



Project  
Leaders

*A Division of Colliers Engineering & Design*



# City of South Portland Facilities Renovation & Construction, RFP #13-25

## Owner's Representative Services

November 13, 2024

**Prepared for**

Matthew F. Fitzgerald  
Purchasing Agent  
City of South Portland

**Prepared by**

Anthony DiLuzio, Associate Director  
Jonathan F. Winikur, Division Director  
Colliers Project Leaders  
(844) 727-0055

November 12, 2024

Mr. Matthew F. Fitzgerald  
Purchasing Agent  
City of South Portland  
South Portland City Hall  
25 Cottage Road  
South Portland, Maine 04106

**Subject: Proposal to Provide Owner's Representative Services  
for the Facilities Renovation and Construction, RFP #13-25**

Dear Mr. Fitzgerald and Selection Committee:

Colliers Project Leaders has operated for more than two decades with a fairly simple mission in mind – **to be the premier provider of owner's representative services**. We strongly believe that our exclusive focus on this mission means that all of our resources, training, and experiences will directly support the services provided on behalf of the City of South Portland.

**As a recognized leader in the industry**, Colliers Project Leaders has served numerous municipal clients throughout the Northeast in a variety of capacities, from the establishment of formal project management and financial monitoring processes to the technical review and commissioning of complex buildings. These clients have turned to Colliers Project Leaders for assistance with their capital needs because of our:

- 25+ year history of providing comprehensive owner's representative and project management expertise for a wide range of clients and building types including large and complex multi-phased projects
- Understanding of the issues, expectations, communications needs, and protocols unique to municipal building types as well as the many guidelines, policies and procedures relative to providing services in the State of Maine
- Extensive experience and knowledge with the construction, renovation, modernization, relocation, and/or redevelopment of municipal facilities, including Police Stations, Fire Stations, City Halls, Public Libraries, and Community Center projects, to name a few
- Staff of experienced engineers, architects, construction professionals, and building operators whose complementary perspectives provide leadership and direction at every stage of the capital improvement project



Project Leaders

- Leadership in the field of sustainability which results in streamlined processes for LEED requirements as well as valuable life-cycle cost savings with strong attention to operations and maintenance issues

In addition, we are also a leading regional commissioning and energy efficiency service provider with a sizable staff of engineers well versed in not only the design of proper and efficient building systems, but also the operational aspects of such systems. Having these staff members as part of our team only helps to enhance our qualifications to provide the City of South Portland with the best expertise, representation, and service for your project.

Colliers Project Leaders certifies that we are SAM.gov registered and have extensive experience with Federally Funded projects and the unique purchasing and contracting requirements. Our project Financial Status Reports stand the rigorous routine of many audits processes' from State, Federal and Local authorities.

As you continue to read our qualifications, we are confident that you will see how our previous experience, our devoted and qualified staff, our time-tested management approach, and our dedication to owner's representative services will provide the City with the best team to deliver your project successfully.

We look forward to the opportunity to meet with you to further discuss our qualifications and how we can support the City of South Portland through specific milestone requirements and help build facilities that will address the present and future needs of your community.

I am personally committed to helping you meet your project objectives, bringing over 25 years of Police and Fire experience to the South Portland team. If you have any questions or require additional information, you can contact me at [anthony.diluzio@collierseng.com](mailto:anthony.diluzio@collierseng.com) or (774) 262-2770.

Sincerely,

A handwritten signature in blue ink that reads "Anthony J. DiLuzio".

Anthony DiLuzio  
Associate Director, Project Management Services



Project Leaders

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## Colliers Project Leaders

Colliers Project Leaders, a Limited Liability Company, has operated for the past two decades with a fairly simple mission in mind – to be ***the premier provider of owner's representative services in the marketplace.*** Our focus upon owner's representation provides our clients with the assurance that they are receiving services which are at the heart and soul of our firm's existence.

Colliers Project Leaders' Project Management team provides clients with managerial, technical and analytical support for the planning, design, construction, and commissioning of major capital municipal construction projects. Our work has been guided by a belief that many municipalities do not have the internal resources with the time and/or expertise necessary to fully advocate for the needs of their many stakeholders throughout the planning, design, and construction process. With this reality in mind, we provide clients with the needed expertise to supplement their existing capabilities and to help ensure their building initiatives are professionally planned and managed.



Our team of seasoned professionals currently includes more than 120 experts of virtually all aspects of building planning, design and construction. Additionally, with over \$10+ Billion in projects currently under management, our team is extremely familiar with the latest trends and issues affecting the design and construction industry.

The work on the City of South Portland's City Facilities Renovation & Construction will be performed from our Brunswick office located at 41 Church Road, Brunswick, ME 04011.

# Approach & Understanding

## Project Understanding

Colliers Project Leaders understands that the City of South Portland is facing challenges with outdated facilities that are no longer suitable for their intended purposes. To address this, a comprehensive plan has been approved to renovate the Mahoney School for centralizing multiple city departments and to construct a new Police Station on the same site. Additionally, the current Police Station will be demolished, allowing for renovations and expansions to the Central Fire Station. This project aims to modernize essential services and improve community resources, enhancing overall efficiency and safety.

## Approach

Colliers Project Leaders has assembled a team of talented professionals with varied backgrounds and competencies from across the design and construction industry to help municipalities navigate through this complex and risky environment. Our approach is proactive and highly collaborative. With this perspective in mind, Colliers Project Leaders has adopted the following core objectives for delivering our services:



**Protect** the interests of the City of South Portland through careful oversight to ensure that newly created and/or renovated spaces are **functionally** appropriate for the occupants, **aesthetically** conforming to design standards, and **financially** managed to the established budget.



**Reduce** costs and maximize value throughout the project with **design critiques** that provide options for best value, avoid high cost change orders, and utilize **bidding and contracting strategies** that reap benefits from a competitive marketplace.



**Preserve** the project schedule by establishing **critical milestones** throughout the design and construction process, facilitating meetings and document reviews, and **identifying critical path** issues that can create delays before they materialize.



**Maintain** construction quality assurance throughout the process by **confirming the proper design and construction** of materials and equipment, and **verifying the performance** of installed systems.

With these objectives as our foundation, we follow a phased management plan which is described in detail on the following pages.

## Feasibility Phase

### Identify Project Goals (Cost, Quality, Schedule)

Colliers will approach the City Facilities Renovation and Construction Project with a simple mission – **to deliver superior project results, on time, within the available budget**. Once engaged as the project manager, Colliers will:

- schedule an immediate kick-off meeting with the City of South Portland
- establish the cost, quality, and schedule goals for the project

It is critical at the start to identify clear expectations for all parties as these goals significantly determine the success and cost of the project. Throughout the proposal, you will read how we continually manage the **Cost, Quality, and Schedule** of the City Facilities Renovation and Construction Project.

### Manage Designer/Engineer Selection

Colliers will lead and manage the consultant selection process which typically involves the following activities:

- Meet with the City to discuss the process for consultant selection
- Develop a milestone schedule outlining the selection process
- Develop, issue, and manage the RFP process for desired services
- Coordinate/facilitate a pre-proposal briefing
- Review and level the proposal submissions
- Facilitate a meeting with the City to review and discuss the proposal submissions
- Coordinate/facilitate interviews
- Develop, working with the City's attorney, the Owner/Consultant Agreement
- Negotiate the terms and conditions of the contract with the selected consultant

***This selection process ensures the most qualified firm or consultant is hired at a competitive rate.***

### Develop Project Budget

A critical responsibility of the City is to **clearly delineate a total project budget anticipating all related costs**. We often see a disconnect between what a client thinks they are getting versus what they can afford. Likewise, budget parameters are often established which do not realistically reflect the program ambitions or consider the inflationary impact of time. To avoid this, Colliers will develop a total project budget broken down into the following categories:

- Building construction
- Site/related construction
- Furniture, Fixtures & Equipment (FF&E)
- Fees and expenses
- Contingency



- Escalation

With the project budget established, our job is two-fold:

1. Ensure the design team designs to the budget
2. Manage all project costs to the budget

### Develop Project Schedule

Concurrent to developing a total project budget, Colliers will also establish a **project schedule with both macro (big picture overview) and milestone (detailed break-outs) summaries**. These schedules are used on a regular basis, continually updated as needed, and distributed at meetings.

Working off the macro schedule, the milestone schedule identifies the key project deliverables in concert with the unique attributes of the project.

***This proactive approach to schedule management ensures our projects remain on schedule from the moment we are engaged.***

### Participate and Report on Meetings

Colliers understands the importance of effectively facilitating and leading project meetings. Nothing slows down a project quicker than matters left unresolved. Colliers will work with the City of South Portland to:

- develop agendas for all design phase meetings
- schedule the necessary participants
- document and distribute the meeting minutes

In addition, Colliers will create and use an action item agenda as a management tool. The action item agenda captures all actionable items from the meeting and is managed. ***This allows the project team members to actively pursue their open items and confirm they are resolved to the satisfaction of the client.***

Reporting is provided on a cadence that is appropriate for the project and includes:

- status of all open items
- the project schedule
- project financials
- any major issues encountered and the proposed solution

### Coordinate the Design Process with Design Team, Users, Operators & Regulatory Groups

The design of a building project is an interactive process involving multiple designers with varied specialties as well as numerous representatives of the Owner's constituencies, each of which must have access to the design evolution appropriate to their respective roles. Communications with and presentations by the Design Team must be facilitated to manage the logistics and



political dynamics while simultaneously ensuring the appropriate level of input and critique. This interaction and coordination does not happen absent facilitation and leadership by the project manager.

### **Reconcile Design Solutions with Program Expectations, Cost Estimates, and Budget Parameters**

At several critical junctures throughout the design process, Colliers will independently review the solutions proposed by the Design Team to ensure conformance with the direction provided at the outset. Frequently, the many involved parties lose sight of the originally established program objectives and financial constraints. The project manager will perform regular reconciliations of design solutions with the program, estimates and the established budget to keep the City Facilities Renovation & Construction Project on track.

### **Coordinate Preparations for the Permitting Process**

The majority of projects, whether new construction or renovation, require regulatory approvals. This can be confusing and time-consuming for those unfamiliar with the process and regulations. *During the design process, we take the necessary steps to prepare for the permitting process so you can focus on your city's operation.*

### **Conduct Technical Review and Critique of Systems Designs and Details**

To analyze the conformance of the Design Team's physical solutions to the needs of the City of South Portland, several reviews of the proposed solution must be undertaken. In particular, Colliers will review drawings and specifications as they evolve to ensure suggestions do not compromise operational practices, meet programmatic expectations, include appropriate level of detail, minimize capital costs, and are physically attainable given the construction parameters and logistics.

### **Public Outreach – Preparing for the Bond Referendum**

Colliers will coordinate efforts with the design team and City staff, including the City's Communications Officer, on public information during the process. Colliers will contribute to public updates and attend public meetings, as necessary.



## Final Design, Bidding and Construction Phase

### **Establish and Manage the Bidding and Contracting Process**

To minimize construction costs and maximize value, Colliers will assist in determining the project delivery method and develop a strategy for the procurement of contracted services. During this process, focus must be paid to protect the quality of bidders and clarify the scope of work, allowing for more accurate bids and minimizing future change orders. Opportunities also exist to ensure that local companies, including small and minority-owned businesses, are well informed of the project and are given an even opportunity to bid. Supporting the bidding process includes properly verifying qualifications, soliciting proposals from contractors, reviewing and discussing the submissions, negotiating contract terms and executing agreements.

### **Coordinate Construction Activities (Pending additional Funding Authorization)**

If not properly managed, construction activities can significantly disrupt neighborhood and community members. Ongoing construction will likely require the transportation of materials, demolition and/or installation of major building components, and a large number of construction personnel on the site. As your project manager, Colliers will carefully coordinate these construction activities to account for daily traffic patterns and local events, making alternate plans as needed.

### **Monitor & Manage Construction Changes and Project Finances**

In any renovation or new construction project unanticipated changes are likely to occur while the construction activities are underway. The reasons for changes are varied including unforeseen conditions, material and/or furniture changes, or drawing modifications to name a few. To control expenditures during this period, Colliers will carefully monitor and manage any project changes as well as the contracts and payments to the various contracted entities.

### **Conduct Inspections of Construction for Quality Assurance**

As is the case with any purchased service, the quality of workmanship varies according to the individuals assigned to the task. To assure the quality of workmanship on a project and compliance with the contract documents, Colliers will regularly conduct inspections of contractor work and quickly identify and resolve any problems that may be identified.

### **Manage Building Occupancy**

As the project nears completion, Colliers will coordinate and manage the process of purchasing the furniture, fixtures and equipment for the facility. Once installed, City of South Portland personnel will be assisted with the physical move into the building.



## FF&E and Move Management Phase

### Meetings and Maintaining the Master Plan

To maintain an accurate and up-to-date Master Move Plan, Colliers will be attending many regularly scheduled meetings. Our role within each of the meetings may differ – from that of leader to collaborator to observer. We will certainly lead the relocation and Furniture, Fixtures & Equipment (FF&E) team meetings, using an action agenda to maintain accountability and visibility into all efforts.

- Identification of key project milestones and installation sequences
- Regular update communications
- Collaboration with departmental move coordinators who will act as local representative sharing key needs, disseminating information, and serve as a point of contact

### Mover Procurement

Colliers will develop comprehensive statements of work and RFP packages for the procurement of FF&E, move vendor, and specialty vendors. The generated move plan, phasing, and schedule will be included in all RFPs, as the more clearly the scope is defined, the more accurate the RFP responses will be. We will be diligent about determining the new building rules and regulations as they pertain to building protection, including that information in the FF&E and mover RFPs. Colliers will manage the FF&E and mover procurement process including pre-qualifying companies, developing the RFP, documenting inventories and floor plans, conducting site walk-throughs, leading interviews, analyzing bids, creating a bid summary, and making a recommendation based on the RFP responses.

### Furniture, Fixtures & Equipment Coordination

Colliers will work with the new furniture specifications developed by the designer and approved by the City of South Portland, and will develop a matrix of all new FF&E that will provide the basis of the procurement packages.

Our team will work with the City of South Portland purchasing team to coordinate FF&E procurement as outlined in the Master Plan. We will then work with the vendors to validate the orders.



## Closeout and Training Phase

### **Ensure Systems Performance through Testing**

Ultimately, the responsibility for the operation and maintenance of installed building systems will fall to the Owner's staff. Therefore, prior to accepting the newly installed systems and delivering final payments to the contractors, Colliers will test the various systems under operating conditions. Testing under these conditions is the only way to tell for certain if systems will operate as intended while there is still financial incentive for the contracted parties to remedy problems.

### **Monitor & Manage Contractor Correction of Problems**

Every building is a prototype, therefore problems are likely. Once identified, Colliers will monitor the contractor's efforts to address any problems. Depending upon the type of system being corrected, additional performance testing may be the only means of insuring proper operation.

### **Train Operating Staff in Systems Operations & Maintenance**

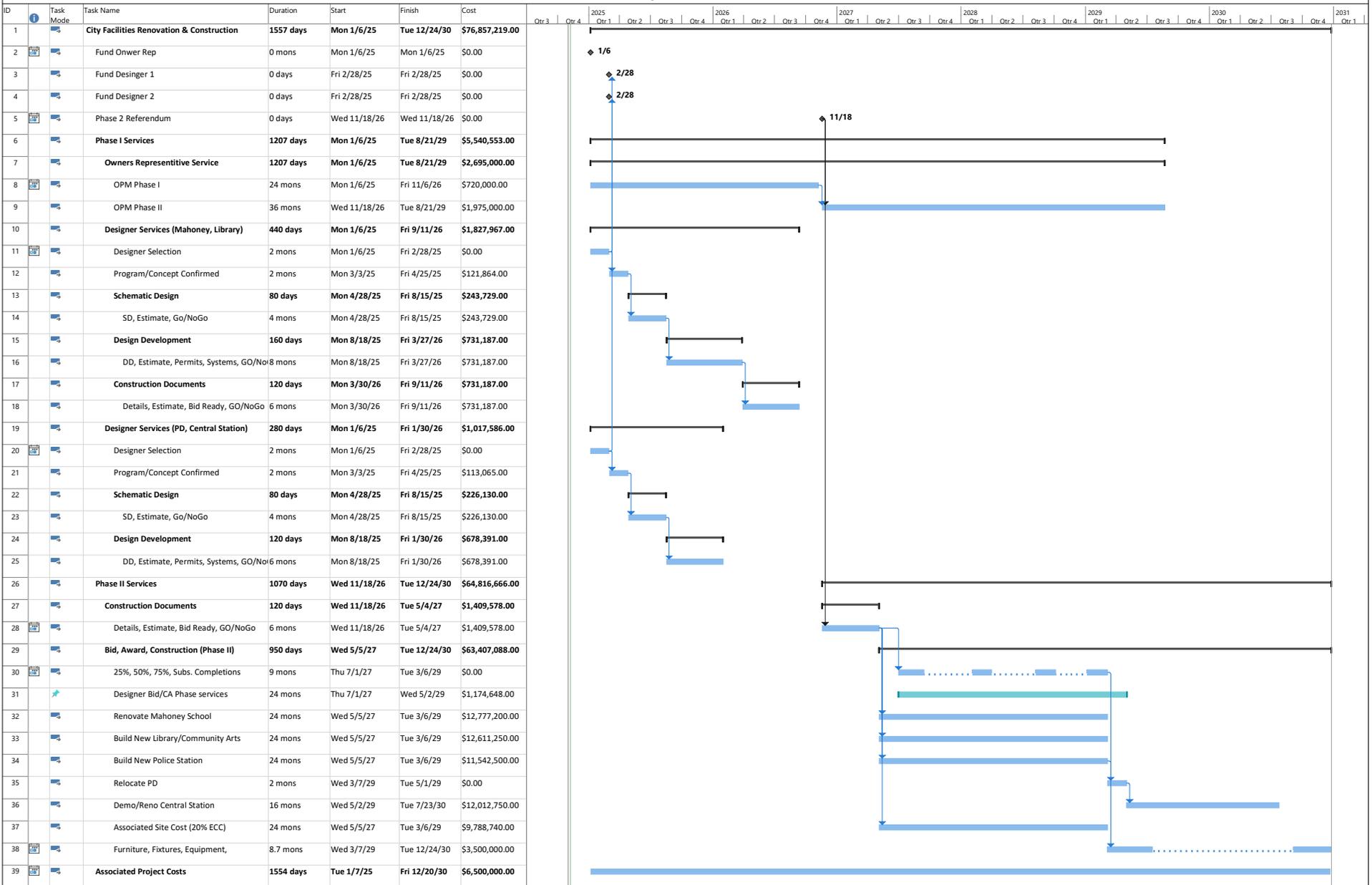
Any new system will require training for the operations and maintenance staff. Frequently, the mechanical systems installed in modern buildings are significantly more complicated to operate and maintain than those in older buildings. Without proper training, those responsible for the regular troubleshooting and preventative maintenance of the newly installed systems will likely compromise the systems' operations or life through either the bypass of procedures or the improper usage of components. Colliers will ensure the operations staff is properly trained on all new systems. This process starts with field visits during construction and concludes with physical training once the building is completed.



**Colliers Project Leaders  
Brunswick, Maine**

**City Facilities Reno & Construction  
South Portland, Maine**

**Proposal Schedule**



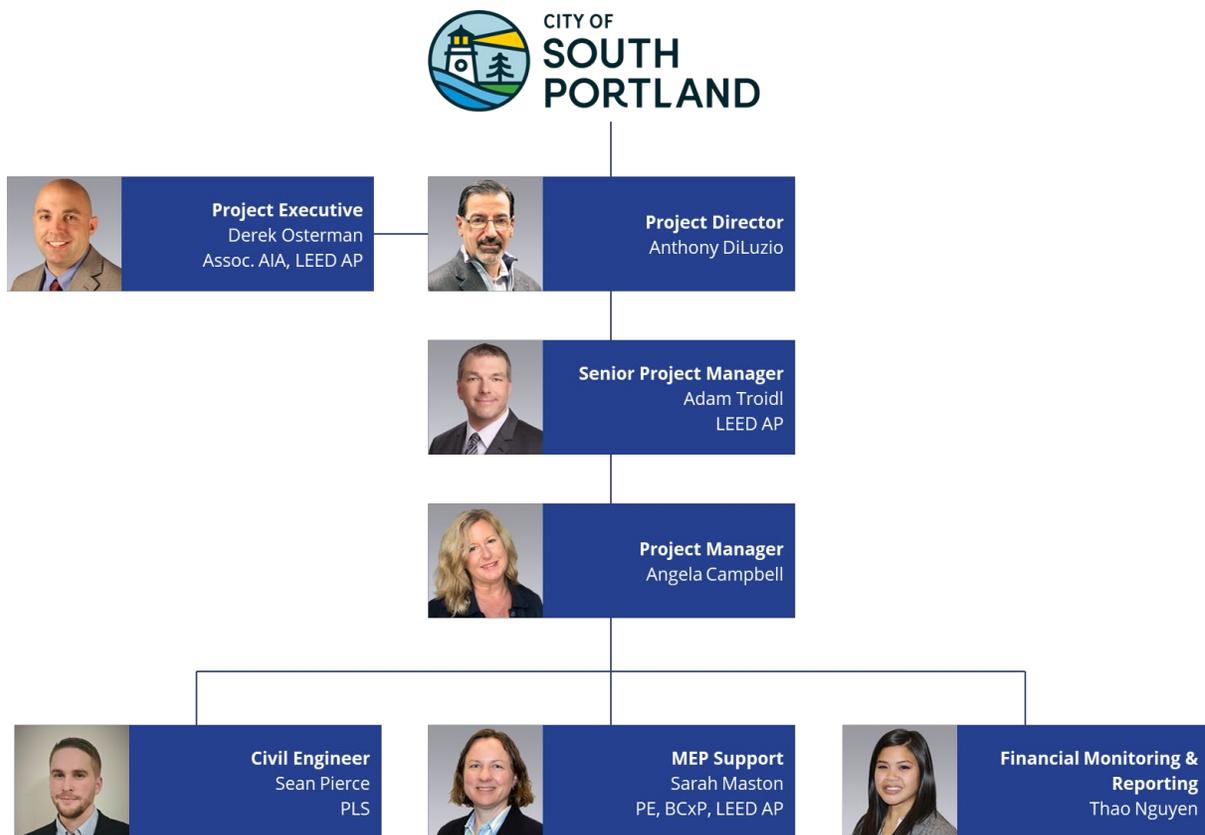
Project: SoPo Proposal Schedule  
Date: Fri 11/8/24

	Task		Summary		Inactive Milestone		Duration-only		Start-only		External Milestone		Manual Progress
	Split		Project Summary		Inactive Summary		Manual Summary Rollup		Finish-only		Deadline		Progress
	Milestone		Inactive Task		Manual Task		Manual Summary		External Tasks		Progress		Manual Progress

# Personnel

Colliers Project Leaders is confident that we are uniquely qualified to deliver the necessary owner's representative services for the City of South Portland's City Facilities Renovation & Construction as outlined within the RFP and as may be required. We firmly believe you will be hard pressed to find another team with the local project experience matched with the depth of talent and resources that we are proposing for this project.

Colliers Project Leaders is committed to serving the City of South Portland with a team approach that allows the strengths of our individuals to complement each other and provide a superior level of service. To accomplish this goal, your project will be assigned a Project Director, Anthony DiLuzio, who will serve as the primary point of contact, oversee all Colliers Project Leaders activities related to the project, and ensure that the City is well served. Senior Project Manager, Adam Troidl, will be responsible for the day-to-day operations and the final success of the project. Adam will be supported throughout the project by the team members outlined below.



*Resumes detailing the proposed project team's experience can be found at the end of this section.*

# Qualifications & Requirements

Colliers Project Leaders has provided below acknowledgment that we meet the qualifications and requirements as outlined in Section 5 of the Request for Proposals.

- Colliers Project Leaders possesses working knowledge of architectural and engineering design process for facilities, general construction and project management. We have demonstrated skills in technical writing, communications, contract administration, report preparation and budget development and administration. Please refer to **Section IV** for more information.
- Colliers Project Leaders has a strong background in planning, design phase management and experience managing multiple projects simultaneously. Please refer to **Section IV** for more information.
- Colliers Project Leaders has nearly 30 years of experience in the construction and renovation of similar use facilities, including extensive experience with a variety of municipal projects such as fire and police stations. In addition, our proposed project team includes staff who has received formal LEED training and has achieved LEED AP Certifications. Please refer to **Section III** for more information regarding our staff and **Section IV** for more information regarding our experience with municipal projects.
- Colliers Project Leaders possesses working knowledge and understanding of engineered plans and specifications, code and legal requirements of similar use facilities. Our proposed project team includes a licensed Professional Engineer. Please refer to **Section III** for more information regarding our staff.
- Colliers Project Leaders possesses demonstrated ability to work effectively and collaboratively with multiple parties, such as, owners, design team, regulatory officials, and utilities including experience managing conflict on the jobsite and resolving issues successfully. Please refer to **Section II** for more information.
- Please refer to **Section II** for more information regarding our attention to budget and timeline constraints and proven ability to complete projects according to outlined scope, budget, and timeline.
- Colliers Project Leaders certifies our willingness and ability to be on site as much as needed and during various times and days. Please refer to **Section II** for more information.



Project Leaders

## Derek Osterman Assoc. AIA, LEED AP

Regional Director / Project Executive

derek.osterman@collierseng.com

### Education and Qualifications

Master of Architecture –  
The Boston Architectural  
College

Bachelor of Design – The  
Boston Architectural  
College

### Accreditations and Memberships

Associate AIA, American  
Institute of Architects

LEED Accredited  
Professional (LEED AP)

Massachusetts Certified  
Public Purchasing Official  
(MCPPO)

### Years of Experience

23 years

### Years with Firm

9 years

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[www.cplusa.com](http://www.cplusa.com)

### Area of Expertise

Mr. Osterman is an Associate AIA with more than 20 years of leadership experience in project management, planning and design. He specializes in professional services for corporate and commercial, institutional, federal, and advanced technology clients. Derek approaches his role as Regional Director as an opportunity to personally connect with clients, leading them to their goals through exemplary customer service.

### Relevant Experience

#### City of Bath – New Fire Station Headquarters – Bath, ME

Project management services for the new \$16.5M fire station headquarters. Project is currently in the design phase.

#### Maine Maritime Academy – Waterfront Redevelopment – Castine, ME

Project management services for Maine Maritime Academy's Waterfront Redevelopment. The \$60 Million project includes modifications to the primary pier to accommodate a new training ship. The training ship is the third National Security Multi-Mission Vessel (NSMV) under contract by the U.S. Maritime Administration.

#### City of Haverhill – Merrimack Street Redevelopment – Haverhill, MA

Project management/clerk of the works services for the proposed mixed-use, public-private redevelopment. The multi-phased project will include a new multi-story parking garage with 840 parking spaces and five multi-story buildings with 300+ market rate apartments, commercial retail and office space, a food hall, and additional parking to support the buildings.

#### City of Worcester – South Division Firehouse & Emergency Communication Facility – Worcester, MA

Project management services for the design and construction of Worcester's new South Division Firehouse and Emergency Communications Facility. The existing South Division Firehouse is proposed to be replaced and relocated, and will also accommodate an Emergency Communications Center that houses a regional 911 Emergency Call Center. The City is aiming to achieve a high-performance building that is low carbon and energy efficient.

#### Rhode Island State Police – New Southern Barracks – West Greenwich, RI

Project management services for the design and construction of a new 35,000 gsf police barracks and land development to consolidate services in the southern portion of the State of Rhode Island. The new police barracks will also contain an outbuilding and new canine kennel/training facility.



Project Leaders

# Anthony DiLuzio

Associate Director

anthony.diluzio@collierseng.com

## Education and Qualifications

Bachelor of Science  
Architectural Engineering  
– Wentworth Institute of  
Technology

Associates Degree  
Architectural Engineering  
– Wentworth Institute of  
Technology

Architectural Studies –  
Boston Architectural  
Center

## Accreditations and Memberships

Massachusetts Certified  
Public Purchasing Official  
Program (MCPPO)

International Facility  
Management Association

Massachusetts Chiefs of  
Police Association

Fire Chiefs Association of  
Massachusetts

## Years of Experience

36 years

## Years with Firm

7 years

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## Area of Expertise

Mr. DiLuzio has more than 35 years of experience providing project management, overseeing design and engineering professionals, preparing construction documents, and coordinating engineering disciplines. Prior to joining Colliers, Tony was responsible for implementing and leading all aspects of the project management group serving municipal clients on a wide variety of project types.

## Relevant Experience

### City of Bath – New Fire Station Headquarters – Bath, ME

Project management services for the new \$16.5M fire station headquarters. Project is currently in the design phase.

### City of Beverly – City Hall Renovation – Beverly, MA

Project management services for the design, construction, and renovation of Beverly's City Hall. The redesigned and renovated 22,000 gsf facility will serve as the City Hall for most offices necessary for city operations with the exception of public safety, schools and the Department of Public Works. Building design elements for the \$12-15 Million project will be consistent with the City's efforts to reduce energy consumption and pursue clean renewable and alternative energy.

### City of Fitchburg – City Hall Campus – Fitchburg, MA

Project management services for a major renovation of Fitchburg's historic City Hall Campus. The exterior was fully restored, and the original entry was reestablished as the building's primary and fully accessible public entry. The interior was redesigned to accommodate 14 administrative departments. In addition to the City Hall building, an adjacent mid-1980s building (formerly a bank), was converted into the legislative building. Parking and outdoor areas all around the building were also upgraded.

### City of Fitchburg – Police Station Renovation – Fitchburg, MA

Project management services for the renovation of Fitchburg's 20,000 gsf Police Station, built in 1985. The project will include upgrading the E911 Communications Center; updating public areas such as the elevator, lobby and parking lot; constructing additional space for police personnel functions and equipment; and bringing the building systems up to current code requirements.

### Maine Maritime Academy – Waterfront Redevelopment – Castine, ME

Project management services for Maine Maritime Academy's Waterfront Redevelopment. The \$60 Million project includes modifications to the primary pier to accommodate a new training ship. The training ship is the third National Security Multi-Mission Vessel (NSMV) under contract by the U.S. Maritime Administration.



# Adam Troidl LEED AP

Senior Project Manager

adam.troidl@collierseng.com



Project Leaders

## Education and Qualifications

Agile Project Management Certificate – University of Southern Maine Professional Development Program

AutoCAD Specialist Certificate – SUNY Buffalo School of Management

Bachelor of Arts Communications – SUNY Buffalo

## Accreditations and Memberships

LEED Accredited Professional (LEED AP)

## Years of Experience

21 years

## Years with Firm

8 years

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## Area of Expertise

Mr. Troidl's depth and breadth of over 20 years of experience spans design, project management, and owner representation. Prior to joining Colliers, Adam was the sole proprietor at his company, Screen Porch Studio, delivering project management, consulting, and creative design services. Before establishing his own company, Mr. Troidl was a project manager for Maine General Medical Center, managing design and construction activities at all levels of value and complexity. As the primary project manager, over the last decade he has completed 1-million square feet of LEED Certified space, all Silver level or above.

## Relevant Experience

### City of Bath – New Fire Station Headquarters – Bath, ME

Project management services for the new \$16.5M fire station headquarters. Project is currently in the design phase.

### Alfond Center for Health – Augusta, ME

Project management services for the 640,000 gsf new regional hospital. The project is valued at \$320 Million and received LEED Gold Certification. Completed early and under budget using Integrated Project Delivery (IPD), the first full use of the process in the Northeast.

### Maine Medical Center – Maine Medical Partners (MMP) Medical Office Building – Scarborough, ME

Project management services for Maine Medical Partners' new 108,000 gsf Medical Office Building. The three-story facility features: Wellness support including lactation and quiet rooms, staff nourishment cafes dispersed for convenience, and daylighting; six electric vehicle charging stations; rain garden landscaping; prefabricated wall sections; and fiberglass windows.

### Maine Medical Center – Modernization Project – Portland, ME

Project management services for the \$558 Million, seven year, multi-phased program including a \$350 Million New Cardiovascular Tower, an over-build of two new floors, two helipads, infrastructure upgrades, and a new garage. The New Tower phase includes new inpatient floors, central sterile processing, operating rooms, and the new campus entry.

### University of Massachusetts Building Authority – UMass Amherst Manning CICS Addition – Amherst, MA

Project management services for the construction of a 100,000 - 140,000 gsf addition to UMass Amherst's Manning CICS building. The addition will include student commons hubs, a 250-seat auditorium, teaching classrooms and class labs, offices and meeting rooms, general research labs, large server and HIPAA secure rooms, a makerspace, and specialized labs for sensors and robotics. The project will incorporate strategies to reduce carbon emissions and energy use as well as high energy efficiency systems. The project is aiming to achieve LEED Silver Certification.



Project Leaders

# Angela Whitten Campbell

Project Manager

angela.campbell@collierseng.com

## Education and Qualifications

Bachelor of Architecture  
– Temple University

## Years of Experience

32 years

## Years with Firm

Less than 1 year

[www.cplusa.com](http://www.cplusa.com)

## Area of Expertise

Ms. Campbell has more than 30 years of experience managing projects within the construction industry, with a particular emphasis on public safety projects. As a seasoned project manager, she excels in overseeing public projects, energy-efficient buildings, and cost-effective design solutions. She is adept at fostering client relationships and delivering innovative project solutions that seamlessly blend aesthetic appeal and functional requirements.

Angela's specialties include custom design, 3D modeling using various software programs, and BIM-based projects. She is particularly skilled in high-end, unique design solutions, net-zero energy buildings, and fast-track project delivery. Throughout her career, Angela has demonstrated a strong commitment to sustainability and community engagement, working with net zero and LEED consultants to develop energy-efficient strategies and actively participating in community outreach and development projects. Her technical proficiency, coupled with her strategic business development and client coordination skills, make her a valuable asset in the industry.

## Relevant Experience

### City of Bath – New Fire Station Headquarters – Bath, ME

Project management services for the new \$16.5M fire station headquarters. Project is currently in the design phase.

### City of Worcester – South Division Firehouse & Emergency Communication Facility – Worcester, MA

Project management services for the design and construction of Worcester's new South Division Firehouse and Emergency Communications Facility. The existing South Division Firehouse is proposed to be replaced and relocated and will also accommodate an Emergency Communications Center that houses a regional 911 Emergency Call Center. The City is aiming to achieve a high-performance building that is low carbon and energy efficient.

### Town of Swansea - Swansea Fire Department – Feasibility Study & Master Plan – Swansea, MA

Project management services for Swansea Fire Department's feasibility study and master plan. The \$65 Million plan includes the construction of three new fire stations totaling 48,000 gsf. The project is seeking LEED Silver certification. *Worked performed with previous firm.*

### Town of Scarborough – Scarborough Public Safety Building – Scarborough, MA

Project management services for the new, \$23 Million Scarborough Public Safety Building. The 53,000 gsf facility was completed in 2020. The project received LEED Silver certification. *Worked performed with previous firm.*

## Education

BS, Survey Engineering  
Technology, University of  
Maine Orono 2010

## Professional Registrations

PLS - Connecticut  
#LSX.0070470  
PLS - Massachusetts 2017  
#53106  
PLS - Maine 2019  
#PLS2517  
PLS - New Hampshire 2018  
#01032  
PLS - Vermont 2019  
#024.0132645

# Sean P. Pierce, PLS

Regional Discipline Leader | Survey/Geospatial

Mr. Pierce has over 18 years of professional and managerial experience in the surveying industry with a broad focus area ranging from residential and commercial development, to large-scale energy and transportation infrastructure. Working for many local and national survey and survey/civil firms throughout the northeast, he is experienced in boundary, topographic, infrastructure, transportation and transmission line routing surveys. Mr. Pierce is responsible for overseeing operations in New England, and specializes in identifying and orchestrating better workflows on complex projects and is focused on incorporating the latest in precision mapping technology into survey project workflows, including Unmanned Aerial Systems Mapping and High-Definition Mobile & Terrestrial Laser Scanning.

## Key Projects

### MaineDOT Route 236

*Kittery to Eliot, ME*

Surveyor of Record, Project Manager - Responsible for total project oversight including the management of survey crews and office personnel to map 4 miles of highway corridor. Control network established with RTK GPS vectors and adjusted by least squares analysis, including ground targeting. Data was collected utilizing mobile LiDAR and aerial LiDAR, extracted in TopoDOT and compiled in Open Roads Designer. Subsurface utilities were marked and surveyed, and inverts measured.

### MaineDOT Route 1, 3 Segments

*Damariscotta to Northport, ME*

Surveyor of Record, Project Manager - Responsible for total project oversight including the management of survey crews and office personnel to map 6 miles of highway corridor. Control network established with RTK GPS vectors and adjusted by least squares analysis, including ground targeting. Data was collected utilizing mobile LiDAR and aerial LiDAR, extracted in TopoDOT and compiled in Open Roads Designer. Subsurface utilities were marked and surveyed, and inverts measured.



# Sarah E. Maston PE, BCxP, LEED AP

Director

sarah.maston@collierseng.com



Project Leaders

## Education and Qualifications

Bachelor of Science  
Mechanical Engineering  
– Rensselaer Polytechnic  
Institute

## Accreditations and Memberships

Licensed Professional  
Engineer (MA)  
  
Building Commissioning  
Professional (BCxP)  
  
LEED Accredited  
Professional (LEED AP)  
  
American Society of  
Heating, Refrigerating  
and Air Conditioning  
Engineers (ASHRAE)  
  
ASHRAE Board of  
Directors, Treasurer  
(2024-2025)  
  
Epidemic Task Force  
Building Readiness Team  
(2020-2021)

## Years of Experience

28 years

## Years with Firm

3 years

[www.cplusa.com](http://www.cplusa.com)

## Area of Expertise

Ms. Maston is a professional mechanical engineer with nearly 30 years of experience in mechanical/HVAC systems evaluation, troubleshooting, design, startup, and commissioning for a variety of project types. Prior to working at Colliers, she served as lead commissioning authority for new construction projects as well as building commissioning projects. Her responsibilities included facilitating Owner’s Project Requirement (OPR) workshops, project management, performing building system assessments, developing commissioning plans, design reviews, specifications, system readiness, system evaluations and facilitating functional performance tests. She has also designed systems utilizing terminal units, radiant heat, central air systems, humidity controls, building automation, energy recovery, and central plants. Additionally, Ms. Maston has performed building efficiency studies, and LEED feasibility studies.

## Relevant Experience

### City of Bath – New Fire Station Headquarters – Bath, ME

Commissioning services for the new \$16.5M fire station headquarters. Project is currently in the design phase.

### City of Fitchburg – City Hall Campus – Fitchburg, MA

Commissioning services during the post-occupancy phase for a major renovation of Fitchburg’s historic City Hall Campus. The exterior was fully restored and the original entry was reestablished as the building’s primary and fully accessible public entry. The interior was redesigned to accommodate 14 administrative departments. In addition to the City Hall building, an adjacent mid-1980s building (formerly a bank), was converted into the legislative building. Parking and outdoor areas all around the building were also upgraded.

### Franklin Regional Transit Authority (FRTA) – Vehicle Maintenance & Transit Operations Facility – Turner Falls, MA

Commissioning services for the new \$12 Million vehicle maintenance and transit operations facility. FRTA provided infrastructure improvements bringing water, sewer, communications, road, and sidewalk from Turnpike Road approximately 500 feet into Sandy Lane to assist the Town of Montague with the construction of their new industrial park located adjacent to the project.

### City of Quincy – Public Safety Headquarters – Quincy, MA

Commissioning services during the design and construction of the new 129,600 gsf Public Safety Headquarters. The four-story building will house the City’s police station and include administrative offices for the fire department, a firearms training range and headquarters for emergency operations, as well as a roll call room, training space and other amenities. There will also be area infrastructure improvements such as roadway and transportation upgrades around the site.



# Thao Nguyen

Senior Financial Analyst

thao.nguyen@collierseng.com



Project Leaders

## Education and Qualifications

Bachelor of Arts  
Accounting – Emmanuel  
College

## Accreditations and Memberships

Board of Directors,  
Edward Street Child  
Services

## Years of Experience

12 years

## Years with Firm

6 years

[www.cplusa.com](http://www.cplusa.com)

## Area of Expertise

Ms. Nguyen brings more than 10 years of financial and business acumen to her role, where she plays a crucial part in Colliers Project Leaders' financial operations. As a Senior Financial Analyst, Thao not only assists Project Managers in financial tracking, but also collaborates with clients to ensure seamless reconciliation of expenses within their internal systems. Additionally, Thao excels in employee training and management, further contributing to the efficiency and success of our financial processes.

## Relevant Experience

### City of Bath – New Fire Station Headquarters – Bath, ME

Financial, cost estimating and schedule support services for the new \$16.5M fire station headquarters. Project is currently in the design phase.

### City of Fitchburg – City Hall Campus – Fitchburg, MA

Financial, cost estimating and schedule support services for a major renovation of Fitchburg's historic City Hall Campus. The exterior was fully restored and the original entry was reestablished as the building's primary and fully accessible public entry. The interior was redesigned to accommodate 14 administrative departments. In addition to the City Hall building, an adjacent mid-1980s building (formerly a bank), was converted into the legislative building. Parking and outdoor areas all around the building were also upgraded.

### City of Fitchburg – Police Station Renovation – Fitchburg, MA

Financial, cost estimating and schedule support services for the renovation of Fitchburg's 20,000 gsf Police Station, built in 1985. The project will include upgrading the E911 Communications Center; updating public areas such as the elevator, lobby and parking lot; constructing additional space for police personnel functions and equipment; and bringing the building systems up to current code requirements.

### Town of Wilton – Police Headquarters & Town Hall – Wilton, CT

Financial, cost estimating and schedule support services during Phase I of the project which explored the possibility of a new, renovated or expanded building through a needs and deficiencies investigation of the current department headquarters. In addition, the project looked at the Town Hall, Town Annex, and certain aspects of Comstock Community Center that remain underutilized or unfinished.

### Maine Maritime Academy – Waterfront Redevelopment – Castine, ME

Project management services for Maine Maritime Academy's Waterfront Redevelopment. The \$60 Million project includes modifications to the primary pier to accommodate a new training ship. The training ship is the third National Security Multi-Mission Vessel (NSMV) under contract by the U.S. Maritime Administration.

# Experience

Colliers Project Leaders has a well-established reputation for providing owner's representative services within the municipal marketplace and is well-versed in guiding our clients through the complex process of capital construction projects. As a result of our project experience throughout the Northeast, Colliers Project Leaders has developed a unique perspective and understanding of the very specialized needs of construction projects – allowing us to view the larger issues at hand and to develop strategies and tactics to successfully lead the City of South Portland through the process.

## Owner's Project Management Highlights

- **150+** Public Contracts in the Northeast
- **9 Million** gsf Projects Managed
- **\$3 Billion** Construction Cost

Over the past two decades, we have provided owner's representative services for numerous clients because of our reputation for quality service, client satisfaction, and unique expertise. In fact, we are proud to state that nearly all of our clients have gone on to request additional services. Listed below is a sampling of our municipal project experience. ***In addition, we have also provided at the end of this section descriptions highlighting projects of a similar nature to the City Facilities Renovation & Construction Project.***



- Maine Maritime Academy Waterfront Improvements
- Maine Maritime Academy Residence Hall Improvements
- Maine Medical Center Capital Expansion
- Ogunquit (Maine) Town Hall & Police Station Campus
- Bath (Maine) New Fire Station Headquarters
- MassDOT's Central Massachusetts Transportation Center
- Rhode Island State Police Southern Barracks
- Fitchburg's City Hall Campus & Public Library
- Pawtucket's Department of Public Works Facility
- Hadley's Fire Substation & Senior Center
- Harrison's Richard E. Halperin Memorial Library
- Newington Municipal Center
- Longmeadow's Public Works Facility & Adult Center
- Ashby's Public Safety Complex
- Westminster's Public Safety Building

# Sustainable Design and/or Construction Methods

We advise Owners, Architects, and Contractors on the best ways to plan, design, build, and operate a sustainable project to meet their goals while expertly guiding them through any certification process important to the project. With hundreds of sustainable projects in our portfolio, we can guide the project team to achieve credits as well as a holistic green building project that benefits the triple bottom line: people, planet, and prosperity.

Colliers Project Leaders believes that a process informed by data and analysis is the most effective way to deliver results and having a third party to guide the team, independent of the Architect and Contractor, to prepare the project for certification review is hugely beneficial. From repeat clients in retail and banking, to the education sector, large scale labs, and healthcare facilities, Colliers Project Leaders has delivered on both the technical aspects of rating system goals and the true impact of sustainability across hundreds of LEED Certified projects and other green systems for the built environment.

From initial goal setting at project inception, through design and construction, all the way to filing any comments or appeals necessary to obtain the proper certification level, Colliers Project Leaders leads the team along the green building continuum. Our goal is to always focus on creating positive partnerships with our clients as we work to advance the communities where we live, learn, work, and heal.

As active members of the U.S. Green Building Council (USGBC), Colliers has been a leader in the advocacy of the sustainable building movement. Provided below is an overview of our LEED experience and net zero building experience.

## LEED Experience

From the early days of the “green building” movement, Colliers Project Leaders has positioned itself as a forerunner within the industry and has been an active participant in supporting its clients as they endeavor to create functional and sustainable facilities. Our experience on LEED projects has helped us master the process and save owners time and money going through the certification process.

As active members of the U.S. Green Building Council (USGBC), Colliers Project Leaders has been a leader in the advocacy of the sustainable building movement. Our professional staff has received formal LEED training with a significant number having achieved LEED Accredited Professional Certification.

### ***Colliers Project Leaders' LEED Project experience includes more than 200 LEED Certified Buildings***

We are pleased to provide below an overview of the LEED project experience as a sample of the breadth and depth of our experience as well as highlights of projects similar to the City Facilities Renovation & Construction Project.



Basic Certification  
40+ Buildings



Silver Certification  
70+ Buildings



Gold Certification  
70+ Buildings



Platinum Certification  
15+ Buildings



Project Leaders



## Town of Ashby

# Ashby Public Safety Complex

Ashby, MA

### Project Overview

Colliers Project Leaders provided project management services for the Town of Ashby's Public Safety Complex. The project included renovation of the existing Fire Station with an 11,500 square foot addition. The additional space allowed for the Police Department to be housed in the same building.

The Fire Station remained a four-bay facility with life safety and operational upgrades to accommodate the proposed addition. The addition provided the Fire Department with administration space, bunk rooms, a kitchen, dining room, and day room. The Police Department area includes a sally-port and two alternate vehicle bays, two universal cells, locker room, and administrative offices.

Site development required connecting to the Town's nearby public well and development of a septic system to accommodate the improved facility.

### Services Overview

As project manager, our team provided the following services:

- Develop the total project budget and schedule
- Manage the site selection process including geo-technical and site survey
- Facilitate the contract between the Owner and the Architect
- Develop potential permitting and site logistic issues with proposed mitigation opportunities
- Develop financial impact analyses of splitting the phasing of construction based on the Town's borrowing capacity
- Represent the project at Public Meetings to secure project vote

### Completion

September 2022

### Project Size

11,500 gsf

### Project Budget

\$6.9 Million

### Services Provided

Project Management

### Architect

Caolo & Bieniek Associates

### Contractor

Hutter Construction Corporation

[www.cplusa.com](http://www.cplusa.com)

### Client Contact

Mike Reggio

Building Committee Chair

508 331 2731

Mike Bussell

Fire Chief

978 386 5522

## FITCHBURG POLICE

## City of Fitchburg

# Fitchburg Police Station

Fitchburg, MA

## Project Overview

Colliers Project Leaders has been engaged to provide project management services for the renovation of Fitchburg Police Station. Built in 1985, the Fitchburg Police Station is approximately 20,000 gsf located on three floors. Repairs and improvements are intended to ensure the station's safety and longevity. Scope of work includes increasing the size and upgrading the E911 Communications Center, updating public areas such as the elevator and lobby, building envelope and site issues such as the parking lot, construction of additional space for police personnel functions and equipment, and bringing the building systems up to current code requirements.

## Services Overview

Colliers Project Leaders' responsibilities include, but are not limited to:

- Review and monitor the progress of the Engineer's Project design
- Assist with preparing the Project for public bidding
- Participate in conducting the pre-qualification process of subcontractors
- Monitor project budget and provide monthly status reports
- Develop and monitor master project schedule
- Provide oversight of the construction contractor
- Schedule, coordinate and attend progress meetings
- Assist the Owner in preparation and submittal of the final evaluations to DCAMM

## Completion

December 2024

## Project Size

20,000 gsf

## Project Budget

\$3.5 Million

## Services Provided

Project Management

## Architect

Context Architecture

## Contractor

TBD

[www.cplusa.com](http://www.cplusa.com)

## Client Contact

Stephen DiNatale

Mayor

978 829 1801



Project Leaders



## City of Somerville

# Somerville Public Safety Facility

Somerville, MA

### Project Overview

Colliers Project Leaders has been engaged to provide project management services for the new Public Safety Facility. The proposed project will include a state-of-the-art headquarters for the Police Department and Engine Company 3 of the Fire Department as well public/community space.

Additionally, the project manager, the Somerville Redevelopment Authority (SRA), the Office of Strategic Planning and Community Development (OSPCD), and the City Council will jointly explore private complementary uses on the site. Our team will lead the project team in site remediation of hazardous soils materials and redevelopment of the public streets accessing the site.

The City's goal for this project is to develop the first net zero public safety facility in New England.

### Services Overview

Colliers Project Leaders will represent the City during all phases of the new facility's design and construction as well as the associated property and streetscape improvements.

As project manager, we will work closely with the City, Police and Fire Departments, and the City's architect, consultants, and contractor on project permitting, final design, and construction.

In addition, we will oversee and coordinate with the architects' work as well as all budgeting, and assisting with the coordination and work of all other City consultants including technology, communications, and furniture. Other construction phase services include observing and documenting progress, tracking changes, coordination, oversight of construction meetings, and representing the best interests of the City.

### Completion

2025

### Project Size

80,000 gsf

### Project Budget

\$75 Million

### Services Provided

Project Management

### Architect

Context Architecture

### Contractor

TBD

[www.cplusa.com](http://www.cplusa.com)

### Client Contact

Melissa Woods, AICP  
Director, Capital Projects  
617 372 6040

## City of Worcester

# Worcester South Division Firehouse & Emergency Communication Facility

Worcester, MA

### Project Overview

Colliers Project Leaders has been engaged to provide project management services for the design and construction of Worcester's new South Division Firehouse and Emergency Communications Facility.

The existing South Division Firehouse is proposed to be replaced and relocated, and will also accommodate an Emergency Communications Center that houses a regional 911 Emergency Call Center.

The City's goal is to achieve a high-performance building that is low carbon and energy efficient with a comfortable and safe indoor environment that is accessible, easily maintained and responds to the larger community it serves.

### Services Overview

As project manager, Colliers Project Leaders' responsibilities include, but are not limited to:

- Develop Project Budget Reflecting Building Program Needs
- Coordinate the Design Process with Design Team, Users, Operators & Regulatory Groups
- Establish and Manage the Bidding and Contracting Process
- Conduct Inspections of Construction for Quality Assurance
- Manage Building Occupancy
- Mover Procurement
- Furniture, Fixtures and Equipment and Technology Coordination
- Ensure Systems Performance through Testing
- Train Operating Staff in Systems Operations & Maintenance

### Completion

December 2026

### Project Size

25,000 gsf

### Project Budget

\$38 Million

### Services Provided

Project Management

### Architect

Perkins&Will

### Contractor

TBD

[www.cplusa.com](http://www.cplusa.com)

### Client Contact

Chief Martin Dyer

Fire Chief

508 769 6576



Project Leaders



## Town of Amherst

# Jones Library

Amherst, MA

### Project Overview

Colliers Project Leaders has been engaged to provide project management services for the renovation and expansion of the historic Jones Library.

The project will include quiet study rooms, a computer training lab, a Youth Activities Room, a café-like space, a sales area for Library mementos and the Friends' Book Sale, self-serve Holds, and an Automated Materials Handling System.

In addition, the project is being designed as a low carbon project. This involves examining energy and operational carbon use as well as the embodied carbon of the building's materials and construction. The renovated library will move the Town closer to its goals of carbon neutrality and community resiliency by converting an inefficient, fossil fuel-powered building to a class-leading, sustainable, net-zero ready building.

### Services Overview

As project manager, Colliers Project Leaders will assist with the preparation of the RFQ/RFP for the selection of the architect/designer. We will assist the library in evaluating architect/designer proposals and will oversee and review the architect's work as it relates to the Library's Building Program.

Additionally, we will develop a timeline and schedule for taking the project successfully through the Massachusetts Board of Library Construction Grant Program.

Our team will review the schematic plans, evaluations and specifications, constructability reviews, review for consistency of documents between overlapping trades, coordination, and compliance with the Library's Building Program and the requirements of M.G.L. Chapter 149, Section 44A-M, and all other applicable laws, codes, and regulations.

### Completion

November 2025

### Project Size

60,000 gsf – 80,000 gsf

### Project Budget

\$46.1 Million

### Services Provided

Project Management

### Architect

Finegold Alexander Architects

### Contractor

TBD

[www.cplusa.com](http://www.cplusa.com)

### Client Contact

Sharon Sharry

Library Director

413 259 3090



Project Leaders



**City of Fitchburg**

# Fitchburg Public Library

Fitchburg, MA

**Project Overview**

Colliers Project Leaders has been engaged to provide project management services for the renovations to the existing library or construction of a new 70,000 square foot Library Building in Fitchburg, MA.

The current Fitchburg Public Library consists of two connected buildings, built at different times, with a combined gross square footage of 45,000. The Youth Library opened in 1950 and the Wallace Library opened in 1967.

The need for a renovation, an addition, or reconstruction is great. There is an ever-increasing need for meeting space, educational and entertainment materials, a stable Wi-Fi connection, and computers with an Internet connection and basic Office programs. In addition, the building is in need of adequate lighting, heat and air conditioning, a secure environment, being ADA compliant, and being up to code in other areas as well.

**Services Overview**

Colliers Project Leaders has been engaged to provide project management services to assist the Library in the submission of their grant application to the Massachusetts Board of Library Commissioners (MBLC). As part of the services required for the grant application, our team assisted the Library in the selection of an architect to conduct the schematic design phase, including site selection.

Upon project approval and funding, Colliers Project Leaders will assist the Library by providing project oversight and management during the schematic design, design development, construction documents, bid phase, construction, post-construction phases and contract closeout.

**Completion**

July 2025

**Project Size**

70,000 gsf

**Project Budget**

\$35 Million

**Services Provided**

- Project Management
- Commissioning

**Architect**

Tappé Architects

**Contractor**

TBD

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[www.cplusa.com](http://www.cplusa.com)

**Client Contact**

Deborah Hinkle  
Library Director  
978 829 1780



Project Leaders



## Maine Maritime Academy

# Waterfront Redevelopment

Castine, ME

### Project Overview

Colliers has been engaged to provide project management services for Maine Maritime Academy's (MMA) Waterfront Redevelopment. The project will include modifications to the primary pier to accommodate a new training ship. The training ship is the third National Security Multi-Mission Vessel (NSMV) under contract by the U.S. Maritime Administration.

The project will occur in phases with an overall project budget not to exceed \$60 Million. Phase 1 construction will incorporate docking and infrastructure requirements of the NSMV. Additional phases will increase current floating dock space, include strengthening or replacement (as required) of the sheet pile supporting the current parking lots, and strengthen/replace current pier to handle heavy equipment loads. The project will enhance safety, security and operational efficiency at the Maine Maritime Academy waterfront campus.

### Services Overview

As project manager, Colliers will represent MMA during the design-bid-build process as well as assist in evaluating current waterfront infrastructure, needs of the MMA small vessel fleet, and review future pier space requirements, mooring, and utility services relative to the new training ship. Colliers will also:

- Oversee all applicable permitting for each phase
- Assess applicable accessibility laws and regulations
- Develop and oversee project timelines and milestones
- Develop and implement plan to minimize disruption to waterfront activities throughout construction phase as the waterfront must remain functional throughout construction

### Completion

2026

### Project Budget

\$60 Million

### Services Provided

Project Management

### Architect

GZA GeoEnvironmental Inc.

### Contractor

Reed & Reed, Inc.

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[www.cplusa.com](http://www.cplusa.com)

### Client Contact

Craig Johnson

Interim President

207 326 2125



Project Leaders



## Maine Medical Center

# Maine Medical Center Modernization

Portland, ME

### Project Overview

Colliers Project Leaders was hired for the largest modernization and replacement project in the history of Maine Medical Center.

The multi-phased project included Central Utility Plan (CUP) infrastructure upgrades, the construction of two patient care floors on top of the Coulombe Family Tower along with a dual rooftop helicopter pad, adding three levels to its visitor parking garage, the construction of a new employee parking garage, demolition of a 1,200 car garage, and culminating in a new freestanding cardiovascular building.

The expansion created a total of 160 new private patient rooms, including 32 oncology patient rooms and 96 cardiovascular patient rooms, 19 procedure rooms, and an additional 225 spaces for visitor and patient parking. Additionally, the new 2,400 space employee parking garage consolidated employee parking in the largest parking garage north of Boston.

Both inpatient areas aimed to earn LEED Silver Certification with Phase I, the Coulombe Family Tower, achieving LEED Silver Certification in 2021.

### Services Overview

Colliers Project Leaders' team served Maine Medical Center as the overall project manager for the design, bidding, construction, and close-out of its multi-phase expansion project.

### Completion

March 2024

### Project Size

360,000 gsf

### Project Budget

\$588.4 Million

### Certification

LEED Silver

### Services Provided

Project Management

### Architect

Perkins + Will

### Contractor

Turner Construction

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[www.cplusa.com](http://www.cplusa.com)

### Client Contact

Dominic R. Gagnon

Vice President, Facilities Management

207 662 9005



Project Leaders



## City of Fitchburg

# Fitchburg City Hall Campus

Fitchburg, MA

### Project Overview

Colliers Project Leaders provided project management services for a major renovation of Fitchburg's historic City Hall Campus. The City Hall building was built in 1853 and is a local historic landmark. The exterior was fully restored, with the brownstone and terracotta details carefully repaired or replaced. The original entry was reestablished as the building's primary and fully accessible public entry. The interior was redesigned to accommodate 14 administrative departments including the Office of the Mayor.

In addition to the City Hall building, an adjacent mid-1980's building (formerly a bank), was converted into the legislative building, housing the city council chambers. Parking and outdoor areas all around the building were also upgraded. A main goal was to bring City Hall back to Main Street and create a modern work environment that could have the City's departments back together under one roof.

### Services Overview

As project manager, Colliers Project Leaders represented the City and acted as the City's agent and project manager. Our responsibilities included providing advice and consultation with respect to design, value engineering, scope of work, cost estimating, general contractor and subcontractor prequalification, scheduling, bidding, construction, move management, commissioning of building systems, and project closeout.

We were also responsible for the selection, negotiation with, and oversight of, a designer and construction manager at risk for the project, ensuring the preparation of project schedules which served as control standards for monitoring the timely performance and execution of the project, and assisting in project evaluations including written evaluations of the design professional, contractors, and subcontractors.

### Completion

January 2021

### Project Size

52,916 gsf

### Project Budget

\$23 Million

### Services Provided

Project Management

### Architect

Icon Architecture

### Contractor

Bond International

[www.cplusa.com](http://www.cplusa.com)

### Client Contact

Mary Delaney

Chief Procurement Officer

978 829 1850



Project Leaders



## Town of Dover

# Dover Community Center

Dover, MA

### Project Overview

Colliers Project Leaders has been engaged to provide project management services for the design and construction of a new community center in the current location of the existing Caryl Community Center.

### Services Overview

As project manager, Colliers Project Leaders represented the Town of Dover during the feasibility study and schematic design phases of the project. Our responsibilities included, but were not limited to:

- Assist the Town in managing the procurement of an Architecture / Engineering (AE) team to perform the feasibility study, preparation of schematic designs, and renderings of the desired options
- Review the schematic plans, construction documents, evaluations, and specifications
- Develop, maintain, and monitor the project budget and schedule
- Engage town departments, staff, and the community throughout the project
- Provide regular and timely written reports

After a successful Town vote for the Community Center Project, Colliers Project Leaders was engaged to continue on as the project manager on the project. Our team will guide the project through the remaining phases of design, bidding, construction, and project closeout.

### Completion

December 2024

### Project Size

20,000 gsf

### Project Budget

\$25.6 Million

### Services Provided

Project Management

### Architect

Fennick McCredie Architecture

### Contractor

M. O'Connor Contracting Inc.

[www.cplusa.com](http://www.cplusa.com)

### Client Contact

Ford Spalding

Building Committee Chair

508 735 3635

# Litigation

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As a leading diversified professional services company, Colliers Project Leaders has had the type and scope of litigation of similarly situated national full-service providers. In addition, there have been no material legal or financial actions taken against the company or any of its officers/principals in the past five (5) years.

# Cost Proposal

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Colliers Project Leaders has reviewed the City of South Portland's Request for Proposals for owner's representative services for the City Facilities Renovation & Construction Project. We are pleased to provide below our fee proposal based on our understanding of the City's needs and expectations as well as our experience in providing similar services for municipalities throughout the Northeast.

## Phase I Fee

Colliers Project Leaders understands that our initial phase of services will conclude when the supporting bond referendum appears on the ballot, in November 2026. ***We are pleased to offer a firm fixed, not-to-exceed, fee of Two Hundred Fifty-Nine Thousand Dollars (\$259,000).***

## Phase II Estimated Fee

Over the years, Colliers Project Leaders has developed a highly transparent method for determining fees which has been well received by our clients. Our development of fee proposals is based on the philosophy of clearly identifying roles and responsibilities, being fairly compensated for our services, and knowing that we routinely exceed our clients' expectations.

Generally speaking, the delineation of clearly defined services, schedule, and projects allows the team to overlay a staffing plan for mutual review and acceptance. Once developed, it is easy to determine associated fees for services.

***We have found that the average fee for this scope of services is 3% of total project costs.*** We look forward to working with you to develop a labor plan and fee that best meets your needs, following a successful bond referendum, in November 2026!

# References

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Colliers Project Leaders is pleased to provide the following references for its key team members. The references provided below have experience with both Colliers Project Leaders as a firm and with the proposed project team. Colliers Project Leaders strongly encourages the City of South Portland to further explore these examples through direct contact to gain a firsthand account of our approach, capabilities, value, and integrity.



## **Town of Ogunquit**

Town Hall & Police Station

Matthew Buttrick

Town Manager

(207) 646-5139

[townmanager@ogunquit.gov](mailto:townmanager@ogunquit.gov)



## **Maine Maritime Academy**

Waterfront Redevelopment & Student Housing

Craig Johnson

Interim President

(207) 326-2125

[Craig.johnson@mma.edu](mailto:Craig.johnson@mma.edu)



## **City of Bath**

Bath Fire Station

Marc Meyers

City Manager

(207) 443-8330

[mmeyers@cityofbath.com](mailto:mmeyers@cityofbath.com)

# POLICE & FIRE

## Required Forms

Colliers Project Leaders is pleased to provide on the following pages the required forms listed below as requested in the City of South Portland's Request for Proposals.

- Proposal Form
- Certificate of Debarment, Suspension, Other Ineligibility, and Involuntary Exclusion
- Addendum 01

**\*\* 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: Addendum #01

COMPANY NAME: Colliers Project Leaders USA NE, LLC

AUTHORIZED SIGNATURE:  DATE: 10/31/2024

PRINT NAME & TITLE: Jonathan F. Winikur, Division Director

ADDRESS: 234 Main St., 1st and 2nd Floor, Biddeford, ME 04005 PHONE NUMBER: 844-727-0055

EMAIL ADDRESS: anthony.diluzio@collierseng.com (Contact Person)

TYPE OF ORGANIZATION - PARTNERSHIP, CORPORATION, INDIVIDUAL,  
OTHER Limited Liability Company

STATE OF INCORPORATION, IF APPLICABLE: Connecticut

FEDERAL TAX ID #: 06-1468602 FEDERAL UNIQUE ID#: XNPCJQR7VL49

**Note: Bids must 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, Colliers Project Leaders USA NE, LLC 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.**



10/31/2024

Signature of Authorized Official

Date

Jonathan F. Winikur

Printed Name of Authorized Official

Colliers Project Leaders USA NE, LLC

Company Name



CITY OF  
**SOUTH  
PORTLAND**

**A D D E N D U M # 1**  
**RFP #13-25:**  
**OWNER'S REPRESENTATIVE for**  
**CITY FACILITIES RENOVATION AND CONSTRUCTION**

**Please note the following questions and responses regarding the above mentioned  
RFP #13-25:**

1. Under Proposal Requirements sections we will submit an Owner's Rep Fee for Phase 1 services with the described scope occurring in-between December 2024 – November 2026, is that correct?
  - a. *Correct*
  
2. Under Proposal Requirements item 8 b indicates Construction Award Fall 2027 and Substantial Completion 2029, is this for City Hall, Police Station only?
  - a. *This is our best estimate at this point, but subject to change.*
  
3. Building a schedule, we anticipate completing and relocating the PD prior to demo and expansion at the Central Station, is this correct?
  - a. *Correct*
  
4. The total of all three projects is anticipated at \$77 million dollars in 2024 dollars or does this figure include escalation to 2027-28?
  - a. *in 2024 dollars*
  
5. Does the City have an approved budget for Owner's Rep and Designer services for Phase 1?
  - a. *The City has appropriated \$5m for the Owner's Rep, Architect/Engineering costs, and any ancillary associated costs such as permitting, survey, testing, etc., that may be required. It is expected that the majority of the cost will be for Architect/Engineering work.*
  
6. On the 1st page the following is noted: "This solicitation package does not include a Draft Form of Contract with terms and conditions the City will require. That will be provided to all registered document holders by written addendum as soon as they are available." Do you know when this contract will be available?
  - a. *It will be included in Addendum #2 at the beginning of next week.*

See page 2.

7. Is a preproposal walkthrough scheduled to be held prior to the deadline for the submission?
- a. *Not at this time*
8. In Phase 2, Construction Oversight and Management, is the intention of the RFP to have the Owners Project Manager provide a full-time on-site representative during construction? The RFP appears to indicate that only Project Manager oversight is required with periodic site visits. Is the City planning to designate a site representative?
- a. *The complexity of this project will likely require full-time project management.*
9. The email address noted in the RFP, [mfitzgerald@southportlandmaine.org](mailto:mfitzgerald@southportlandmaine.org), returns the following message. Please confirm the correct address to submit the proposal.
- a. *Please use [mfitzgerald@southportland.gov](mailto:mfitzgerald@southportland.gov) for submission of questions and your proposal going forward.*
10. Will all of the contractors and consultants that are engaged through this process be completed through SAM.gov? We have strong SAM.gov expertise on our team but wanted to make sure we understood the expectation for design team members going forward, specifically as part of the second phase of the project.
- a. *Yes, because the City will likely be pursuing funding options that may include federal grand funding, we need to anticipate compliance with federal procurement rules.*
11. The RFP mentions that proposers must be registered to submit a proposal. Are there additional steps needed beyond entering contact information that was necessary before downloading the RFP to ensure we are registered?
- a. *No.*
12. The link in the RFP to access the material and reports relating to the facilities study and recommended option is unavailable.
- a. *Unfortunately, yes we had a technical problem with that link. But, we have provided a new link to that information: <https://southportland.gov/mahoney>*
- Note: this has been corrected in the copy of the RFP document on the City's website as well.*

November 8, 2024

Matthew F. Fitzgerald  
Purchasing Agent

**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: Jonathan F. Winikur  
(Officer, Authorized Individual or Owner)

Title: Division Director

Mailing  
Address: 234 Main St., 1st and 2nd Floor, Biddeford, ME

Zip Code: 04005 Date: 11/08/24

Telephone: 844-727-0055 Fax: N/A

Email: anthony.diluzio@collierseng.com (Contact Person)

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