Site Profs.</td> <td style="width:10%; text-align: center;"><u>  </u></td> <td style="width:10%;">( <u>  </u> )</td> <td style="width:10%;">Other</td> <td style="width:10%; text-align: center;"><u>  </u></td> <td style="width:10%;">( <u>  </u> )</td> </tr> <tr> <td>Architects</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td>Electrical Engrs.</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td>Mechanical Engrs.</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td></td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> </tr> <tr> <td>Acoustical Engrs.</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td>Environmental Engrs.</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td>Planners: Urban./Reg.</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td></td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> </tr> <tr> <td>Civil Engrs.</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td>Fire Protection Engrs.</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td>Specification Writers</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td></td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> </tr> <tr> <td>Code Specialists</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td>Geotech. Engrs.</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td>Structural Engrs.</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td></td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> </tr> <tr> <td>Construction Inspectors</td> <td style="text-align: center;">7</td> <td>( <u>  </u> )</td> <td>Industrial Hygienists</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td>Surveyors</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td>Sr. Proj. Mgrs.</td> <td style="text-align: center;">2</td> <td>( <u>  </u> )</td> </tr> <tr> <td>Cost Estimators</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td>Interior Designers</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td></td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td>Proj. Director</td> <td style="text-align: center;">2</td> <td>( <u>  </u> )</td> </tr> <tr> <td>Drafters</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td>Landscape Architects</td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td></td> <td style="text-align: center;"><u>  </u></td> <td>( <u>  </u> )</td> <td>Total</td> <td style="text-align: center;"><u>15</u></td> <td>( <u>  </u> )</td> </tr> </table>	Admin. Personnel	2	( <u>  </u> )	Ecologists	<u>  </u>	( <u>  </u> )	Licensed Site Profs.	<u>  </u>	( <u>  </u> )	Other	<u>  </u>	( <u>  </u> )	Architects	<u>  </u>	( <u>  </u> )	Electrical Engrs.	<u>  </u>	( <u>  </u> )	Mechanical Engrs.	<u>  </u>	( <u>  </u> )		<u>  </u>	( <u>  </u> )	Acoustical Engrs.	<u>  </u>	( <u>  </u> )	Environmental Engrs.	<u>  </u>	( <u>  </u> )	Planners: Urban./Reg.	<u>  </u>	( <u>  </u> )		<u>  </u>	( <u>  </u> )	Civil Engrs.	<u>  </u>	( <u>  </u> )	Fire Protection Engrs.	<u>  </u>	( <u>  </u> )	Specification Writers	<u>  </u>	( <u>  </u> )		<u>  </u>	( <u>  </u> )	Code Specialists	<u>  </u>	( <u>  </u> )	Geotech. Engrs.	<u>  </u>	( <u>  </u> )	Structural Engrs.	<u>  </u>	( <u>  </u> )		<u>  </u>	( <u>  </u> )	Construction Inspectors	7	( <u>  </u> )	Industrial Hygienists	<u>  </u>	( <u>  </u> )	Surveyors	<u>  </u>	( <u>  </u> )	Sr. Proj. Mgrs.	2	( <u>  </u> )	Cost Estimators	<u>  </u>	( <u>  </u> )	Interior Designers	<u>  </u>	( <u>  </u> )		<u>  </u>	( <u>  </u> )	Proj. Director	2	( <u>  </u> )	Drafters	<u>  </u>	( <u>  </u> )	Landscape Architects	<u>  </u>	( <u>  </u> )		<u>  </u>	( <u>  </u> )	Total	<u>15</u>	( <u>  </u> )			
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<p style="color: blue;">*1 = Cost Estimator/Masters in Civil Engineering/Project Director  **1 = PFT - Bachelors in Civil Engineering  1 = RA, LEED, GA and *1 = RA, LEED, GA / Construction Inspector</p>																																																																																																			
5. Has this Joint-Venture previously worked together? <span style="margin-left: 100px;"><input type="radio"/> Yes</span> <span style="margin-left: 100px;"><input type="radio"/> No</span>																																																																																																			

6. List **ONLY** Those Prime And Sub-Consultant Personnel Specifically Requested In The Advertisement. This Information Should Be Presented Below In The Form Of An Organizational Chart. Include Name Of Firm And Name Of The One Person In Charge Of The Discipline, With Mass. Registration Number, As Well As MBE/WBE Status, If Applicable:



7. Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Confine responses to the space provided on the Form and limit Resumes to ONE person per discipline requested in the Advertisement. Include Resumes of <u>Project Managers</u> . Resumes should be consistent with the persons listed on the Organizational Chart in Question # 6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.	
a. Name and Title Within Firm: <u>Paul V. Griffin, Jr., Principal</u>	a. Name and Title Within Firm: <u>Neil Joyce, Principal</u>
b. Project Assignment:  <u>Senior Advisor</u>	b. Project Assignment:  <u>Project Director</u>
c. Name and Address Of Office In Which Individual Identified In 7a Resides: <u>Construction Monitoring Services, Inc.</u> MBE <input type="radio"/> <u>270 Main Street</u> WBE <input type="radio"/> <u>Marlborough, MA 01752</u>	c. Name and Address Of Office In Which Individual Identified In 7a Resides: <u>Construction Monitoring Services, Inc.</u> MBE <input type="radio"/> <u>270 Main Street</u> WBE <input type="radio"/> <u>Marlborough, MA 01752</u>
d. Years Experience: With This Firm: <u>25</u> With Other Firms: <u>28</u>	d. Years Experience: With This Firm: <u>10</u> With Other Firms: <u>17</u>
e. Education: Degree(s) /Year/Specialization <u>Fitchburg State University, 1976 (Teaching, Vocational Education)</u>	e. Education: Degree(s) /Year/Specialization <u>1992 BS/Civil Engineering - UMass Lowell</u> <u>1999 MS/Civil Engineering - Construction Management - WPI</u>
f. Active Registration: Year First Registered/Discipline/Mass Registration Number <u>2003 /Construction Supervisor /#082949</u> <u>2007 /MCPPO – Massachusetts Certified Public Purchasing Program – Recertified in 2010, 2013, 2016 and 2019</u> <u>2009 /MCPPO – CM at Risk Legal Requirements &amp; Practical Issues</u> <u>1970 /Master Electrician /#A7581</u> <u>2000 /Univ. of Wisconsin /Preventing and Detecting Deficiencies in Design and Construction Documents</u>	f. Active Registration: Year First Registered/Discipline/Mass Registration Number <u>2001 – Construction Supervisor /#79812</u> <u>1992 – Commonwealth of Massachusetts, Engineer in Training Certification</u> <u>2010 /MCPPO – Massachusetts Public Purchasing Program – Recertified November 2016 / March 2019</u> <u>2009 /MCPPO – CM at Risk Legal Requirements &amp; Practical Issues</u>
g. Current Work Assignments and Availability For This Project: <u>Hyannis Fire Station /Wellesley Sportsplex</u>	g. Current Work Assignments and Availability For This Project: <u>Canton Metropolis Ice Rink, Dudley Fire Station, Rowley Police and Fire, Montague DPW</u>
h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): <u>Paul Griffin has been involved in the construction field for over 35 years. He has worked on numerous public construction projects and has outstanding management and problem-solving skills. He has been involved in over 20 Municipal Construction Projects in Massachusetts. Past projects include, Northborough Senior Center, Northborough Library, West Stockbridge Police/Fire/Town Center, Hyannis Fire Station, and several school projects.</u>	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): <u>Neil's leadership role in all aspects of project development and delivery in both public and private market sectors including; Estimating, Subcontractor Vendor Solicitation and Selection, Site Supervision and Project Oversight and overall Project Administration. Neil's projects include, Rowley Police &amp; Fire Stations, Wilbraham Police Station, Sudbury Police Headquarters, Westport Police Station and Sutton Police Station.</u>

8a. Current and Relevant Work By Prime Applicant Or Joint-Venture Members. Include <b>ONLY</b> Work Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (List Up To But Not More Than 5 Projects).					
a. Project Name And Location Principal-In-Charge	b. Brief Description Of Project And Services (Include Reference To Relevant Experience)	c. Client's Name, Address And Phone Number (Include Name Of Contact Person)	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee for Work for Which Firm Was Responsible
(1) Lexington Fire Headquarters Neil Joyce, Project Director	Provide on-call /on-site OPM Services for new construction of Lexington Fire Headquarters	Town of Lexington 201 Bedford Street Lexington, MA 02420  Mark Barrett, Facilities Director 781-274-8900 x8980	(A) July 2020	(A) \$14.8M	\$550K
(2) Greenfield Fire Headquarters Neil Joyce, Project Director	On-Site Representative for Construction of New Fire Headquarters	City of Greenfield 14 Court Square Greenfield, MA 01301  Chief Robert Strahan 413-768-8901	(E) June 2023	(E) \$17M	TBD
(3) Dudley Fire Station Neil Joyce., Project Director	Provide OPM Services for New Addition and Renovation to existing Fire Station	Town of Dudley 128 West Main Street Dudley, MA 01571  Chief Dean Kochanowski 774-318-0176	(A) July 2019	(A) 7M	\$337K
(4) Shrewsbury Police and Municipal Campus Neil Joyce, Project Director	Provide OPM Services for New Construction of New Police Station and Municipal Campus	Town of Shrewsbury 100 Maple Avenue Shrewsbury, MA 01545  Kristen D. Las, Asst. Town Manager 508-841-8508	(E) June 2023	(E) 32M	TBD
(5) Rowley Police & Fire Headquarters Rowley, MA Neil Joyce, Project Director	OPM / Cost Estimating Services New Construction of Police and Fire Headquarters	Town of Rowley 139 Main Street Rowley, MA 01969  Chief James Broderick 978-948-3812	(A) July 2019	(A) \$8M	\$364K

8b. List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement.

Sub-Consultant Name: **Not Applicable**

a. Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Relevant Experience	c. Client's Name, Address And Phone Number. Include Name Of Contact Person	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was/Is Responsible
(1)					
(2)					
(3)					
(4)					
(5)					

9. List All Projects Within The Past 5 Years For Which Prime Applicant Has Performed, Or Has Entered Into A Contract To Perform, Any Design Services For All Public Agencies Within The Commonwealth.

#of Total Projects:		#of Active Projects:	Total Construction Cost (In Thousands) of Active Projects (excluding studies):		
Role P, C, JV	Phases St., Sch., D.D., C.D., A.C.*	Project Name, Location and Principal-In-Charge	Awarding Authority (Include Contact Name and Phone Number)	Construction Costs (In Thousands) (Actual, Or Estimated If Not	Completion Date (Actual or Estimated) {R}Renovation or (N)New
P	All	1. Canton Metropolitan Police Rink Canton, MA Neil Joyce, Project Director	Town of Canton 801 Washington Street, 2nd Floor Canton, MA 02021 Bob McCarthy, Chairman, 781-821-0330	(A) \$11M	(A) (R) October 2020
P	All	2. Gloucester Harbormaster Building Gloucester, MA Neil Joyce, Project Director	City of Gloucester 3 Pond Road Gloucester, MA 01930 Jill Cahill, Dev. Dir., 978-325-5230	(A) 3M	(A) (R) July 2020
P	All	3. Dedham Early Childhood Education Center Dedham, MA Paul V. Griffin, Jr., Project Director	Town of Dedham Dedham, MA David Roberts, Chairman 617-750-4811	(A) \$24.2M	(A) (N) Feb 2019
P	All	4. Sutton Police Station Sutton, MA Neil Joyce, Project Director	Town of Sutton Sutton, MA James Smith, Town Administrator 508-865-8727	(A) \$7.8M	(A) (N) Jan 2019
P	All	5. Rowley Fire/Police Headquarters Rowley, MA Neil Joyce, Project Director	Town of Rowley Rowley, MA Deborah Eagan, Town Administrator 978-948-2705	(A) \$11.7M	(E) (N) Apr 2019
P	All	6. Westport Police Station Westport, MA Neil Joyce, Project Director	Town of Westport Westport, MA Timothy King, Town Administrator 508-636-1150	(A) \$8.1M	(A) (N) July 2018
P	All	7. Wilbraham Police Department Wilbraham, MA Neil Joyce, Project Director	Town of Wilbraham Wilbraham, MA Roger Tucker, Chief of Police	(A) \$8.1M	(A) June 2017
P	All	8. Sudbury Police Headquarters Sudbury, MA Neil Joyce, Project Director	Town of Sudbury Sudbury, MA Scott Nix, Chief of Police 978-443-1042	(A) \$8.1M	(A) (N) June 2015
P	All	9. Hyannis Fire District Hyannis, MA Paul V. Griffin, Jr., Project Director	Hyannis Fire District Hyannis, MA Chief Harold Brunelle 508-648-5801	(A) \$18.6M	(E) (N) June 2019



P	All	10. Hopkinton Public Library Hopkinton, MA Neil Joyce, Project Director	Town of Hopkinton Hopkinton, MA Dan McIntyre, Chairman 508-868-5424	(A) \$11.8M	(A) (RN) June 2017
P	All	11. Hudson Police /DPW Admin Hudson, MA Neil Joyce, Project Director	Town of Hudson Hudson, MA Tom Moses, Town Manager 978-562-9963	(A) \$15.2M	(A) (N) June 2017
P	All	12. Greenfield High School Greenfield, MA Neil Joyce, Project Director	City of Greenfield Greenfield, MA Lane Kelly, Director of Purchasing 413-772-1567 x102	(A) \$65.7M	(A) (RN) Aug 2015
P	All	13. Greater New Bedford Vocational Technical High School New Bedford, MA Paul V. Griffin, Jr.	Town of New Bedford New Bedford, MA James Igoe 508-728-4319	(A) \$15.9M	{A}(RN) Oct 2014
P	All	9. Marshall Simonds Middle School Burlington, MA Paul V. Griffin, Jr. -Project Director	Town of Burlington Burlington Public Schools Craig Robinson, Dir. Fin & Operations 781-270- 1814	(A) \$27.9M	(A) (R) Sept 2013
P	All	10. Memorial Elementary School Burlington, MA Paul V. Griffin, Jr. -Project Director	Town of Burlington Burlington Public Schools Craig Robinson, Dir. Fin & Operations 781-270-1814	(A) \$28 M	(A) (N) Sept 2012
P	All	11. Center Elementary School Stow, MA Neil Joyce -Project Director	Town of Stow Stow, MA Amy Hastings, Co-Chair 978-897-4514	(A) \$37.9M	(A) (RN) Aug 2012
P	All	12. Danvers High School Danvers, MA Paul V. Griffin, Jr. -Project Director	Town of Danvers Danvers, MA Michael Cali, School Representative 978-375-1223	(A) \$83M	(A) (RN) Sept 2013
P	All	13. Shawsheen Valley Regional Vocational High School Billerica, MA Neil Joyce, Project Director	Shawsheen Valley Tech School District Billerica, MA Melanie Hagman, Business Manager 978-667-2111	(A) \$4.4M	(A) (RN) Sept 2012
P	All	14. Avery Elementary School Dedham, MA Jim Byrne, Project Director	Town of Dedham Dedham, MA Andrew Lawlor, Chairman 781-551-5900	(A) \$23.4M	(A) (N) Sept 2012
P	All	15. Foxborough High School Foxborough, MA Jim Byrne, Project Director	Town of Foxborough Foxborough, MA Bill Yukna, School Business Admin 508-543-1665	(A) \$19.1M	(A) (R) Aug 2012

10. Use This Space To Provide Any Additional Information Or Description Of Resources Supporting The Qualifications Of Your Firm And That Of Your Sub-Consultants For The Proposed Project. If Needed, Up To Three, Double-Sided 8 -X 11" Supplementary Sheets Will Be Accepted. **APPLICANTS ARE ENCOURAGED TO RESPOND SPECIFICALLY IN THIS SECTION TO THE AREAS OF EXPERIENCE REQUESTED IN THE ADVERTISEMENT .**

11. Professional Liability Insurance:

Name of Company	Aggregate Amount	Policy Number	Expiration Date
Fair & Yeager Insurance Agency	*\$2,000,000	ANE107948013	12/23/2021

*\*Amount of coveraae can be increased if reauired*

12. Have monies been paid by you, or on your behalf, as a result of Professional Liability Claims (in any jurisdiction) occurring within the last 5 years and in excess of \$50,000 per incident? Answer **YES or NO**. If YES, please include the name(s) of the Project(s) and Client(s), and an explanation (attach separate sheet if necessary).

NO

13. Name Of Sole Proprietor Or Names Of All Firm Partners and Officers:

Name	Title	MA Reg#	Status/Discipline	Name	Title	MA Reg#	Status/Discipline
a. Paul V. Griffin, Jr.	Principal	N/A		d.			
b. Neil Joyce	Principal	N/A		e.			
c.				f.			

14. If Corporation, Provide Names Of All Members Of The Board Of Directors:

Name	Title	MA Reg#	Status/Discipline	Name	Title	MA Reg#	Status/Discipline
a. Paul V. Griffin, Jr.	Principal			d.			
b. Neil Joyce	Principal			e.			
c.				f.			

15. Names Of All Owners (Stocks Or Other Ownership):

Name And Title	% Ownership	MA. Reg.#	Status/Discipline	Name And Title	% Ownership	MA. Reg.#	Status/Discipline
a. Paul V. Griffin, Jr.	76%			d.			
b. Neil Joyce	24%			e.			
c.				f.			

16. I hereby certify that the undersigned is an Authorized Signatory of Firm and is a Principal or Officer of Firm. The information contained in this application is true, accurate and sworn to by the undersigned under the pains and penalties of perjury.

Submitted by  
(Signature)

**flu**

**C--**

Printed Name and Title

Neil Joxce, Principal

Date J/12/2021

**TOWN OF SUDBURY, MASSACHUSETTS**  
**CERTIFICATE OF CORPORATE AUTHORITY**

The principal, officer, or person to sign below pledges under penalties of perjury, that he or she has been designated by the Owner(s) or the Board of Directors of the below named firm as an authorized representative.

Date: 1/12/2021

Signature of individual submitting bid or proposal: ~~Neil Joyce~~ \_\_\_\_\_

Printed Name of Person signing the bid or proposal: Neil Joyce \_\_\_\_\_

Title of Person signing the bid or proposal: Principal / Vice-President \_\_\_\_\_

\_\_\_\_ Name of Business:

Construction Monitoring Services, Inc.

Business Address: 270 Main Street, Marlborough, MA 01752

Business Phone: 508-786-0600 \_\_\_\_\_

**MUST BE SIGNED AND RETURNED WITH RESPONSE**

**CERTIFICATE OF TAXES/TAX ATTESTATION**

Pursuant to M.G.L. Chapter 62C, Section 49A, I certify under penalties of perjury that Construction Monitoring Services, Inc. ha/have complied with all laws of the commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

04-3441929

Social Security Number, or  
Federal Identification Number

Construction Monitoring Services, Inc.

Signature of Individual, or  
Corporation Name

By: Neil Joyce Neil Joyce, Principal  
Corporate Officer & Title (if applicable)

**AFFIX CORPORATE SEAL**

**CERTIFICATE OF NON-COLLUSION**

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

Construction Monitoring Services, Inc.

Signature of Individual, or  
Corporation Name

By: Neil Joyce Neil Joyce, Principal  
Corporate Officer & Title (if applicable)

**AFFIX CORPORATE SEAL**

AUTHORIZED REPRESENTATIVE

