



# Mahoney Municipal & Public Safety Facilities Project

City of South Portland

Proposal for Owner's Representative #13-25

November 13, 2024



**OLYMPIA**  
DEVELOPMENT

Mike Zimmerman

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November 13, 2024

Matthew Fitzgerald  
Purchasing Agent  
City of South Portland  
25 Cottage Road  
South Portland, ME 04106

**RFP #13-25**

**Proposal for Owner's Representative Services for City Facilities Renovation and Construction**

Dear Mr. Fitzgerald,

Thank you for the opportunity to present our Owner's Representative services proposal for the City Facilities Renovation and Construction project. We are extremely pleased to see that you have decided to engage the Owner's Representative at this early stage in the Project, even before the rest of the consultant team. This enables them to become a real partner in developing the strategy for project delivery, taking ownership of the project from the outset. This aligns completely with how we believe we can provide best value to complex real estate projects such as yours.

We understand the phased nature of the project, with Phase One being the development of the project plan and estimate in preparation for a public referendum and Phase Two being the completion of the project design and execution of the construction phase.

We believe that Olympia Development is uniquely suited to deliver this project successfully for the reasons outlined below:

**Maine Roots:** Headquartered in Portland, Olympia Development is a Maine company through and through. Founded in Bangor in 1969 as Erin Co, we moved to Portland in 1999 and rebranded as part of the Olympia Companies. For fifty-four years we have been developing a wide range of real estate projects in Maine. We know the unique challenges and opportunities that building in Maine presents. From local design professionals to construction managers, subcontractors to suppliers, we have worked with them all. Our established relationships mean that we know their strengths and weaknesses and can plan accordingly for both.

**Institutional Expertise, Entrepreneurial Spirit:** As a real estate consultancy with a national footprint, we bring decades of experience in complex multiphase projects. We combine an entrepreneurial approach to problem-solving from our private sector work with a systematized and transparent project management methodology from our institutional work. We are nimble yet disciplined in how we respond to project challenges.

**More than an Owner's Rep:** Olympia Development is much more than a "clerk of the works" style Owner's Representative. As part of an integrated real estate company that owns and operates our own assets, we take on the same sense of ownership in the projects that we manage for others. Simply put, it is in our DNA to consider the long-term implications of every design and construction decision made over

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the course of the project, uniquely positioning us among 3rd party Owner's Representatives and leading us to always "build it like we own it." Owning and operating our own real estate assets around the country means that we understand all too well how decisions made during the design and construction phase have lasting impacts on the end users of buildings and facilities.

**Complexity is in our DNA:** Olympia Development's team has an incredibly diverse background and project expertise. We excel in complex projects with diverse stakeholder needs. We help institutional partners and clients prioritize and strategize how to challenge these projects from the outset. We know how to assemble the right team to deliver the project and then robustly represent the owner's interests in delivering it. We regularly oversee large teams of architects, designers, and engineers and know how to keep them focused on solving complex design challenges, rather than finding reasons why they can't. We also have in-house specialists in multiple building systems, including mechanical, electrical, plumbing, door hardware, IT, AV, interior design, food service, and FF&E design and procurement.

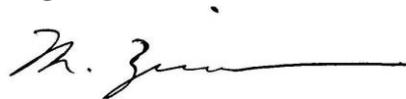
**Institutional Focus:** For the past 14 years, Olympia Development has developed an expertise focused on real estate development and project management for institutional partners and clients. We are prepared for the unique challenges associated with working with institutions and we know how to foster trust and understanding within institutional departments through structured and regular communication, anticipating their needs and concerns and delivering on our commitments.

**Extreme Transparency:** Olympia Development utilizes a robust cloud-based reporting program that can be tailored to individual client and project needs. We use this tool to provide the whole project team with real team visibility into the project's goals and challenges. This reduces the number of meetings and emails with the project team by more than 20%. This is critical to how we work, engaging the consultant team in full visibility of the client so that we can avoid duplication of effort and provide clarity on project goals in real-time.

The complexity of this project requires much more than a traditional Owner's Rep. It requires a strategic partner who can galvanize multiple stakeholders, assemble the most qualified consultant team, and manage them to project success. This is what Olympia Development has been doing for decades for ourselves and others. We welcome the opportunity to bring these skills to deliver this important project that is so vital to the future of South Portland.

Thank you for the opportunity to present our qualifications in support of this important project. Please don't hesitate to reach out if you have any questions.

Regards



Mike Zimmerman  
**OLYMPIA DEVELOPMENT**  
President

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## Firm Size

### 9 personnel

- President
- Senior Project Manager
- 3 Project Managers
- Design Director
- Project Coordinator
- Project Intern
- Project Accountant

## Firm Type

- Real estate developer and consultant with 25 years of Owner's Rep experience.

## Years in Business

- 1969 – 1999      Erin Company
- 1999 – Present      Olympia Development

## Firm Location

5 Milk Street

4<sup>th</sup> Floor

Portland, ME 04101

2.5 miles from Mahoney Middle School

## Our Mission

Provide best-in-class real estate development and consulting services to our internal and external clients and partners.



## Our History and Expertise

Established in 1999 as part of The Olympia Companies, Olympia Development has provided real estate development and consulting services to a wide range of private and institutional partners and clients for 25 years. Our staff have worked across a wide range of market sectors including mixed-use, institutional, transportation, hospitality, multi-family housing, commercial office, retail, manufacturing, scientific research, and others. We have worked in all types of markets, from dense urban infill projects to large brownfield development sites and nearly everything in between. Our extensive experience means that we have a proven track record of meeting and overcoming project challenges at every stage of the work.

Our services include all phases of development, including:

- Feasibility and due diligence
- Site evaluation
- Program management
- Entitlement review and coordination
- Budget development and administration
- Schedule development and administration
- Design team RFP and award
- Construction manager RFP and award
- Stakeholder communication and reporting
- Public entitlements and permitting
- Historic preservation
- Design and construction management
- Financial reporting and control
- Value engineering
- Clerk of the works
- Construction administration
- Project accounting
- AV/IT systems procurement, coordination and installation
- Furniture, fixtures, & equipment procurement, coordination and installation
- Building and systems punch
- Pre-opening scheduling and coordination
- Post-opening warranty support



## Our Strengths

- **Robust Systems:** We develop and maintain project management systems that provide consistent results. We are continually improving and customizing these to the unique needs of each project.
- **Extensive Experience:** We have met and overcome most challenges before. We keep the design and construction team focused on solutions, avoiding the “blame game” mentality.
- **New Mistakes:** We learn from the past, review our work, create fixes and push boundaries. We carry out lessons-learned exercises after each project and document our findings internally and externally. We educate the project team about past mistakes so that they only make new ones.
- **Meaningful Integration:** We learn about and collaborate with our partners and clients at every step of the project. We invest time with the project stakeholders and end-users early in project to get a clear understanding of their unique requirements and ensure that these are clearly documented to the design team. We document these requirements and continually update them as they evolve through the project.
- **Owner / Developer:** We always develop with the long-term benefits to owner, operator and user in mind. We recognize the long term implications of design and construction decisions and make sure that the stakeholders understand them in advance.
- **Anticipation:** We look around corners, think about the possible outcomes and prepare contingency plans. This allows the design and construction team to focus on getting the work done while we anticipate the next set of challenges and devise strategies to meet them.
- **Meaningful Relationships:** We build lasting relationships with vendors, contractors and suppliers to ensure proper service. We model a positive approach to the work in front of the team and encourage the same from them. We deal with conflict early and effectively, not allowing it to grow and negatively impact the work of the team. We hold team members accountable for their commitments to the project and motivate them to meet their obligations at every stage.
- **Celebrate Success:** We reward and celebrate great work from ourselves, our partners and our vendors. This means that we recognize team members for their positive contributions and encourage a collaborative approach to the work.

## Our Values

We are a values-driven organization that holds these values as our guiding principles in all of our activities:

- **Fun** – We create an environment where we enjoy our work and each other.
- **Concern for Others** – We show compassion, empathy and respect for people.
- **Trust** – We act in the best interests of others, building a culture of integrity.
- **Accountability** – We accept responsibility for our own actions and for the actions of our team.
- **Continuous Improvement** – We constantly seek out ways to improve ourselves and the services we deliver.

# SCOPE OF WORK – PHASE I



## Statement of Approach

Olympia Development's approach to effectively representing the City is multifaceted, as is this Project. With our experience as an owner’s representative and developer, we have **unique expertise** in understanding the importance of hiring a **collaborative** design partner, early and accurate budget development, construction, phasing, and **successful close-out**. As outlined below, our approach leverages **technology** and a highly experienced team dedicated to ensuring success. We prioritize public safety, meet departmental program requirements, and adhere to budget and schedule constraints, all while ensuring One Climate Future goals are met throughout every phase of the Project.

## Pre-Design Phase

During the Pre-Design phase, Olympia will identify qualified bidders for design services, facilitate the RFP process, and analyze and shortlist proposals for the City's review. We will lead bid interviews alongside the City of South Portland’s selection committee and recommend the most suitable candidates. After selecting the design team, we will support the City in negotiating design agreements and engage any additional consultants required. We will work closely with City departments to review and refine the Project's goals. Early collaboration within the City departments will be critical when issuing the Design RFP and selecting the design team.

We can manage the RFP process in real-time through the use of Smartsheet Dashboards - interactive databases with the ability to manage user access, which allows different access rights for City stakeholders, Olympia, and the proposed bidders. A recent example of a Design RFP is below:

**Welcome**

Welcome to the Confidential Client Hotel & Conference Center Bid Portal. From this portal you can access all of the RFP documents and submit your bid.

Please submit your bid form and proposal using the Bid Submission Form by **October 30th at 5:00 PM.**

If you have any technical issues or access problems, you can email Alan Wilson at [awilson@olympiadev.com](mailto:awilson@olympiadev.com).

**RFP Document**   **Bid Form**   **Bid Submission**

RFP Schedule	
Activity	Date(s)
RFP Issued	October 4, 2024
Last Day for RFIs	October 25, 2024
Proposals Due	October 30, 2024
Anticipated Interviews	November 13-15, 2024
Owner Reviews Complete	November 22, 2024
Notice to Proceed	November 25, 2024
Site Visit	December 3, 2024
Contract Execution	January 3, 2025

**Exhibit A - Scope of Work**   **Exhibit B - Project Schedule**   **Exhibit C - Existing As Built Drawings**   **Exhibit D - Property Photos**   **Exhibit E - Responsibility Matrix**   **Exhibit F - New Outdoor Restaurant Patio**

**Confidentiality**

This Bid Portal is only for the authorized use by recipients of the RFP for Interior Design Services for the Confidential Client Hotel & Conference Center dated October 4, 2024. Any unauthorized distribution of this Portal or the documents accessed herein may result in disqualification. By accessing this Portal, bidders agree to keep all of these documents accessed herein confidential and only for the use of preparation of their proposals.

# SCOPE OF WORK – PHASE I



## Design Phase

Once we have a design team and consultants selected, we will manage the established milestones for design development that align with the needs to have the Project's referendum on the November 2026 election. Olympia will provide guidance to the Design Team as they prepare essential Project Design Documents. We will attend design meetings, participate in formal presentations, and ensure consistent communication by delivering regular updates to the City and relevant Departments. Feedback from the City Representatives will be integrated into the Design Documents through ongoing review and input from Olympia. We will also examine drawings, specifications, and relevant reports from the design consultants, providing detailed feedback to align the design with project goals.

Olympia will assist in guiding the City and Corporate Council in preparing submission documents required for referendum and the possibility of state and federal permitting. We will also assist the Design Team in developing proposed site plans, designs, and layouts necessary for entitlements.

Maintaining an accurate cost estimate is essential to supporting the design evolution and meeting project milestones, including the preparation for final cost assessment for the referendum. Working with the design team and estimating firm, we will update the Project Budget and Schedule to ensure timely, accurate adjustments based on evolving design specifications and current pricing.

Following the issuance of Construction Documents, Value Engineering is key to optimizing project cost, efficiency, and quality without compromising design. As the Owner's Project Representative, we will coordinate a thorough review of materials, construction methods, and design alternatives to identify cost-saving solutions. Through collaboration with the Design Team and stakeholders, we will enhance value by refining scope, improving constructability, and managing risks to deliver a quality project within budget. A recent VE log from Smartsheet can be seen below:

VE #	Item Type	VE Scope	Status	Estimated Value	Accepted	Open	Rejected	Assigned To	Comment
<b>EEN DD VE Log</b>									
1	A	Alternate Material selections for ceramic and porcelain tile. Use \$7.50 to \$10.00 /SF (material only) ILO of specified	Accepted	-\$1,000,000	-\$1,000,000				Determine value target at each area
2	L								
3	L	Remove decorative tile from horizontal hardscape areas - replace with pavers.	Open	-\$25,000		-\$25,000		ARCH LAND	DHP - We advocate for this to remain. We will look for an alternative product.
4	L	Speed table top	Open					CM	
4.1	L	Change speed table top to stamped asphalt	Rejected	No Savings			No Savings	CM	DHP - Preferred 1. See attached Site Plan markings. 8/7/24 WH - Olympia to present to Rollins
4.2	L	Change speed table top to painted asphalt	Rejected	-\$22,500			-\$22,500	CM	DHP - Not Preferred 8/7/24 WH - Olympia to present to Rollins
4.3	L	Change speed table top to gray concrete	Accepted	-\$15,000	-\$15,000			CM	DHP - Preferred 2. See attached Site Plan markings. 8/7/24 WH - Olympia to present to Rollins
5	A	Partial waterproofing wrap of mat foundations in lieu of fully wrapped.	Rejected	-\$30,000			-\$30,000	ARCH CM STR	CM to confirm scope of VE (which buildings)  Per meeting on 7/18. Recommend not pursuing this VE. Large risk with any issues.

# SCOPE OF WORK - SCHEDULE



Task Name	Duration	Start	Finish
<b>1 - OWNER'S REPRESENTATIVE RFP</b>	46d	10/23/24	12/31/24
2 Issue RFP #13-25	16d	10/23/24	11/13/24
3 Anticipated Interview and Select Owner's Representative	6w	11/14/24	12/31/24
<b>4 - DESIGN RFP</b>	100d	01/02/25	05/21/25
5 Make Design Firm Recommendation	8w	01/02/25	02/26/25
6 Issue Design Consultant RFP	6w	02/27/25	04/09/25
7 Interview Design Consultant	2w	04/10/25	04/23/25
8 Bidding & Negotiation Design Team	4w	04/24/25	05/21/25
<b>9 - PRE-REFERENDUM DESIGN</b>	281d	05/22/25	06/18/26
10 Design Kick-Off with all Stake Holders	1d	05/22/25	05/22/25
11 Conceptual Design Development	12w	05/23/25	08/14/25
12 Conceptual Cost Estimate	4w	08/15/25	09/11/25
13 Conceptual Value Engineering	6w	09/12/25	10/23/25
14 Schematic Design Documents	20w	10/24/25	03/12/26
15 Schematic Design Cost Estimate	6w	03/13/26	04/23/26
16 Schematic Value Engineering	8w	04/24/26	06/18/26
<b>17 - ISSUE REFERENDUM</b>	98d	06/19/26	11/03/26
18 Develop Draft Referendum Language	10w	06/19/26	08/27/26
19 Submit Referendum for November 2026	2w	08/28/26	09/10/26
20 Citizen Approval of Referendum	1d	11/03/26	11/03/26
<b>21 CONSTRUCTION DOCUMENTS</b>			
22 Design Document Development	12w	11/04/26	01/26/27
23 Design Document Estimate	4w	01/27/27	02/23/27
24 Design Development Value Engineering	4w	02/24/27	03/23/27
25 Issue Construction Manager RFP	4w	03/24/27	04/20/27
26 Award CM With Cost Estimate	2w	04/21/27	05/04/27
27 Construction Document Development	24w	05/05/27	10/19/27
28 Construction Document Estimate	4w	10/20/27	11/16/27
29 Construction Document Value Engineering	4w	11/17/27	12/14/27
30 GMP Approval	4w	12/15/27	01/11/28
<b>31 - CONSTRUCTION PHASE 1A Mahoney Renovation</b>	280d	01/12/28	02/06/29
32 Construction	56w	01/12/28	02/06/29
<b>33 - CONSTRUCTION PHASE 1B Police Station</b>	210d	01/12/28	10/31/28
34 Construction	42w	01/12/28	10/31/28
<b>35 - CONSTRUCTION PHASE II Central Fire Station</b>	200d	11/01/28	08/07/29
36 Construction	40w	11/01/28	08/07/29
<b>37 - PROJECT(S) SUBSTANTIAL COMPLETION</b>	220d	11/01/28	09/04/29
38 Mahoney Complete	4w	02/07/29	03/06/29
39 Police Station Complete	4w	11/01/28	11/28/28
40 Central Fire Station Complete	4w	08/08/29	09/04/29

# SCOPE OF WORK – PHASE II



## Post-Referendum Design Phase

Following approval of the referendum, Olympia will continue to guide and oversee the design and preconstruction, ensuring alignment with the City’s objectives. Specifically, we will work closely with the design team to advise on developing the Project's design and construction documents. This will involve regular attendance at design meetings and presentations, where we will provide direction and communicate different departmental feedback.

Our role includes providing consistent written updates on the design's progress to the City, ensuring that their feedback is regularly integrated into the evolving Design Documents. At each design phase, we will review the drawings and specifications issued by the Design Team, offering detailed feedback to improve design quality, and functionality and meet the One Climate Goal.

We will continue to update the Project Budget to reflect construction estimates, design, soft, and FF&E costs. Throughout, we will recommend **cost-effective design** options that meet aesthetic and programmatic requirements. Additionally, we will oversee the Project Schedule, coordinating timelines from the Design Team and other stakeholders, updating it as necessary to maintain adherence to project milestones.

During the design evolution, we typically discuss long lead procurement and the potential for early design packages to support schedule adherence. With electrical switchgear and transformer lead-time exceeding 52 weeks, identifying and procuring items ahead of final construction documents will be critical to the Project's success.

Olympia can also oversee the preparation and submission of permit applications, manage coordination between the Design Team and regulatory bodies, and submit the building permit application as required.

## Construction Manager RFP

Olympia typically recommends preparing the Request for Proposal for construction management services for the Project based on the Schematic Design documents and a narrative summary provided by the Design Team. This RFP will solicit detailed proposals from qualified construction management firms, requiring them to submit their proposed fee structure and general conditions and an initial cost estimate based on the preliminary design. Additionally, each proposal must include a specified fee for preconstruction services, allowing for an early evaluation of their approach and understanding of the Project.

# SCOPE OF WORK – PHASE II



To support effective collaboration and clarity among all parties, we have developed a project responsibility matrix detailing the roles and responsibilities of each entity involved in the design, construction, and procurement of the Project. This matrix will be included in the CM RFP, outlining responsibilities in a clear, organized format to facilitate smooth interactions and ensure alignment of all team members' expectations. An example of this matrix is shown here.

DELIVERABLE	SOPO FACILITIES	SOPO BUSINESS & FINANCE	SOPO IT	A&E TEAM	CM	OLYMPIA
<b>SOPO ROLES AND RESPONSIBILITIES MATRIX</b>						
<b>CONSTRUCTION DOCUMENTS</b>						
<b>ADMIN</b>						
Update Diff Doc / Responsibility Matrix	CONSULTED	CONSULTED	CONSULTED	CONSULTED	CONSULTED	DELIVER LEAD
GMP Estimate	SUPPORT	SUPPORT	CONSULTED	SUPPORT	DELIVER	LEAD
Budget Update	SUPPORT	SUPPORT	SUPPORT	INFORMED	SUPPORT	LEAD
Update Master Project Schedule	CONSULTED	CONSULTED		CONSULTED	SUPPORT	DELIVER LEAD
Value Engineering	SUPPORT	SUPPORT	SUPPORT	SUPPORT	DELIVER	LEAD
Weekly Team Meetings	SUPPORT	SUPPORT		DELIVER	SUPPORT	LEAD
Constructability Reviews	CONSULTED	INFORMED		SUPPORT	DELIVER	LEAD
Steering Committee Meetings	SUPPORT	SUPPORT		SUPPORT		DELIVER LEAD
Owner / Stakeholder Reports	SUPPORT	SUPPORT	SUPPORT			DELIVER LEAD
Building Permit	CONSULTED	CONSULTED		SUPPORT	DELIVER	LEAD
Final Construction Schedule	CONSULTED	CONSULTED		SUPPORT	DELIVER	LEAD
Finance Closing	SUPPORT	DELIVER LEAD				SUPPORT
<b>PROCUREMENT</b>						
<b>CONSTRUCTION</b>						
GMP Negotiation	CONSULTED	CONSULTED			SUPPORT	DELIVER LEAD
GMP Contract	CONSULTED	CONSULTED			SUPPORT	DELIVER LEAD
<b>OTHER</b>						
Public Utilities Procurement	CONSULTED	DELIVER		CONSULTED	CONSULTED	LEAD
Technology Procurement	CONSULTED	CONSULTED	DELIVER LEAD	CONSULTED		SUPPORT
<b>SITE AND BUILDING CONSTRUCTION</b>						
<b>ADMIN</b>						
RFPs	SUPPORT			SUPPORT	DELIVER	LEAD
Submittals	SUPPORT			SUPPORT	DELIVER	LEAD
Change Orders	SUPPORT	INFORMED		DELIVER	DELIVER	LEAD
ASIs / Bulletins	SUPPORT			DELIVER	CONSULTED	LEAD
OAC Meetings	SUPPORT			SUPPORT	DELIVER	LEAD
Rough-in Reviews	SUPPORT		CONSULTED	SUPPORT	DELIVER	LEAD
Owner / Stakeholder Reports	SUPPORT	SUPPORT	SUPPORT			DELIVER LEAD
Develop Pre-Opening Schedule	SUPPORT	SUPPORT	SUPPORT		CONSULTED	DELIVER LEAD
<b>PROCUREMENT</b>						
A/V & IT Procurement	CONSULTED	SUPPORT	DELIVER			LEAD
Exterior Sign Procurement	CONSULTED	DELIVER				LEAD
Voice & Data circuit Procurement	CONSULTED		DELIVER			LEAD
OFCI Deliveries	CONSULTED	DELIVER				LEAD
Interior Signage Procurement	CONSULTED	DELIVER				LEAD
Waste System Procurement	CONSULTED	DELIVER				LEAD
<b>CONSTRUCTION COMPLETION</b>						
C of O Inspections	SUPPORT				DELIVER	LEAD
Construction Punch	LEAD			DELIVER	SUPPORT	SUPPORT
Systems Training	LEAD				DELIVER	SUPPORT
Systems Commissioning	DELIVER LEAD			SUPPORT	SUPPORT	SUPPORT
FF&E Warehousing		DELIVER LEAD				SUPPORT
Voice & Data circuit Install	SUPPORT	DELIVER LEAD			SUPPORT	SUPPORT
Exterior and Interior Signage Install	SUPPORT	DELIVER LEAD			SUPPORT	SUPPORT
Owner / Stakeholder Reports	SUPPORT	SUPPORT	SUPPORT			DELIVER LEAD
<b>PRE-OPENING</b>						
AWIT Systems Install	SUPPORT	SUPPORT	DELIVER LEAD		SUPPORT	SUPPORT
IT Project Management			DELIVER LEAD			
Owner / Stakeholder Reports	SUPPORT	SUPPORT	SUPPORT			DELIVER LEAD
<b>CLOSE-OUT</b>						
Construction Warranty	SUPPORT	SUPPORT			DELIVER	LEAD
Budget Close-out	SUPPORT	SUPPORT	SUPPORT			DELIVER LEAD
Construction As Builts and O&M	CONSULTED				DELIVER	LEAD
FF&E Warranty	SUPPORT	DELIVER LEAD				INFORMED
Owner Direct Punch	LEAD	DELIVER LEAD	SUPPORT			INFORMED
Owner Direct Warranty	LEAD	DELIVER LEAD	SUPPORT			INFORMED
Owner Direct As Builts and O&M	LEAD	DELIVER LEAD	SUPPORT			INFORMED
Owner / Stakeholder Reports	SUPPORT	SUPPORT	SUPPORT			DELIVER LEAD
<b>LEGEND</b>						
LEAD - OVERSEE THE DELIVERABLE						
DELIVER - PRODUCE THE DELIVERABLE						
SUPPORT - SUPPORT THE PRODUCTION OF THE DELIVERABLE						
CONSULT - PROVIDE ADVICE FOR THE DELIVERABLE						
INFORMED - BE INFORMED ABOUT THE DELIVERABLE						

# SCOPE OF WORK – PHASE II



Together with the Owner and the Design Team, Olympia will establish a list of qualified bidders for the construction management services. This selection process will focus on identifying firms with proven capabilities, experience, and expertise that align with the Project's specific needs. Once a confirmed bidder list is established, we will be the City's representative during the bidding process, managing all inquiries and communications between the bidders, the Design Team, and the City. As with the Design RFP, Olympia will administer the bidding process through a Smartsheet dashboard.

Upon receiving the proposals, we will review each submission for completeness and compliance with the RFP documents. We confirm scope and clarifications with bidders, ensuring that each proposal can be evaluated accurately. Following this, we will prepare a detailed analysis of the proposals, presenting this information to the City and the Design Team for initial review. We will shortlist the most qualified bidders and organize interviews to be conducted either in person or via web conference.

After the interviews, Olympia will provide a comprehensive summary analysis of the proposals and interview findings, complete with recommendations for the best-suited candidate(s) based on qualifications, responsiveness, and compatibility with the Project's needs. Finally, we will assist the City in negotiating the terms of the Construction Contract with the selected Construction Manager, ensuring that all terms are aligned with the Project's objectives, budget, and schedule requirements. Through this process, we will work closely with all parties to facilitate a thorough, fair, and effective selection process, culminating in the appointment of a highly qualified construction management partner.

As the City's Project Representative, we will take a proactive role in overseeing all aspects of the construction phase, ensuring that the Project aligns with established goals, contract requirements, and quality standards. Our responsibilities include reviewing shop drawings and submittals to ensure they meet industry best practices without overruling the licensed consultants' reviews. Throughout construction, we will monitor the schedule, conduct regular site visits, and provide written reports to the Owner. We will also manage the design team by creating a punch list to address deficiencies.

Our role includes ensuring ongoing quality assurance and regularly observing construction progress to verify that it aligns with the Construction Contract and Design Documents. Monthly progress reports will be provided to the City, and the Construction Manager is required to submit daily reports with written and photographic descriptions to document progress on the sites.

# SCOPE OF WORK – PHASE II



Additionally, Olympia will oversee all Owner, Architect, and Contractor (OAC) meetings, advocating for the City's interests, and will continuously evaluate the construction schedule to suggest corrective actions as needed. We will work to secure satisfactory performance from the Contractor, recommend corrective measures to the Owner when contractual obligations are not met, and establish procedures for reviewing invoices and securing lien waivers. Although we observe the CM's work for compliance, we do not assume control over construction methods, techniques, or safety, as these remain the CM's responsibility.

To streamline project communication and decision-making, we will be involved in all RFIs, changes, and claim evaluations, providing recommendations and ensuring timely responses from the Design Team. We will oversee final project inspections to determine substantial completion. Throughout, we will uphold the authority and limitations defined in the Construction Contract, ensuring that all duties align with the City's goals and requirements for a successful project completion.

## Project Closeout

As the Owner's Project Representative, our role in the project completion and turn-over involves providing a thorough final project closeout. This includes delivering a comprehensive final cost report, a sales and use tax accrual report (if applicable), and ensuring that the Owner receives all relevant documentation such as warranties, operating manuals, approved submittals, and equipment training and instructions. We will also prepare a list of any remaining deficiencies or warranty items that may require follow-up after project completion.

Although currently not included in our proposal, Olympia can offer Project Accounting. We can be responsible for processing construction draws for payment and handling accounts payable using Owner-provided funds. We will maintain meticulous records by reconciling the project budget monthly, electronically storing all related invoices, and providing these documents to the City upon project completion. In addition, we will prepare monthly budget comparison reports to keep the City updated on financial performance against the project budget. We will conduct a sales and use tax reconciliation at project end, ensuring the City has an accurate summary of tax obligations to settle promptly. As part of the monthly requisition process we will confirm all tier subcontractors are submitting certified payroll, right of entities for store material and monthly and final lien waivers.



## Closing Statement

Olympia's team strength is built on our **diverse backgrounds and experiences**. This diversity in project development, planning, design oversight, preconstruction budget and scheduling, LEED certification, contract administration, owner-provided procurement, construction, commissioning and project close-out allows us to bring real-world experiences and lessons learned to this multiphase development.

Whether Olympia represents owners on seventy-million-dollar ground-up development projects or interior renovations of centuries-old buildings, our team understands that architectural and engineering processes do not change. Our success is based on our use of **technology, open collaboration**, and our company's philosophy of **continuous improvement**.

With our office across the Fore River on Portland's working waterfront, and **all but one team member living in surrounding communities**, including South Portland, we will have feet on the ground during every project development phase. We would be honored to have the opportunity to represent the City and create a better experience for everyone who is lucky enough to live, work or play in the City of South Portland.



## Mike Zimmerman, LEED AP

### President – Primary Point of Contact

Mike is a real estate development executive with extensive experience in managing multi-million-dollar real estate projects from conception to completion. Mike has worked on a wide range of project types including institutional, market rate and affordable multi-family, hospitality, mixed use, transportation, retail and commercial office. An excellent relationship-builder with a proven track record of galvanizing diverse project teams and stakeholders, Mike is highly skilled in the management of consultants, contractors, suppliers, owners, permitting agencies, and other stakeholders to successful conclusions.

### Education

**Georgetown University**

BS, Languages

**Manchester Metropolitan University**

PGCE

### Registrations

LEED AP

### Years of Experience

20 years

### Years with Olympia

17 years

### Contact

Mike Zimmerman

President

[mzimmerman@olympiadev.com](mailto:mzimmerman@olympiadev.com)

207.232.0900

### Relevant Experience

**Rollins College – East End Neighborhood | Winter Park, FL**

**Role:** Principal

Leads the project team in design and construction of a new-build 134,445 SF student housing project that consists of 298 beds, a dining hall, public safety offices including an emergency operation center, two staff apartments, two classrooms, and communal and support spaces.

**Rollins Innovation Triangle | Winter Park, FL**

**Role:** Principal

Leads the project team in design of a new build Art Museum and Graduate Business School totaling 75,000 SF in heart of historic Winter Park, FL.

**Heartwood Inn and The Vassar Institute for the Liberal Arts | Poughkeepsie, NY**

**Role:** Principal

Advisory services for the design and construction of a 50-room Inn, specialty restaurant and bar, and conference center.

**The Alford Inn at Rollins College | Winter Park, FL**

**Role:** Principal

Project management services for the design and construction of a 112-room boutique inn and subsequent 71-room addition including a luxury spa, café, meeting rooms and staff support areas.



## W. Bert Kiesow, LEED AP Senior Project Manager

W. "Bert" Kiesow, LEED AP, brings 30 years of construction management experience, specializing in complex, multiphase projects across industries such as biopharma, semiconductors, education, manufacturing, and energy. Bert has extensive experience with complex MEP design, ensuring projects meet budget, and achieve program goals and client expectations from design to commissioning. His expertise in preconstruction includes value engineering, cost estimation, and early-stage risk identification, where he collaborates closely with design teams and owners to optimize plans, control costs, and align project scope with financial and programmatic goals. His strong conflict management, communication, and problem-solving skills contribute to successful project outcomes while meeting high standards in quality and sustainability.

### Education

**University of Maine, Orono**  
BS, Construction Management  
AS, Civil Engineering Technology

### Registrations

LEED AP

### Community Involvement

**UMaine CET Industrial Advisory**  
Active Board Member  
**ACE Mentoring**  
Active Board Member

### Years of Experience

30 years

### Years with Olympia

3 years

### Contact

Bert Kiesow  
Senior Project Manager  
[bkiesow@olympiadev.com](mailto:bkiesow@olympiadev.com)  
207.615.1523

### Relevant Experience

#### Galt Block | Portland, ME

**Role:** Preconstruction and Senior Project Manager

Pre-construction management services for an ongoing adaptive reuse of a historic office building to a 50-room hotel.

#### Ferland Engineering Education & Design Center | Orono, ME

**Role:** Preconstruction and MEP Project Manager

Project management services for a 20,000 SF multi-use student learning center.

#### Bath Iron Works | Bath, ME

**Role:** Project Manager

Project management services for a 48,000 SF manufacturing bay expansion and 80,000 paint and blast facility.

#### Central Heating Plant Biomass Expansion | Waterville, ME

**Role:** Preconstruction and Senior Project Manager

Project management services for a 12,700 SF expansion of Colby College's central heating plant to house new Chiptex biomass equipment.



## Alan Wilson

### Project Manager

Alan is an experienced project management professional with over ten years in construction and corporate banking. He began his career in the banking sector, working in roles that honed his skills in mutual fund accounting, client relationship management, and financial technology. Alan transitioned his career to commercial construction, focusing on structural steel, and later specialized in high-end residential restoration and preservation before joining Olympia Development in 2022. Known for his attention to detail, he excels in managing complex projects, problem solving, and building client relationships.

### Education

#### Saint Anselm College

BS, Finance and Economics

#### Colorado State University

Certification in Construction Management

### Years of Experience

10 years

### Years with Olympia

2 years

### Contact

Alan Wilson

Project Manager

[awilson@olympiadev.com](mailto:awilson@olympiadev.com)

781.264.4401

### Relevant Experience

#### Kent State University Hotel & Conference Center | Kent, OH

**Role:** Project Manager

77,000 SF renovation of 94 guestrooms, public areas, restaurant, and meeting spaces. Total project cost \$4.4mm.

#### Heartwood Inn and The Vassar Institute for the Liberal Arts | Poughkeepsie, NY

**Role:** Project Manager, Owner Direct

Managed buyout and install of IT infrastructure and specialty building equipment.

#### Courtyard by Marriott | Jacksonville, FL

**Role:** Project Manager

Project management services for a 75,000 SF renovation of 116 guestrooms, public areas, and meeting spaces. Total project cost \$2.5mm.

#### The Alford Inn at Rollins College | Winter Park, FL

**Role:** Project Manager, Owner Direct

Managed replacement of the existing guest wireless network from top to bottom, PBX, security cameras, building signage.



## Dave Werdelin

### Project Manager

Dave is an ambitious, organized and logical professional project manager with nearly 10 years of increasingly responsible experience across various industries and environments, including commercial construction and manufacturing. Dave is adept at managing multiple projects while collaborating with stakeholders and team members.

### Relevant Experience

#### Hampton Inns | North Conway and Nashua, NH

**Role:** Project Manager

Project management services for two coinciding renovations of 97 guestroom and 102 guestroom hotels, both including public areas, restaurants, and meeting spaces. Total combined project cost of \$7mm.

#### Manufacturing Facilities | Northeast, USA

**Role:** Project Manager

Acted as an Owner's representative for all new retail and manufacturing projects for JBE Inc., including managing all aspects of pre-construction, RFP, design, and project management. Opened five retail locations and 2 manufacturing locations within two years with projects ranging from \$400k to \$2.1mm.

#### Harvey Performance Co. Manufacturing Facility | Gorham, ME

**Role:** Project Specialist

Project management services for a new build 80,000 SF state of the art manufacturing facility. Led an 11-month, fast-tracked project during the COVID shutdowns as internal PM/Owner rep, coordinating between the developer, architect, general contractor, and internal Harvey Performance stakeholders. Managed sub-projects for owner-provided items, including FF&E, signage, and AV/low voltage/IT.

### Education

University of Maine, Orono  
BS, Business Marketing

### Years of Experience

10 years

### Years with Olympia

1 year

### Contact

Dave Werdelin  
Project Manager  
[dwerdelin@olympiadev.com](mailto:dwerdelin@olympiadev.com)  
203.536.4971



## Raquel Canther

### Project Manager

Raquel Canther is a seasoned project manager with over 12 years of experience in building design, planning, and construction, specializing in commercial projects. With a strong background in architecture, she excels at identifying issues, offering solutions, and fostering collaboration among clients, contractors, and consultants. Known for her leadership and communication skills, Raquel successfully manages complex projects from start to finish, ensuring quality, budget, and timeline goals are met while navigating regulatory and construction challenges.

### Education

**University of Tennessee**  
BS, Architecture

### Registrations

NCARB

### Years of Experience

12 years

### Years with Olympia

3 months

### Contact

Raquel Canther  
Project Manager  
[rcanther@olympiadev.com](mailto:rcanther@olympiadev.com)  
423.582.8016

### Relevant Experience

#### **Rollins College – East End Neighborhood | Winter Park, FL**

**Role:** Project Manager

Project management services for the design and construction of a new-build student housing project that consists of two buildings for a total of 134,445 SF including 297 beds, a Café, and other mixed-use communal and support spaces.

#### **VAI Resort | Glendale, AZ**

**Role:** Project Manager

Project management services for a \$1 billion resort, including more than 1,000 guestrooms, 12 restaurants, and various other luxury amenities.

#### **The Alford Inn at Rollins College | Winter Park, FL**

**Role:** Project Manager

Project management services for the design and construction of an addition to an existing 112-room inn, adding 84 rooms, a luxury spa, café, meeting rooms, and staff support areas.

#### **Universal Studios | Orlando, FL**

**Role:** Project Manager

Project management and architectural services for a confidential project at Universal Studios.



## Lucy Zachau

### Project Coordinator

Lucy plays a key role in supporting Olympia Development’s project teams across a broad spectrum of tasks and responsibilities. Her work includes overseeing office administration duties, creating and managing punch lists, coordinating meetings, and assisting with the specification and procurement of furniture, fixtures, and equipment (FF&E). Additionally, Lucy is involved in ensuring quality control throughout the project’s various phases, conducting thorough field inspections, and helping to maintain project timelines and standards. Through her contributions, she ensures smooth operations and helps drive the successful execution of each project.

### Education

**Clark University**

BS, Sociology

### Years of Experience

2 years

### Years with Olympia

2 years

### Contact

Lucy Zachau

Project Coordinator

[lzachau@olympiadev.com](mailto:lzachau@olympiadev.com)

207.807.8720

### Relevant Experience

**Hampton Inns** | North Conway and Nashua, NH

**Role:** Project Coordinator

Coordinating all aspects of interior design procurement for two coinciding renovations of 97 guestroom and 102 guestroom hotels, both including public areas, restaurants, and meeting spaces. Total combined project cost of \$7mm.

**Heartwood Inn and The Vassar Institute for the Liberal Arts**  
| Poughkeepsie, NY

**Role:** Project Coordinator

Coordinated all aspects of design and procurement for a 50-room inn, specialty restaurant and conference center. Managed warehouse and install team of furniture, fixtures and equipment for all spaces and punch work.

**The Alford Inn at Rollins College** | Winter Park, FL

**Role:** Project Coordinator

Assisted with management of the warehouse and install team for furniture, fixtures and equipment for all spaces. Managed punch process.



## Rollins East End Neighborhood

### New Construction Student Housing

#### Location

Winter Park, FL

#### Budget

Confidential

#### Size

139,168 SF

#### Completion

July 2026

#### Services

Owner's Representative

Program Management

Entitlements & Permitting

Budget Development & Monitoring

Schedule Development & Monitoring

Project Accounting

Value Engineering

Design Management

FF&E Procurement

#### Project Overview

This multi-acre site includes two buildings which will house 298 student beds, a dining hall, campus safety offices, two staff apartments, two classrooms, communal lounges and support spaces. Site improvements include two tennis courts, a multi-sport court, landscaped gardens and new access roads.

Olympia has worked closely with numerous campus departments, including Facilities, Residential Life, Finance, Faculty, Procurement, Dining Services, Campus Safety and College Leadership at every phase of this project. We have helped the client develop a set of design and construction standards and held the design team accountable to them. We have kept the project on budget and an aggressive schedule by reducing project costs by over \$11M to date.

We selected the Construction Manager by competitive bid and are executing a phased GMP contract with 6 months of site enabling followed by 18 months of vertical construction.



## The Galt Block

### Adaptive Reuse from Class A Office to Hotel

#### Location

Portland, ME

#### Budget

\$22M

#### Size

55,900 SF

#### Completion

May 2026

#### Services

Owner's Representative  
Budget Development & Monitoring  
Schedule Development & Monitoring  
Project Accounting  
Value Engineering  
Design Management  
FF&E Procurement

#### Project Overview

The Galt Block is an adaptive reuse of an existing 5-story historic structure on the site that was most recently utilized as commercial office space. The intent is to convert the property into an upscale independent boutique hotel to include 50 guestrooms, lobby, fitness room, and back of house support spaces.

We have managed the design team through multiple different program and design scenarios and developed cost estimates for each. We issued a competitive RFP for Construction Management Services and worked through complex entitlement issues with the City of Portland. We have partnered with the Portland Historic Preservation Board to ensure preservation of the most important elements of the building while ensuring that the desired program can be achieved. Extensive private and public utility relocations will be required. We worked closely with all utilities to redevelop the intersection of Commercial and Franklin Street.

We have most recently prepared and submitted an application to the Federal Historic Preservation Tax Incentives program on behalf of the Owner.



## Crummer Graduate School of Business

### New Construction Graduate School & Event Center

#### Location

Winter Park, FL

#### Budget

\$37M

#### Size

43,911 SF

#### Completion

July 2027

#### Services

Program Management

Project Management

Design Management

Entitlements & Permitting

Owner's Representative

Budget Development & Monitoring

Schedule Development & Monitoring

Value Engineering

Grant Writing and Support

#### Project Overview

This institutional building is located in the heart of historic Winter Park, FL and includes instructional spaces, faculty offices, collaboration rooms, admissions facilities and a state-of-the-art event center. Olympia supervised the concept and schematic design process and shepherded the project through a very complex entitlement process. We worked closely with faculty and other campus departments to ensure that the program was developed and that the building was designed to their exacting standards. We worked with a preferred Construction Manager on construction estimates and oversaw the transition between business school deans, ensuring clear communication of the work done to date and incorporating the vision of the new leadership into the design. We managed a complex value engineering process that saved \$5M in project costs with minimal impact to program and project quality.



## The Heartwood Inn and The Vassar Institute for the Liberal Arts

New Construction Inn, Signature Restaurant, and Conference Center

### Location

Poughkeepsie, NY

### Budget

Confidential

### Size

47,105 SF

### Completion

August 2024

### Services

Owner's Representative

Program Management

Budget Development & Monitoring

Schedule Development & Monitoring

Value Engineering

Design Management

FF&E Procurement & Installation

### Project Overview

Olympia Development was selected by Vassar College to provide owner's rep services for this multi-dimensional project adjacent to its campus. This unique project combined a 50-room boutique Inn and restaurant with a conference center that serves as the hub for the Vassar Institute for the Liberal Arts. Olympia worked on this project for 8 years assisting the Owner at every stage, including site selection and layout, concept budgeting, construction manager qualification and selection, design review, submittal review, FF&E design, procurement and installation, regular site visits, model room design and completion, owner direct procurement and pre-opening efforts. We assisted the Owner through multiple rounds of Value Engineering, saving over \$5M in project costs. We also helped the Owner transition between construction managers during the preconstruction process.



## Rollins Museum of Art

### New Construction Art Museum and Landscaped Gardens

#### Location

Winter Park, FL

#### Budget

\$31M

#### Size

31,837 SF

#### Completion

July 2027

#### Services

Program Management

Project Management

Design Management

Entitlements & Permitting

Owner's Representative

Budget Development & Monitoring

Schedule Development & Monitoring

Value Engineering

Grant Writing and Support

#### Project Overview

The Rollins Art Museum was designed to exacting standards to meet the requirements of the museum's own collection as well as touring exhibitions. Located in the heart of historic Winter Park, FL, it's modern exterior houses an educational and community development area as well as two floors of galleries and an administrative wing. The program also includes specialized storage areas and workshops for maintaining, storing and shipping the museum's collection. The building is framed by landscaped gardens that are designed as a public amenity as well as an outdoor space for museum events.

Olympia oversaw the concept and schematic design process and shepherded the project through a very complex entitlement process. We worked closely with the architect, college leadership and museum staff to create a building that met the programmatic requirements and budgetary constraints. We assisted in successful grant applications for the National Endowment for the Humanities and Tourism Development Tax funds from Orange County, FL.



## The Alfond Inn at Rollins College

**New Construction 112-Room Boutique Hotel, 71-Room Addition and Complete Renovation**

### Location

Winter Park, FL

### Budget

Phase I: \$34M

Phase II: \$50M

### Size

194,791 SF

### Completion

Phase I – New Construction: 2013

Phase II – Addition and Renovation: 2023

### Services

Owner's Representative

Budget Development & Monitoring

Schedule Development & Monitoring

Project Accounting

Change Order Analysis

Design Management

FF&E Procurement & Installation

Pre-Opening

### Project Overview

Olympia served as the Owner's Representative on both phases of this 4-Diamond hotel which includes a restaurant, a café, 2 pools, 2 fitness areas, 5 meeting rooms, 2 commercial kitchens and landscaped gardens. Olympia oversaw every aspect of the design and construction for both projects, including navigating the unique challenges of the COVID-19 pandemic. We were successful in leading multiple value engineering phases to maintain project budget and managed a dispersed design team towards a common goal. We integrated a world class art collection into the hotel design during construction of Phase 1 and expanded the collection in Phase 2. We shepherded both projects through complex city entitlements and permitting processes and regularly reported on project status to the college's board of trustees. We worked closely with the hotel operations team during the addition and revenue to ensure minimal impacts during the addition and renovation which included relocation of all staff offices, laundry and mechanical systems.



## Hilton Garden Inn - Downtown Portland

**New Construction & Renovations of 120-Room Hotel, Restaurant, and Meeting Spaces**

### Location

Portland, ME

### Budget

**New Construction: \$17M**

**Renovation: \$2M**

### Size

**48,600 SF**

### Completion

**New Construction: 2002**

**Renovations: 2012 & 2025**

### Services

**Owner's Representative**

**Entitlements & Permitting**

**Budget Development & Monitoring**

**Schedule Development & Monitoring**

**Design Management**

**FF&E Procurement & Installation**

### Project Overview

Located in the heart of the Old Port, this hotel anchors the important Franklin Avenue gateway to the City of Portland. Its modern exterior architecture was developed in partnership with the Portland Historic Preservation Board and serves as a landmark for visitors arriving by car and boat.

Olympia served as the Owner's Representative during the original construction project, leading the negotiations between the Owner, the City and Hilton on the hotel's exterior façade. Built on a tight urban site the project required careful coordination with city departments and significantly expanded the pedestrian pathways around the site, creating a small plaza in what was otherwise underutilized real estate.

Since opening, Olympia has managed the design, construction and FF&E installation of two major and several minor renovations to this property, with an emphasis on minimizing the impact on hotel operations while maintain an aggressive project schedule.



## Inn by the Sea

### New Construction, Expansion and Renovations of 62-Room Luxury Resort Hotel and Spa

#### Location

Cape Elizabeth, ME

#### Budget

Multiple projects totaling over \$20M

#### Size

64,634 SF

#### Completion

Major renovation and expansion: 2008

Additions: 2012 & 2015

Fire Damage: 2018

Renovation: 2025

#### Services

Owner's Representative

Entitlements & Permitting

Budget Development & Monitoring

Schedule Development & Monitoring

Design Management

FF&E Procurement & Installation

#### Project Overview

The Inn By The Sea is a luxury resort property that includes 62 rooms and suites, an award-winning restaurant (The Sea Glass), a LEED Silver Spa, meeting rooms and outdoor amenities including a pool, fire pit and event lawns.

Olympia Development has served as Owner's Representative on over 20 projects at this property, including the \$13M repositioning and expansion in 2008 that was achieved in just 8 months. Since then, we have managed design, procurement and construction teams on many projects, including the demolition and reconstruction of two multi-suite cottages within the shoreland overlay zones, requiring exacting calculations to ensure compliance with the state and town zoning restrictions.

We are currently refreshing 25 guest suites in a two-phase renovation that is carefully coordinated with the hotel operations team to minimize guest impact and revenue displacement.

# OTHER PROJECTS



## 280 Fore St | Portland, ME

Originally built in 2005 with Olympia acting as the Owner's Representative, this multi-unit office building currently houses Bangor Savings Bank and Baker Newman Noyes.



## 300 Fore St | Portland, ME

Originally built in 2007 with Olympia acting as the Owner's Representative, this 63,841 SF Class A office building was originally purpose built for CIEE and currently houses the University of Maine School of Law.



## 7 Custom House St | Portland, ME

Originally built in 1860, this 67,105 SF multi-unit office building underwent an extensive historic renovations in 2000-2001 with Olympia acting as Owner's Representative. At the time, it was the single largest historic renovation project undertaken in the City for the past two decades. This building is currently occupied by the University of Maine Graduate and Law School.



## 50 Sewall St | Portland, ME

Originally built in 2005 as one of the first LEED Core & Shell projects in the country with Olympia acting as the Owner's Representative, this 45,000 SF multi-unit office building currently houses Dermatology Associates, Keller Williams, and Bayside Employee Health Center.

# PAST LITIGATION

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In 2014, Olympia Development was sued in response to a lawsuit brought by a neighboring property condo association against the Owner of a property for which Olympia had provided development consulting services. Unbeknownst to Olympia, the Owner had made commitments to the condo association prior to Olympia's involvement in the project. The matter was settled out of court.

In 2019, Olympia Development was sued by the Owner of a property for which Olympia provided development consulting services. The suit was brought because an FF&E purchasing agent that Olympia had introduced to the Owner ceased to operate while holding funds deposited by the Owner. Olympia countersued the Owner for failure to meet its contractual obligations and the matter was settled out of court.

# PROPOSED FEE STRUCTURE



## PHASE I

Summary Project Milestone Dates					Hours Per Week				
Phase	Start	End	Weeks	Months	Principal	Senior PM	PM	Project Coordinator	Total
Onboarding and Scoping	1/2/2025	2/26/2025	8	1.8	8	16		8	32
Design RFP	2/27/2025	5/21/2025	12	2.8	4	16		4	24
Concept Design	5/22/2025	8/14/2025	12	2.8	4	16		4	24
Concept Estimate	8/15/2025	9/11/2025	4	0.9	4	14		4	22
Value Engineering	9/12/2025	10/23/2025	6	1.4	4	16		4	24
Schematic Design	10/24/2025	3/13/2026	20	4.7	4	16		4	24
SD Estimate	3/13/2026	4/23/2026	6	1.4	4	14		4	22
Value Engineering	4/24/2025	6/18/2026	8	14.0	4	16		4	24
Final Bond materials	6/19/2026	9/10/2026	12	2.8	8	16		8	32
<b>Total</b>	<b>1/2/2025</b>	<b>9/10/2026</b>	<b>88</b>	<b>20.5</b>					

	Total Hours				
Onboarding and Scoping	64	128	-	64	256
Design RFP	48	192	-	48	288
Concept Design	48	192	-	48	288
Concept Estimate	16	56	-	16	88
Value Engineering	24	96	-	24	144
Schematic Design	80	320	-	80	480
SD Estimate	24	84	-	24	132
Value Engineering	32	128	-	32	192
Final Bond materials	96	192	-	96	384
<b>Total Hours</b>	<b>432</b>	<b>1,388</b>	<b>-</b>	<b>432</b>	<b>2,252</b>

	Fees					
Charge out rate	\$ 300	\$ 200	\$ 175	\$ 100	Total	\$ / month
Onboarding and Scoping	19,200	25,600	-	6,400	51,200	27,927
Design RFP	14,400	38,400	-	4,800	57,600	20,819
Concept Design	14,400	38,400	-	4,800	57,600	20,571
Concept Estimate	4,800	11,200	-	1,600	17,600	19,556
Value Engineering	7,200	19,200	-	2,400	28,800	21,073
Schematic Design	24,000	64,000	-	8,000	96,000	20,571
SD Estimate	7,200	16,800	-	2,400	26,400	19,317
Value Engineering	9,600	25,600	-	3,200	38,400	2,743
Final Bond materials	28,800	38,400	-	9,600	76,800	27,759
<b>Total Cost</b>	<b>129,600</b>	<b>277,600</b>	<b>-</b>	<b>43,200</b>	<b>450,400</b>	<b>21,935</b>

Phase I Reimbursable fix fee of \$1,000

Project Accounting is excluded. OD Accounting fee is fixed at \$2,000/month

# PROPOSED FEE STRUCTURE



## PHASE II

Summary Project Milestone Dates					Hours Per Week				
Phase	Start	End	Weeks	Months	Principal	Senior PM	PM	Project Coordinator	Total
Design Development	11/4/2026	1/27/2027	12	2.8	4	20		8	32
DD Estimate	1/27/2027	2/24/2027	4	0.9	4	16		8	28
DD Value Engineering	2/24/2027	3/24/2027	4	0.9	4	20		8	32
CM RFP	3/24/2027	5/5/2027	6	1.4	4	20		20	44
Construction Documents	5/5/2027	10/20/2027	24	5.6	4	20		8	32
CD Estimate	10/20/2027	11/17/2027	4	0.9	4	16		8	28
CD Value Engineering	11/17/2027	12/15/2027	4	0.9	4	20		8	32
GMP	12/15/2027	1/12/2028	4	0.9	4	20	16	20	60
Construction	1/12/2028	8/8/2029	82	19.1	4	20	16	8	48
Close out	8/8/2029	10/31/2029	12	2.8		8	16	8	32
<b>Total</b>	<b>11/4/2026</b>	<b>10/31/2029</b>	<b>156</b>	<b>36.4</b>					

	Total Hours				
CM RFP	48	240	-	96	384
Design Development	16	64	-	32	112
DD Estimate	16	80	-	32	128
Value Engineering	24	120	-	120	264
Construction Documents	96	480	-	192	768
CD Estimate	16	64	-	32	112
Value Engineering	16	80	-	32	128
GMP	16	80	64	80	240
Construction	328	1,640	1,312	656	3,936
Close out	-	96	192	96	384
<b>Total Hours</b>	<b>576</b>	<b>2,944</b>	<b>1,568</b>	<b>1,368</b>	<b>6,456</b>

	Fees					
Charge out rate	\$ 300	\$ 200	\$ 175	\$ 100	Total	\$ / month
CM RFP	14,400	48,000	-	9,600	72,000	25,714
Design Development	4,800	12,800	-	3,200	20,800	22,286
DD Estimate	4,800	16,000	-	3,200	24,000	25,714
Value Engineering	7,200	24,000	-	12,000	43,200	30,857
Construction Documents	28,800	96,000	-	19,200	144,000	25,714
CD Estimate	4,800	12,800	-	3,200	20,800	22,286
Value Engineering	4,800	16,000	-	3,200	24,000	25,714
GMP	4,800	16,000	11,200	8,000	40,000	42,857
Construction	98,400	328,000	229,600	65,600	721,600	37,714
Close out	-	19,200	33,600	9,600	62,400	22,286
<b>Total Cost</b>	<b>172,800</b>	<b>588,800</b>	<b>274,400</b>	<b>136,800</b>	<b>1,172,800</b>	<b>32,220</b>

Phase II Reimbursable fix fee to be determined.

Project Accounting is excluded. OD Accounting fee is fixed at \$2,000/month

# REFERENCES

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## **Bryan Swarthout**

**Vice President, Finance and Administration**

**Vassar College**

Cell: 845.527.2086

Email: [brswarthout@vassar.edu](mailto:brswarthout@vassar.edu)

## **Ed Kania**

**Vice President of Business and Finance & Treasurer**

**Rollins College**

Cell: 407.646.2550

Email: [ekania@rollins.edu](mailto:ekania@rollins.edu)

## **Ethan Rhile**

**Associate Principal**

**Thornton Tomasetti**

Cell: 207.558.8867

Email: [erhile@thorntontomasetti.com](mailto:erhile@thorntontomasetti.com)

**\*\* THIS SHEET MUST BE INCLUDED IN YOUR PROPOSAL \*\***

**CITY OF SOUTH PORTLAND  
PROPOSAL FORM**

**RFP #13-25 PROPOSAL - OWNER'S REPRESENTATIVE for  
CITY FACILITIES RENOVATION AND CONSTRUCTION**

TO: Purchasing Agent  
City of South Portland  
25 Cottage Road  
South Portland, ME 04106

To Whom It May Concern:

The undersigned hereby declares that he/she or they are the only person(s), firm or corporation interested in this proposal as principal, that it is made without any connection with any other person(s), firm or corporation submitting a proposal for the same, and that no person acting for or employed by the City of Portland is directly or indirectly interested in this proposal or in any anticipated profits which may be derived there from. The undersigned hereby declares that they have read and understand all conditions as outlined in this Request for Proposals, and that the proposal is made in accordance with the same.

The proposer acknowledges the receipt of Addenda numbered: 1

COMPANY NAME: Olympia Development

AUTHORIZED SIGNATURE:  DATE: November 13, 2024

PRINT NAME & TITLE: Mike Zimmerman, President

ADDRESS: 5 Milk Street, 4th Floor Portland, ME 04101 PHONE NUMBER: 207.232.0900

EMAIL ADDRESS: mzimmerman@olympiadev.com

TYPE OF ORGANIZATION - PARTNERSHIP, CORPORATION, INDIVIDUAL,  
OTHER Partnership

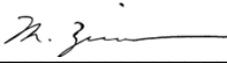
STATE OF INCORPORATION, IF APPLICABLE: Delaware

FEDERAL TAX ID #: 20-3653565 FEDERAL UNIQUE ID#: \_\_\_\_\_

**Note: Bids must bear the handwritten signature of a duly authorized member or employee of the organization making the bid.**

**Please sign and return with your proposal.**

Receipt of Addendum #1 to the City of South Portland RFP #13-25 is hereby acknowledged.

Signed:   
(Corporation, Firm or Company)

By: Mike Zimmerman  
(Officer, Authorized Individual or Owner)

Title: President

Mailing  
Address: 5 Milk Street, 4th Floor, Portland, ME

Zip Code: 04101 Date: November 13, 2024

Telephone: 207.232.0900 Fax: \_\_\_\_\_

Email: mzimmerman@olympiadev.com

**NOTE: Bids shall bear the handwritten signature of a duly authorized member or employee of the organization making the bid.**

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION,  
OTHER INELIGIBILITY, AND INVOLUNTARY EXCLUSION**

The Respondent, Mike Zimmerman certifies, by submission of this proposal, that neither it nor its principals or subcontractors is presently debarred, suspended, proposed for debarment, declared ineligible, or involuntarily excluded from participation in this transaction by any Federal Department or Agency.

The Respondent agrees to comply with the requirements of 2 CFR Part 180, Subpart C, as adopted and supplemented by U.S. DOT regulations at 2 CFR Part 1200, while this Request for Proposals ("RFP") is pending and throughout the period of any contract that may arise from this RFP. The Respondent further agrees that it and its affected subcontractors will provide immediate written notice to Greater Portland Transit District ("GPTD") if at any time the Respondent learns that his/her subcontractor's certification was **erroneous when submitted or has become erroneous because of changed circumstances.**

By submitting this proposal and affixing a signature below, the Respondent certifies that the above statement is a material representation of fact upon which reliance is placed by GPTD. If it is later determined that the Respondent knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, GPTD may terminate this transaction for cause of default.

If the Respondent is unable to certify to any of the statements in this certification, the Respondent shall **attach an explanation to this certification.**

**The Respondent certifies or affirms the truthfulness and accuracy of the contents of the statement submitted on or with this certification and understands that the provisions of 31 U.S.C. §§ 3801-3812 are applicable thereto.**



\_\_\_\_\_  
Signature of Authorized Official

November 13, 2024

Date

Mike Zimmerman

\_\_\_\_\_  
Printed Name of Authorized Official

Olympia Development

\_\_\_\_\_  
Company Name



OLYMPIA  
DEVELOPMENT