

**OPM Services for
West Boylston, MA
January 25, 2016**



WEST BOYLSTON POLICE DEPARTMENT FACILITY

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Cardinal

“Efficient. Effective. Experience.”

January 25, 2016

Mr. James Purcell
Town Administrator
Town of West Boylston
140 Worcester St.
West Boylston, MA 01583

Re: OPM Services – Police Facility

Dear Mr. Purcell,

On behalf of Cardinal Construction Inc., we are pleased to submit herewith eleven (11) hard copies of our proposal and one (1) electronic copy in PDF format. We are very excited to submit for your project given Cardinal's experience, local knowledge and expertise. Since our inception we have strived to build a reputation as a leader in Construction Management and Owner's Project Management services in central Massachusetts. We are always excited to be part of a project team which delivers vital services to the communities that surround us. Cardinal Construction prides itself on a history of strong repeat clients such as Worcester Business Development Corporation (WBDC) Worcester Polytechnic Institute (WPI) and Hanover Insurance to name a few. I am confident that the skills, experiences and qualifications outlined in this submission will align with West Boylston's RFQ for the New Police Facility.

Cardinal Construction Inc. offers these distinct advantages to your project;

- **Site Development;** As a Construction Management firm we commonly and routinely bid, hold, and manage, direct contracts for site development activities such as Site and Earthwork, while other OPM firms routinely solicit and advise. All contracts will be procured in accordance with MGL.
- **Senior Leadership;** I will personally manage your project bringing more than 25 years of MA Public experience to your project. (North High School, Worcester \$55.0M; Massport Pump Station \$10.0M; Chatham Police & Town Hall \$17.5M; Gardner Police Station \$13.5M)
- **Local presence.** All of our employees are based in the greater Worcester area minimizing response and travel time resulting in value savings over the long run for your community.
- **Electronic Project Management;** all of your project activities will be managed through our EPM system (PROCORE) allowing for complete transparency and timely distribution of information. From client meeting minutes to bid documents and construction administration these documents will provide a clear understanding of the project status.

Our proposed team has the skill sets needed for successful project delivery: teamwork, communication, early identification and eradication of issues (before they become expensive and impact schedule). I will personally conduct all preconstruction activities. The project's success hinges on the project set up and early stage activities.

During construction Harry Carver will be serving as Construction Administrator/Clerk of Works. Harry is a seasoned construction supervisor who has lead many successful projects ranging up to \$18.0M in construction value. You will see from his resume he possess the appropriate OSHA certifications and computer skills to managesuch activities. Harry will oversee and monitor all activities

of the contractor and subcontractors, performing daily inspections providing field reports and coordinating all owner and contractor activities. Together, we will work with the Owner and Design team's to build a complete understanding of the project goals, challenges and project nuances. West Boylston Board of Selectmen, and Committee Members will be informed and engaged throughout the project allowing them to be supportive advocates and take great pride in the final product. I believe this is paramount to successful public projects and encourage project participation at all levels in order to minimize dissension so common place in public projects. Currently Harry is coordinating and managing the construction activities for the 21,000 sf Hanover Theatre Expansion. On schedule for a completion of early May, the timing works perfectly for our teams availability for your project.

Mr. Purcell, I am confident that our team has the skills, commitment and vision to provide exceptional service to your community. From conceptual design through substantial completion and occupancy, our team will identify challenges and propose solutions that are cost-effective, schedule-conscious and provide West Boylston with the highest value possible.

Thank you for allowing us to present our qualifications to you. We look forward to personally presenting our team should we be selected for an interview.

Respectfully submitted,

A handwritten signature in blue ink that reads "Anthony J. DiLuzio". The signature is written in a cursive style and is contained within a rectangular box.

Anthony J. DiLuzio
Project Executive

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Resumes of Proposed Team

BRENT D. ARTHAUD

PRINCIPAL / PROJECT EXECUTIVE

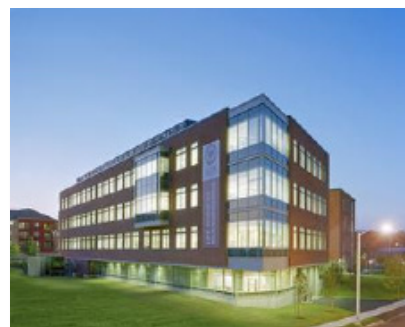
BACKGROUND

Mr. Arthaud brings 20 years of proven construction management experience to the table with an extensive background in and thorough knowledge of both public and private commercial construction. He has extensive experience in budget development, estimating, design and contractibility reviews, value engineering, cost control, schedule development and implementation, project management, and risk management through all phases of construction.

One of Brent's key strengths is his exceptional problem solving, organizational and analytical skills. He is also well-versed and experienced in the contractual and legal aspects of the construction industry, which has proven to be an asset to his clients.

RESPONSIBILITIES

As Principal-in-Charge, Brent's role will include general oversight of the management of this project. He is committed to be the point of contact for all pressing issues which may arise on this project. Brent will ensure that his client is receiving top notch construction management services, and will work with the Cardinal team that is assembled for your project, to ensure that all expectations are exceeded.



EDUCATION

HARVARD EXTENSION SCHOOL (1994–1997) CAMBRIDGE, MA

Continuing education in Business
Administration and Contract Law

UNIVERSITY OF MISSOURI-ROLLA (1985–1989) ROLLA, MO

B.S., Civil Engineering

LICENSES / CERTIFICATIONS

MA Construction Supervisors License
Certification for School Project Designers
and Owner's Project Managers

PROJECT EXPERIENCE

**Worcester Polytechnic Institute
East Residence Hall & Parking Garage**
Worcester, MA
\$44,358,000

Salemwood Middle School
Malden, Massachusetts
\$26,277,000

Hanover Theatre
Worcester, MA
\$31,000,000

Gateway Park Life Sciences Building
Worcester, Massachusetts
\$40,400,000

Lutheran Healthcare Center
Worcester, MA
TBD

Hanscom Air Force Base
Building 1614
Bedford, Massachusetts
\$32,800,000

Wilmington Middle School
Wilmington, Massachusetts
\$19,868,000

Roosevelt Middle School
New Bedford, Massachusetts
\$27,368,000

Ferryway Middle School
Malden, Massachusetts
\$14,961,000

ANTHONY DILUZIO

PROJECT EXECUTIVE

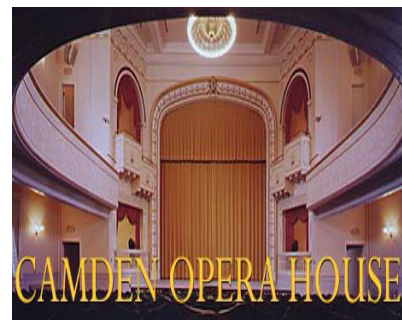
BACKGROUND

Prior to joining Cardinal Constuction this year, Mr DiLuzio held the position of Director of Architecture and Engineering where he was responsible for overseeing a staff of 20 design and engineering professionals engaged in design, construction administration, and owner representation. In addition, Tony maintained the position of Director of Program Management, where he was responsible for implementing and leading all aspects of the Owner's Project Manager group serving the municipal clients on a wide variety of public projects.

Tony has 20 years of direct field experience as an Owner's Project Manager. In this position he was primary contact in the field on a wide variety of Public and Private Projects ranging from \$1.0M to \$50.0M. He was the Responsible Person in Charge directing design and field operations to successfully create team atmospheres that resulted in the effective delivery of over \$100,000,000 in construction annually.

RESPONSIBILITIES

- Pre-construction Design Management and Procurement
- Master Schedule and Budget Environmental Protection Coordination
- Permitting, Site Development, Environmental Protection Coordination
- Bidding & Procurement for MGLc149
- Project Executive overseeing all aspects of Construction Administration through move-in and acceptance



EDUCATION

WENTWORTH INSTITUTE (1981-1983) BOSTON, MA

Associates Degree Architectural

Engineering Program

(1983-1985) Continued Education

Bachelor Program Architectual Engineering

BOSTON ARCHITECTURAL CENTER (1989 - 1987) BOSTON, MA

Design Studio Courses

(2005-2008) Thesis Advisor Panel Member

LICENSES / CERTIFICATIONS

Massachusetts Certified Public Purchasing Official. MCPPO Courses relative to Chapter 193 and Acts of 2004 and CM @ Risk c149A Delivery Method.

PROJECT EXPERIENCE

Hubbardston Sr. Center & Public Safety

Hubbardston MA
\$2.5 - 5.0 M

Bates Elementary School

Salem, MA
\$10,000,000

OPM Services. Dennis Police Station

Dennis, MA
\$800,010,000

Groton Public Library

Groton, MA
\$4,120,000

Northbridge DPW

Northbridge, MA
\$1,800,000

Tufts University

Medford, MA
\$2,500,000

Camden Opera House

Camden, ME
\$2,080,000

OPM Services, Yarmouth Fire Station

Yarmouth, MA
\$5,000,000

226 Causeway Street

Boston, MA
\$48,000,000

Chatham Municipal Complex

Chatham, MA
\$17,500,000

Hudson Fire Station

Hudson, MA
\$6,240,000

HARRY CARVER

CONSTRUCTION ADMINISTRATOR/CLERK OF WORKS

BACKGROUND

Harry's has been involved in providing professional construction services for over 7 years. As Project Superintendent, Harry has been responsible for organizing and planning daily construction activities to ensure a smooth construction process. His experience with all aspects of construction from foundation to mechanical systems has been developed from hands-on-work with the tradesmen in the field. Through this background, Harry has developed an ability to communicate at every level of product stake holder.

RESPONSIBILITIES

As Construction Administrator and Clerk of Works, Harry will oversee and monitor all activities of the contractor and subcontractors, perform daily inspections, provide field reports and coordinate all owner and contractor activities. Harry will be the front line of defence for claims, change orders and documenting quality control issues. He will lead the weekly contractor meetings at site and liaise with local officials and inspectors.



LICENSES / CERTIFICATIONS

Plumbers Apprentice Program (2008) License # 30317, OSHA 10 Hour Training (2006), OSHA 30 Hour Training (2015), actively pursuing Journeyman's License. First Aid/CPR/AED, Fall Protection

PROJECT EXPERIENCE

Hanover Theatre Expansion

Worcester, MA
\$4,000,000

Transforma Pharmacy

Lexington, MA
\$12,000,000

Agilux Pharmacy

Worcester, MA
\$2,000,000

Genzyme Corp

Framingham, MA
\$1,200,000

Mass Mutual

Springfield, MA

- Phase 1 & 2

\$3,000,000

- Phase 3

\$1,000,000

- Phase 4

\$2,000,000

- Data Center AC Upgrade

\$13,000,000

- ELT Offices

\$4,000,000

- Tree Room/Auditorium/Theatre

\$18,000,000

Enanta Pharmacy

Watertown, MA
\$2,800,000

Envivo Pharmacy

Watertown, MA
\$3,000,000

PROJECT APPROACH

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PRE-CONSTRUCTION: Cardinals proven approach to the proposed police facility for West Boylston starts with a complete knowledge of the Massachusetts General Laws under which the project will be delivered. Cardinal's team will lead your community through the intricacies of designer selection (c7C), from advertisement through fee and contract negotiations. Our team has negotiated and managed more than 20 design contracts in the past 5 years. We work hand-in-hand with the town counsel and the towns' insurer to complete the contracting process. With a vast knowledge of how design teams work, our team will be able to break down the designer fees in an effort to understand the cost value relationship to the specifics of your project.

Having overseen dozens of design contracts for public safety projects, our team will then develop a schedule of deliverables and contract documents measurable to the bid stage. We build in review periods for our communities committees, boards and commissions. We conduct regular scheduled meetings with the design team to facilitate answers and keep forward progress. Cardinal continually reviews all design documents for construction and adherence to the Owners Program Requirements.

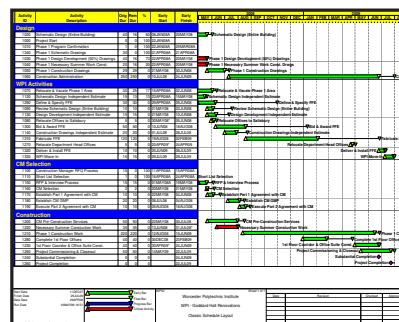
CONSTRUCTABILITY REVIEW & VALUE ENGINEERING: Cardinal will provide constructability reviews throughout the design (and construction) process, advising on potential conflicts, cost effectiveness, coordination issues, conflicting details, long term maintenance, life cycle costs, and potential areas for value and cost savings. We will also serve as a collaborative resource for the designer in the development of the design so that potential issues are avoided in the documents. The value engineering process will continue from project inception through project completion and close-out. Every member of the Cardinal team is responsible for looking for value and efficiencies throughout the duration of the project.



“ ...by ensuring best pricing, aggressive negotiations, and avoidance of problems and delays.

(Cardinal's) work has been professional, thorough, timely and saved us more ”

— Alfredo DiMauro, Associate AIA
Assistant VP for Facilities,
Worcester Polytechnic Institute



PERFORMANCE MONITORING / PROJECT MEETINGS: Cardinal will conduct weekly, on-site meetings with the project team. We will record progress and transcribe and distribute meeting minutes to attendees and other appropriate parties. We will continuously and closely review and monitor the progress of construction and will evaluate the percentage of completion for each construction activity in the construction schedule, and review all work performed for consistency with the project specifications and contract drawings. Cardinal's approach to conflict resolution is to immediately identify and resolve issues before they become a problem. In the instance of any non-conformance work, a Non-Conformance Report (NCR) will be issued to the contractor and copied to the architect, owner, and engineers (if applicable).

APPLICATIONS FOR PAYMENT: Cardinal will review invoices for all project contractors and vendors and verify that proper backup is attached. We will review each invoice to confirm that all services have been performed to the percentage complete that is being billed.

TESTING AND QUALITY CONTROL: We will coordinate the owners's independent testing lab requirements and establish a schedule for conducting these tests. We will transmit reports to the owner and the architect. In the case of non-conformance, an NCR will be issued to the contractor immediately to initiate corrective action with oversight.

DOCUMENTATION CONTROL: Cardinal Construction will maintain project logs and coordinate the distribution and tracking of all construction submittals, Requests for Information (RFIs), change orders, payment requests, shop drawings, and correspondence. Cardinal will review all documentation for accuracy. When issues are identified, Cardinal will work with the project team to ensure resolution.

EXAMPLE: During the submittal process on a recently completed project, the contractor identified an aluminum "back-pan" detail that could not be fabricated and installed as shown on the drawings with the specified curtain wall system. This "back-pan" detail was critical to the insulation system and air infiltration performance of the entire exterior of the building envelope. The designer presented a revised detail that required custom, on-site fabrication of the aluminum back-pan. The contractor estimated that the revised detail would cost in excess of \$130,000 and cause costly delays.



Cardinal's Project Director reviewed the revised detail with the designer and discussed the necessary performance (air infiltration and support), challenges (condensation and limited space) and constructability. Cardinal's representative noted that the designer was not taking into account the interior wall insulation in their calculations for condensation and proposed a new simplified detail. When the simplified detail was reviewed by the contractor and subcontractors, the result was a credit of \$44,000 to the owner with no delays when compared to the original scope of work, in lieu of an additional cost of \$130,000 with delays.

CHANGE MANAGEMENT: Throughout the duration of the project, from inception of the budget through close-out and the final audit, Cardinal will, in collaboration with the designer, contractors, vendors and consultants, identify and track every potential change through resolution. Once a potential change is identified or suspected, it will be added to our listing of potential change orders and assigned a potential cost and/or schedule impact. Upon resolution of the issues, they will either be removed from the list and tracked as resolved without cost or delay or will issued as a change order and tracked accordingly. This proven method eliminates surprises and allows the Owner to get a better understanding of not only committed and approved costs but also the potential/projected costs as well. We will review all potential changes and change order requests for all project budget line items, for accuracy and legitimacy and advise the Owner accordingly so that informed decisions can be made.

COMMISSIONING: Cardinal will assist with the procurement of the independent commissioning agent and oversee, monitor, manage and report on the performance and status of the commissioning.

MEETINGS AND PRESENTATIONS: Cardinal will attend owner meetings as requested during the construction phase and report on overall construction progress, including contract status, percentage complete, schedule, budget status, change order status, quality, safety, and other project related information.

SUBSTANTIAL COMPLETION AND PUNCH LIST: In conjunction with the architect, Cardinal will prepare a list of incomplete and defective work (punch list) prior to occupancy. When incomplete or defective work has been remedied, we will re-inspect and advise the owner of the acceptability of the project's completeness and make recommendations concerning issuance of a Certificate of Substantial Completion.



FINAL COMPLETION

SYSTEMS TESTING AND TRAINING: In conjunction with the architect, we will develop procedures and coordinate the schedule for all final testing of equipment. We will coordinate the commissioning process and training sessions for the operation of all equipment and systems within the facility.

OPERATION AND MAINTENANCE MANUALS AND AS-BUILT DOCUMENTATION: Prior to project completion, we will compile a list of materials, such as guarantees, warranties, equipment manuals, operational instructions, and as-built plans as required by the contract documents. This information will all be compiled in binders for turnover to the owner.

CLOSE-OUT: At the conclusion of the project, we will prepare a final project accounting and close-out report. These reports will be reviewed with the Owner and will contain all major milestone events, status of all contracts, and any appropriate recommendations that may benefit the Owner.

PROPOSED WORK PLAN

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PLAN NARRATIVE

Drawing from our experience with police, fire and public safety facilities delivered under c149, we will analyze and plan all design and construction activities to set the best possible stage for competitive and attractive bidding. Making a project such as the West Boylston Police Facility attractive to the pool of DCAMM bidders is paramount to getting as many bids as possible taking advantage of the competitive nature and the high volume of work in our current economy.

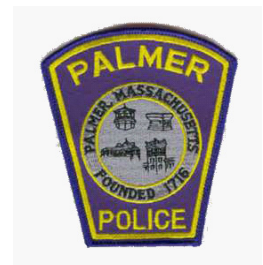
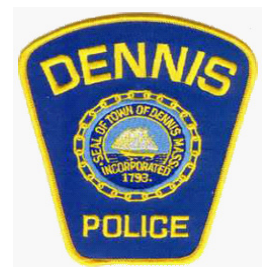
From your RFQ, West Boylston anticipates a 4 month design and bid process, followed by a 10 month construction period. Based on the direction of the Board of Selectmen and the Authorization of Funding, many of the design and site development task can begin immediately. Working within the parameters of MGL public bidding and procurement we will investigate options for work that can be procured outside of the c149. In Yarmouth, Gardner and Worcester early site packages were developed allowing for activities such as site prep, utility entrances, building demolition, and earthwork/excavation and blasting for ledge removal were allowed to be procured and managed without the additional burden and costs associated with a “General Contractor” saving these communities time and money. These activities were taking place at the same time bid documents were being completed for the proposed structures. This advance work meant that when the general contract was awarded the site was “pad-ready” with laydown areas, site entrances and utilities in place.

Driving backwards from the March 2017 completion goal, it will be critical for the project team to assign decision makers and a clear approval process. The chapter 149 bid process will need to be closely coordinated with as much site development complete as possible. We suggest looking at town wide (open) contracts as a best practice for time and value savings. A careful review of past town projects may reveal problematic bidders that could be prohibited or rejected should they submit a bid.

With regard to material decisions, we will want to visit stations recently built to understand the real-life maintenance issues. This will allow the committee to get a head start on selections that will need to be made during the design and value engineering phases.

As with any project we “plan-our-work” and “work-our-plan”. Specifically with Tony’s experience, West Boylston will have the confidence a proven project manager with more than a dozen police, fire, and public safety buildings completed should instill.

On the following pages we have provided a preliminary project schedule that provides a master outline of activities, suggested durations and provides a period of completion. We look forward to learning more about your project goals to refine and tune the schedule and meet your deadlines.



“Their (Cardinal’s) work has been professional, thorough, timely and has saved us more than the cost of their services by ensuring best pricing, aggressive negotiations, and avoidance of problems and delays.”

- Alfredo DiMauro, Assoc. AIA
Asst. VP for Facilities, Worcester
Polytechnic Institute

PROJECT EXPERIENCE

PROJECT EXPERIENCE

Similar projects that most closely align with West Boylston's anticipated project, Dennis Police Station and Town Offices; and Montague Police Headquarters are represented on the following project sheets. In the summary, these projects were completed with Tony DiLuzio as the Project Executive with his previous employer.

Dennis Municipal Campus: This project spanned many phases and multiple new and renovated structures over 5 years. During this time frame, each phase was presented at Town meetings for funding authorization and went through numerous reviews and redesigns in some cases. With Tony DiLuzio as Project Executive the building committee maintained a single point of contact for the design and construction of a new 24,000 sf Police Headquarters; a 2,500 sf storage facility; relocation of the Police Department staff, Renovation of the former police building for town offices; renovations and addition to the former police station building. Primary contact and reference for these projects is Gary Barber, Building Committee Chair. Gary can be reached at 508.385.5941.

Montague Public Safety; This project was developed to incorporate a 13,000 sf Police station for the Town of Montague onto the Turner Falls Fire Station creating a Public Safety facility for the villages of Turner Falls and Montague. This project was designed and constructed to take benefit of the geothermal characteristics of the region and entailed the development (37) 1200' deep geothermal wells and ground source heat pumps. Critical to this project was maintaining the operations of the existing Fire Department during construction. With Tony DiLuzio as Project Executive and a full time Construction Administrator/clerk-of-works construction was performed without interruption of fire operations. The OPM's daily presence on site was paramount to the coordination building shutdowns, contractor laydown and construction activities and maintenance of a clean and orderly site. Chief Raymond Zukowski (Ret) has graciously offered to be our reference for this project. Ray can be reached at his personal phone (413.863.8911).



PAST PERFORMANCE

Cardinal Construction provides Owner's Project Management and Construction Management services to an array of clients. Some of our recent team experience includes the following:

PROJECT EXPERIENCE

COST

Hanover Theatre Restoration
Worcester MA

\$31,000,000

Renovation and restoration of the former 56,000 sq-ft Loew's Poli Palace Theatre into a first-class 2,300 seat performing arts center.



Gateway Park Life Sciences Building
Worcester, MA

\$40,400,000

Construction of a 125,000 sq-ft life sciences building for Worcester Polytechnic Institute (WPI). This project won the 2007 Phoenix award and a national award from the U.S. Department of Commerce.



Boroughs Family Branch YMCA
Westborough, MA

\$10,000,000

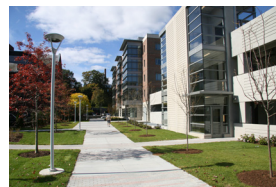
Construction of a new 62,000 sf YMCA facility for the YMCA of Central Massachusetts, including a natatorium, locker rooms, gymnasium with suspended running track, studios, 5,500 sq-ft Wellness Center, offices, and child care center.



WPI East Residence Hall
Worcester, MA

\$44,000,000

Construction of a new 105,000 sq-ft, 232 bed residence hall and 188 car parking structure for Worcester Polytechnic Institute. The project is anticipating LEED gold-level certification.



WPI's Goddard Hall Laboratory Renovations
Worcester, MA

\$ 11,500,000

Renovation project including 27,000 square feet of biology labs, teaching labs, classrooms and office space for the Worcester Polytechnic Institute.



Pomfret Gymnasium & Student Center
Pomfret, CT

\$10,000,000

Construction and renovation project included a new athletic center, renovation of the existing student center, construction of eight new squash courts, new locker rooms, and a "green roof" for the Pomfret School.



PROJECT EXPERIENCE (CONTINUED)

COST

Shrewsbury High School

Shrewsbury, MA

\$47,632,000

Construction of a new 290,000 sq-ft high school and development of over 70 acres of sitework for the town of Shrewsbury.



Mayo Elementary School

Holden, MA

\$10,500,000

Construction of a new 62,000 sf YMCA facility for the YMCA of Central Massachusetts.



Ferryway Middle School

Malden, MA

\$14,961,000

Construction of a new 121,000 sq-ft middle school and related site development work for the city of Malden.



Lisbon Elementary School

Lisbon, ME

\$10,656,000

Construction of a new 100,000 sq-ft elementary school and related site development and improvements for the town of Lisbon, ME.



Tantasqua Regional High School

Sturbridge, MA

\$42,272,000

Construction of a new 285,000 sq-ft regional high school with natatorium for the town of Sturbridge. Scope included demolition of the existing high school and related site development in multiple phases.



Wilmington Middle School

Wilmington, MA

\$19,868,000

Construction of a 148,000 sq-ft middle school and related site development work for the town of Wilmington.



PROJECT EXPERIENCE (CONTINUED)

COST

EMC's Franklin Manufacturing Facility

Franklin, MA

\$112,000,000

Construction of a new 682,300 sq-ft manufacturing facility consisting of four floors, eight environmental testing chambers, R&D Center, full service dining, and 700 workstations.



WPI's Office of Development and Alumni Relations

Worcester MA

\$ 1,521,000

Fast-track fit-out of 7,000 sq-ft for the Office of Development and Alumni Relations at Worcester Polytechnic Institute..



Chelsea Trial Court

Chelsea, MA

\$11,286,000

Construction of a new 58,000 sq-ft courthouse in a congested urban setting for the Division of Capital Asset Management.



Merrimack County House of Correction

Boscawen, NH

\$22,202,000

Construction of a new 110,000 sq-ft, 237 bed design-build detention facility, including booking areas, training areas, public access, recreation housing, and an integrated security system and control room.



Hanscom Air Force Base - Bldg 1614

Bedford, MA

\$31,847,000

300,000+/- sq-ft of design-build renovations and additions to the existing secure office building while sections of the high-security building remained occupied.



PROJECT EXPERIENCE (CONTINUED)

COST

WPI's Recreation Center

Worcester, MA

\$53,235,000

Preconstruction stage of the future 135,000 sq-ft recreation center adjacent to the existing quadrangle and athletic fields for Worcester Polytechnic institute.



Roosevelt Middle School

New Bedford, MA

\$10,656,000

Construction of a new 214,000 sq-ft middle school, demolition of existing middle school and multi-phased site development for the town of New Bedford.



Clark University's Estabrook Hall

Worcester, MA

\$ 1,230,000

Addition and renovation including new elevator to meet ADA code requirements, new classrooms, providing second means of egress from each floor, and new fire protection system to meet code.



WPI's Parking Garage

Worcester, MA

\$ 5,500,000

Construction of a 69,000 sq-ft, three-tier, 188 car parking structure and a 42 car, at grade, parking lot, as part of Residence Hall project.



Cardinal has a long list of client, designer, contractor, and jurisdictional authority references that will attest to our superior performance of Construction Project Management and Owner Project Management services. Many of these contacts are repeat clients of Cardinal, which is a testament to the service that we provide.

Bates Elementary School

\$10,000,000

Salem, MA

Owner Representative for renovation and addition to existing school. This 85,000 sf comprehensive renovation created a magnificent stage area to support the performing arts curriculum including a state of the art computer controlled lighting and sound system.

**OPM Services, Dennis Police Station**

\$8,100,000

Dennis, MA

OPM for the development of the new 24,000-square-foot police station. Tony was responsible for the overseeing the programming and design for specific Town Departments to backfill the existing police station. Project entered construction June 2006 and completed in July 2007. Since this project was completed, Tony has been called back three times to assist with additional town projects.

**Hudson Senior Center**

\$ 5,000,000

Hudson, MA

Owner's Project Management services to the Town of Hudson for renovation of it's Senior Center. The existing center was housed in a former residential building built in the late 1850's and adapted for public use in 1979. A demolition of a portion of the old building and the full restoration of the remaining existing building was done, including its HVAC and other utility systems.

**Groton Public Library**

Groton, MA

Owner Representative for design and renovations to the Groton Public Library. Historic Preservation, Multi-level addition. Logistic and shoring played an integral role in bringing this project to fruition due to limited site bounds and adjacent residences on a dramatically sloped site

**Tufts University**

\$7,000,000

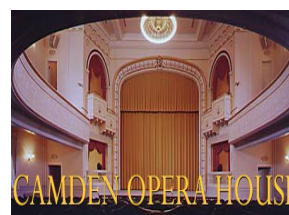
Medford, MA

Owner Representative reported to Director of Campus Facilities. Tony was responsible for design and construction management of physical plant replacement for the athletics complex requiring close coordination of mechanical, electrical and plumbing service interruptions. A deferred maintenance project involved miscellaneous exterior building envelope improvements such as the replacements and improvements to underground steam lines, communications and infrastructure.

**Camden Opera House**

Camden, ME

Historic restoration, sound and lighting improvements to the 1894 Opera House. MBNA America donated the funds and the management expertise to revitalize the beautiful and significant Opera House as a gift to the citizens of Camden.



226 Causeway Street

Boston, MA

\$ 48,000,000

Conversion of the former Stop & Shop Bakery building to a 12-story mixed use retail, office and luxury apartment complex. Responsible for managing the initial development through the schematic design, sales and marketing performance, Boston Redevelopment Authority (BRA) and Environmental Impact Study (DEIR/EIR).

**Chatham Municipal Complex**

Chatham, MA

\$ 17,500,000

OPM and clerk-of-works services for the design and construction of this 40,000+ square foot municipal complex. The project allowed for a single site to be developed as the new home for the Chatham Police Department and Town Hall Annex office. The project was designed and delivered using the CM@Risk delivery method to ensure the architect and the construction manager were collectively tied to the schedule and budget for the entire project.

**Worcester Common Fashion Outlet Mall**

Worcester, MA

\$ 68,000,000

During Tony's tenure with Beaver Builders; Assistant Superintendent of Construction for the rehabilitation of Worcester Common Outlet Mall. His responsibilities included the coordination of subcontractors construction activities for the base building "white boxes" and fit-out for retailers such as Milton's, Sports Authority, Bed Bath and Beyond, and more.

**Hudson Fire Station**

Hudson, MA

\$ 6,250,000

Owner Representative for design and construction of a 21,000-square-foot new fire station headquarters. The project experienced the failure of the general contractor during the 3rd month of construction. Working on the Owners behalf with the law office of Mirick O'Connell, Tony was able to invoke the bond, negotiate the takeover agreement and guide the new contractor to successful completion under budget.

**Worcester Fire Fighters Memorial**

Worcester, MA

\$ N/A

Tony performed cost analysis and constructability reviews of the five finalists designs for the City's memorial to six fallen fire fighters of the Worcester Fire Department. Presented findings relative to construction means and methods, cost effective/prohibitive design elements, and long-term maintenance concerns. He continues to provide cost estimating and permitting assistance on a volunteer basis to Worcester Fire Fighters Memorial Inc.



PROJECT EXPERIENCE FOR ANTHONY DiLUZIO (CONTINUED)

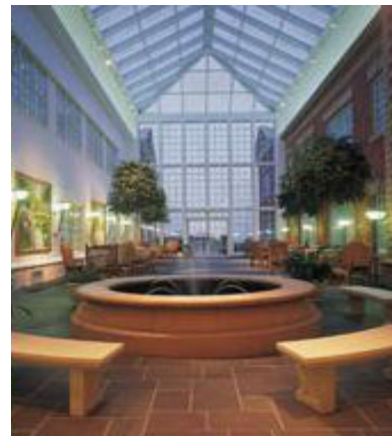
COST

MBNA America

Camden-Belfast, ME

\$ 30,000,000

Tony was the Project Executive for the Construction of a new 230,000sf Telemarketing Call and Operations Center (completed in under 8 months), 11,000sf, Early Education Facility on the site of the Operations Center; and a 22-acre Executive Conference Center with full amenities, 6 executive guest homes, tennis and basketball courts. Responsibilities included staffing and managing a 3 person office to provide project management services reporting to the Owners corporate development office located in Delaware. Project completed in 3 years.



REQUIRED DOCUMENTATION

FINANCIAL STABILITY

Cardinal Construction has the fiscal strength, stability, and insurance backing to provide OPM services for the West Boylston Police Department Facility Project, all current projects and any foreseeable projects. We will be more than happy to provide you with evidence of our Financial stability at the appropriate time.

LEGAL ADMINISTRATIVE ACTIONS

Cardinal has never been the subject of a claim for negligence or willful misconduct, errors, omissions, professional liability claim or any type of claim for damages.





CARDCON-01

LBOULAY

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

8/5/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

| | | |
|---------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------|
| PRODUCER G.M. Abodeely Insurance Agency, Inc. 135 Thompson Road Webster, MA 01570 | CONTACT NAME: Lori Boulay | |
| | PHONE (A/C, No, Ext): (508) 943-1221 FAX (A/C, No): (508) 943-1517 | |
| INSURED Cardinal Construction Inc. 10 East Worcester Street, Floor 3A Worcester, MA 01604 | E-MAIL ADDRESS: | |
| | INSURER(S) AFFORDING COVERAGE | NAIC # |
| | INSURER A : Lloyds of London | 27774 |
| | INSURER B : | |
| | INSURER C : | |
| | INSURER D : | |
| | INSURER E : | |
| | INSURER F : | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADDL INSD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------|--------------------|-------------------------|-------------------------|----------------------------------------------------------------------|
| | COMMERCIAL GENERAL LIABILITY | | | | | | |
| | <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR | | | | | | EACH OCCURRENCE \$ |
| | | | | | | | DAMAGE TO RENTED PREMISES (Ea occurrence) \$ |
| | | | | | | | MED EXP (Any one person) \$ |
| | | | | | | | PERSONAL & ADV INJURY \$ |
| | GEN'L AGGREGATE LIMIT APPLIES PER: | | | | | | GENERAL AGGREGATE \$ |
| | <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC | | | | | | PRODUCTS - COMP/OP AGG \$ |
| | OTHER: | | | | | | \$ |
| | AUTOMOBILE LIABILITY | | | | | | |
| | <input type="checkbox"/> ANY AUTO | | | | | | COMBINED SINGLE LIMIT (Ea accident) \$ |
| | <input type="checkbox"/> ALL OWNED AUTOS | <input type="checkbox"/> SCHEDULED AUTOS | | | | | BODILY INJURY (Per person) \$ |
| | <input type="checkbox"/> HIRED AUTOS | <input type="checkbox"/> NON-OWNED AUTOS | | | | | BODILY INJURY (Per accident) \$ |
| | | | | | | | PROPERTY DAMAGE (Per accident) \$ |
| | | | | | | | \$ |
| | UMBRELLA LIAB | | | | | | EACH OCCURRENCE \$ |
| | EXCESS LIAB | <input type="checkbox"/> OCCUR | | | | | AGGREGATE \$ |
| | <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$ | <input type="checkbox"/> CLAIMS-MADE | | | | | \$ |
| | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY | | | | | | |
| | ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) | <input type="checkbox"/> Y / <input type="checkbox"/> N | | | | | PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> |
| | If yes, describe under DESCRIPTION OF OPERATIONS below | | N / A | | | | E.L. EACH ACCIDENT \$ |
| | | | | | | | E.L. DISEASE - EA EMPLOYEE \$ |
| | | | | | | | E.L. DISEASE - POLICY LIMIT \$ |
| A | Professional E&O | | | PSD01107608 | 01/29/2015 | 01/29/2016 | Ea Claim & Aggregate 2,000,000 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

CANCELLATION

| | |
|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Town of Hubbardston 7 Main St Hubbardston, MA 01542 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. |
| | AUTHORIZED REPRESENTATIVE <i>Lou P. Boulay</i> |

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CARDCON-01

LBOULAY

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
8/5/2015

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

| | | |
|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|--------|
| PRODUCER G.M. Abodeely Insurance Agency, Inc. 135 Thompson Road Webster, MA 01570 | CONTACT NAME: Lori Boulay | |
| | PHONE (A/C, No, Ext): (508) 943-1221 FAX (A/C, No): (508) 943-1517 | |
| INSURED Cardinal Construction Inc. 10 East Worcester Street, Floor 3A Worcester, MA 01604 | E-MAIL ADDRESS: | |
| | INSURER(S) AFFORDING COVERAGE | NAIC # |
| | INSURER A : Hartford Fire Ins. Co. | |
| | INSURER B : Trumbull Insurance Company | |
| | INSURER C : Hartford Insurance Company | |
| | INSURER D : | |
| INSURER E : | | |
| INSURER F : | | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADDL INSD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------|---------------|-------------------------|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A | <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER: | | | 08UUNQT9668 | 08/14/2014 | 08/14/2015 | EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 |
| B | <input checked="" type="checkbox"/> AUTOMOBILE LIABILITY ANY AUTO <input type="checkbox"/> SCHEDULED AUTOS ALL OWNED AUTOS <input type="checkbox"/> NON-OWNED AUTOS HIRED AUTOS <input type="checkbox"/> | | | 08UENQT9669 | 08/14/2014 | 08/14/2015 | COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ |
| C | <input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000 | | | 08RHUQT9671 | 08/14/2014 | 08/14/2015 | EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 |
| C | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) if yes, describe under DESCRIPTION OF OPERATIONS below | Y/N N | N/A | 08WEQT9670 | 09/13/2014 | 09/13/2015 | <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

CANCELLATION

Town of Hubbardston
7 Main St
Hubbardston, MA 01452

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

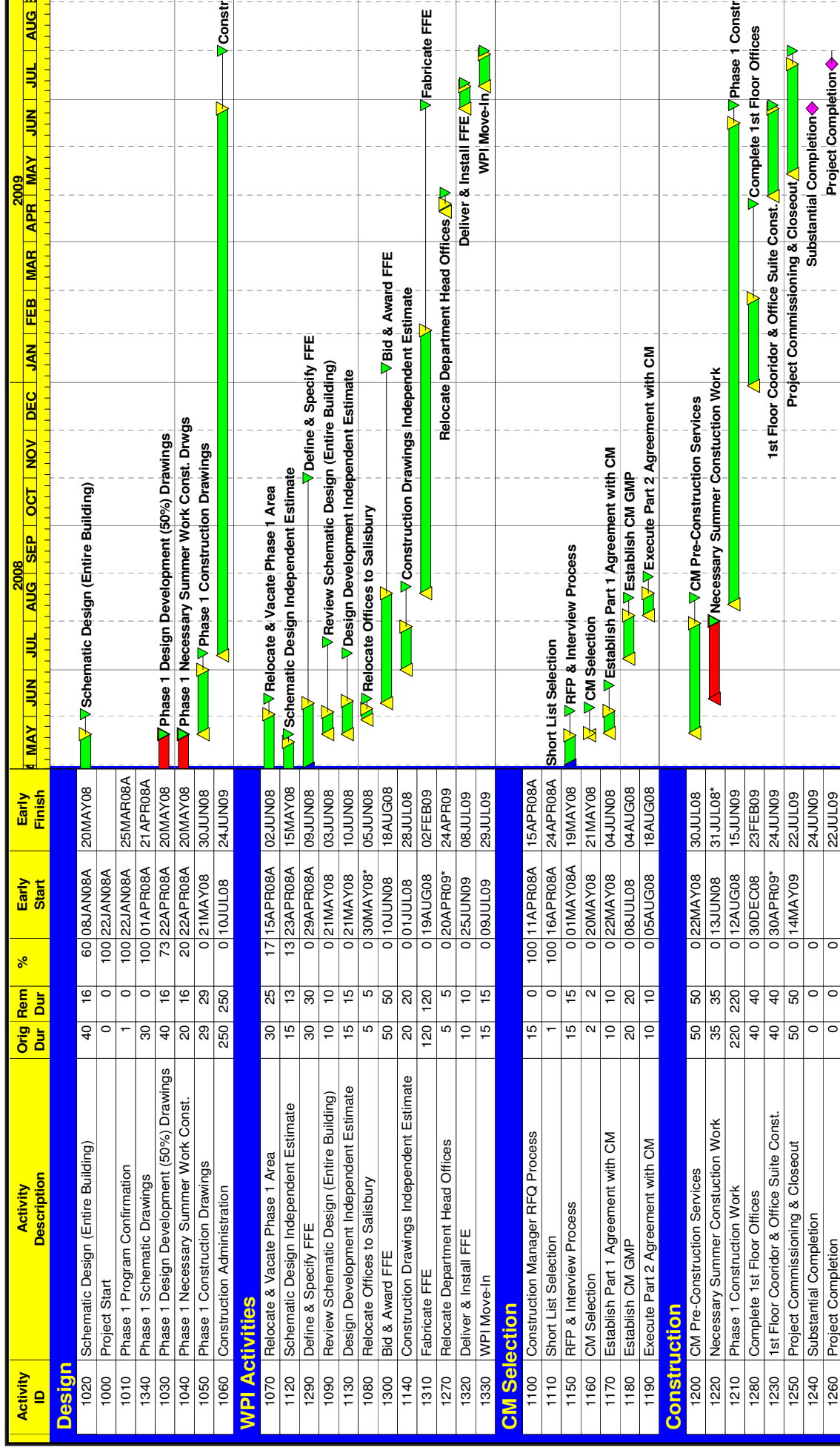
AUTHORIZED REPRESENTATIVE

Lori P. Boulay

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SAMPLE DOCUMENTS

| Project Budget | Updated: 15-Jan-09 | | | | | |
|------------------------------------------------------|-------------------------|---------------------------|-----------------------------|---------------|-----------------------|------------------------|
| Sample Project | 15-Apr-08 | 15-Jun-08 | 15-Aug-08 | 18-Sep-08 | 15-Dec-08 | 15-Jan-09 |
| | Total at Concept Design | Total at Schematic Design | Total at Design Development | Total at GMP | Budget Update 12/1/08 | Budget Update 01/09/09 |
| Construction Costs | | | | | | |
| A. Construction | | | | | | |
| 1 Construction | \$ 7,300,000 | \$ 7,200,000 | \$ 7,248,122 | \$ 7,287,019 | \$ 7,342,770 | \$ 7,342,829 |
| 2 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3 | | | | | | |
| 4 Subtotal Construction Cost Before Contingency | \$ 7,300,000 | \$ 7,200,000 | \$ 7,248,122 | \$ 7,287,019 | \$ 7,342,770 | \$ 7,342,829 |
| 5 Construction Contingency | \$ 730,000 | \$ 720,000 | \$ 685,836 | \$ 276,618 | \$ 276,618 | \$ 276,618 |
| 6 | | | | | | |
| 7 Total Construction Costs | \$ 8,030,000 | \$ 7,920,000 | \$ 7,933,958 | \$ 7,563,637 | \$ 7,619,388 | \$ 7,619,447 |
| Soft Costs | | | | | | |
| A. Equipment | | | | | | |
| 8 Furniture, Fixtures & Equipment | \$ 300,000 | \$ 300,000 | \$ 350,000 | \$ 350,000 | \$ 370,000 | \$ 330,000 |
| 9 Voice, Data, Video & Security Cabling & Equipment | \$ 360,000 | \$ 360,000 | \$ 350,587 | \$ 350,587 | \$ 350,587 | \$ 356,587 |
| 10 Audio/Visual Equipment | \$ 130,000 | \$ 125,000 | \$ 125,000 | \$ 109,703 | \$ 109,703 | \$ 74,000 |
| 11 | | | | | | |
| 12 | | | | | | |
| 13 Subtotal Equipment | \$ 790,000 | \$ 785,000 | \$ 825,587 | \$ 810,290 | \$ 830,290 | \$ 760,587 |
| B. Architectural/Engineering | | | | | | |
| 14 Architectural & Engineering Fee | \$ 803,000 | \$ 712,800 | \$ 712,800 | \$ 712,800 | \$ 712,800 | \$ 712,800 |
| 15 Architectural & Engineering Expenses | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 50,000 | \$ 50,000 | \$ 40,294 |
| 16 Hazardous Materials Analysis & Report | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 15,000 | \$ 12,800 | \$ 12,800 |
| 17 Signage & Furniture Design | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| 18 Site Surveys | \$ 20,000 | \$ 20,000 | \$ 185,000 | \$ 185,000 | \$ 185,000 | \$ 185,000 |
| 19 | | | | | | |
| 20 Subtotal Arch/Engineering | \$ 923,000 | \$ 832,800 | \$ 997,800 | \$ 977,800 | \$ 975,600 | \$ 965,894 |
| C. Administrative Costs | | | | | | |
| 21 Building Permit (in Construction cost) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 22 Inspections/Testing | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 30,000 | \$ 30,000 | \$ 22,600 |
| 23 Insurance - Builders Risk | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 16,500 | \$ 16,500 | \$ 16,500 |
| 24 Facility Art | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| 25 Legal Expenses | \$ 10,000 | \$ - | \$ - | \$ - | \$ - | \$ - |
| 26 Commissioning | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| 27 Misc. Expenses | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| 28 Relocation Expenses | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 |
| 29 Decontamination | \$ 10,000 | \$ 10,000 | \$ 20,000 | \$ - | \$ - | \$ - |
| 30 Hazardous Material Disposal | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 60,000 | \$ 25,000 | \$ 25,000 |
| 31 Abatement | \$ 80,000 | \$ 80,000 | \$ 80,000 | \$ 170,000 | \$ 170,000 | \$ 170,000 |
| 32 Project Management & Estimating | \$ 195,000 | \$ 195,000 | \$ 195,000 | \$ 195,000 | \$ 190,800 | \$ 190,800 |
| 33 Signage | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 40,000 | \$ 40,000 | \$ 27,364 |
| 34 Subtotal Administrative Costs | \$ 605,000 | \$ 595,000 | \$ 605,000 | \$ 646,500 | \$ 607,300 | \$ 587,264 |
| D. Subtotal Soft Costs before Contingencies | \$ 2,318,000 | \$ 2,212,800 | \$ 2,428,387 | \$ 2,434,590 | \$ 2,413,190 | \$ 2,313,745 |
| E. Owner Contingencies | | | | | | |
| 35 Construction Contingency | \$ 803,000 | \$ 792,000 | \$ 724,812 | \$ 775,944 | \$ 745,518 | \$ 453,397 |
| 36 Soft Cost Contingency | \$ 231,800 | \$ 221,280 | \$ 242,839 | \$ 269,129 | \$ 269,129 | \$ 269,129 |
| 37 Subtotal Owner Contingency | \$ 1,034,800 | \$ 1,013,280 | \$ 967,651 | \$ 1,045,073 | \$ 1,014,647 | \$ 722,526 |
| 38 Total Soft Costs | \$ 3,352,800 | \$ 3,226,080 | \$ 3,396,038 | \$ 3,479,663 | \$ 3,427,837 | \$ 3,036,271 |
| 39 Subtotal Project Budget Before Added Scope | \$ 11,382,800 | \$ 11,146,080 | \$ 11,329,996 | \$ 11,043,300 | \$ 11,047,225 | \$ 10,655,718 |
| F. Additional Scope | | | | | | |
| 40 Additional Classroom & Lab Renovation | \$ 850,000 | \$ 850,000 | \$ 738,000 | \$ 738,000 | \$ 738,000 | \$ 738,000 |
| 41 | | | | | | |
| 42 Subtotal Added Scope | \$ 850,000 | \$ 850,000 | \$ 738,000 | \$ 738,000 | \$ 738,000 | \$ 738,000 |
| 43 Total Project Budget/Cost | \$ 12,232,800 | \$ 11,996,080 | \$ 12,067,996 | \$ 11,781,300 | \$ 11,785,225 | \$ 11,393,718 |
| G. Collateral Costs | | | | | | |
| 44 | | | | | | |
| 45 | | | | | | |
| 46 Total Collateral Costs | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 47 Total Project Budget with Collateral Costs | \$ 12,232,800 | \$ 11,996,080 | \$ 12,067,996 | \$ 11,781,300 | \$ 11,785,225 | \$ 11,393,718 |
| 48 Total Contingency Included in Budget | \$ 1,764,800 | \$ 1,733,280 | \$ 1,653,487 | \$ 1,321,691 | \$ 1,291,265 | \$ 999,144 |
| 49 Current GMP Contingency Savings | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 127,253 |
| 50 Adjusted Total Project Contingency | \$ 1,764,800 | \$ 1,733,280 | \$ 1,653,487 | \$ 1,321,691 | \$ 1,291,265 | \$ 1,126,397 |
| 51 Percent (%) Contingency to "Total Project Budget" | 14.43% | 14.45% | 13.70% | 11.22% | 10.96% | 8.77% |
| 52 Percentage (%) "Bought-Out" | 0.00% | 0.00% | 0.00% | 10.00% | 85.00% | 95.00% |



11/DEC/07

23/JUL/09

29/APR/08

09/MAY/08 16:51

Start Date

Finish Date

Data Date

Run Date

▼ Early Bar

▼ Float Bar

▼ Progress Bar

▼ Critical Activity

WPIG

Worcester Polytechnic Institute

WPI - Goddard Hall Renovations

Classic Schedule Layout

Sheet 1 of 1

Date

Revision

Checked

Approved

© Primavera Systems, Inc.

| Sample Project | | Projected Cash Flow | | | | | | | | | | |
|---------------------------------------------------|------------------------------|---------------------|------------------|---------|---------|---------|---------|---------|-----------|-----------|---------------------------------|------------|
| | | Updated: 3-Feb-09 | | | | | | | | | | |
| Description | Total Committed or Projected | Costs thru 12/30/08 | Remaining to Pay | Jan-09 | Feb-09 | Mar-09 | Apr-09 | May-09 | Jun-09 | Jul-09 | Total Projected to Paid FY 2009 | Remaining |
| Hard/Construction Costs | | | | | | | | | | | | |
| Pre-Construction | 150,000 | - | 150,000 | - | 19,000 | 10,000 | 10,000 | 20,000 | 20,000 | 20,000 | 99,000 | 51,000 |
| Construction | 54,416,000 | - | 54,416,000 | | | | | - | - | - | - | 54,416,000 |
| Soft Costs | | | | | | | | | | | | |
| Equipment | | | | | | | | | | | | |
| Furniture, Fixtures & Equipment | 980,000 | | 980,000 | | | | | | | | | 980,000 |
| Voice, Data, Video & Security Cabling & Equipment | 500,000 | | 500,000 | | | | | | | | | 500,000 |
| Audio/Visual Equipment | 220,000 | | 220,000 | | | | | | | | | 220,000 |
| Signage | 50,000 | | 50,000 | | | | | | | | | 50,000 |
| Architectural/Engineering | | | | | | | | | | | | |
| Architectural & Engineering Fees | 3,133,806 | | | | | | | | | | | |
| A/E Fees - Schematic Design (17%) | 532,746 | 99,750 | 432,996 | 59,850 | 39,900 | 120,000 | 150,000 | 63,246 | | | 532,746 | 0 |
| A/E Fees - Design Development (20%) | 626,761 | - | 626,761 | - | - | - | - | 50,000 | 100,000 | 150,000 | 300,000 | 326,761 |
| A/E Fees - Construction Documents (36%) | 1,128,170 | - | 1,128,170 | - | - | - | - | - | - | - | - | 1,128,170 |
| A/E Fees - Bidding Phase (2%) | 62,676 | - | 62,676 | - | - | - | - | - | - | - | - | 62,676 |
| A/E Fees - Construction (25%) | 783,452 | - | 783,452 | - | - | - | - | - | - | - | - | 783,452 |
| Architectural & Engineering Expenses | 150,000 | 837 | 149,163 | 1,699 | 1,702 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 14,238 | 135,762 |
| Hazardous Materials Analysis & Report | 5,000 | - | 5,000 | | | | | | 5,000 | | 5,000 | - |
| Geotechnical Report | 40,000 | 5,620 | 34,380 | 25,000 | 9,380 | | | | | | 40,000 | - |
| Environmental Studies | 25,000 | | 25,000 | 10,000 | 15,000 | | | | | | 25,000 | - |
| Site Surveys | 10,000 | | 10,000 | | | | | 10,000 | | | 10,000 | - |
| Displacement/Relocation Expenses | 50,000 | | 50,000 | | | | | | | | | 50,000 |
| Misc. Expenses | 20,000 | 595 | 19,405 | | | | | 1,000 | 1,000 | 1,000 | 3,595 | 16,405 |
| Administrative | | | | | | | | | | | | |
| Inspection/Testing | 130,000 | | 130,000 | | | | | | | | | 130,000 |
| Builders Risk Insurance | 40,000 | | 40,000 | | | | | | | | | 40,000 |
| Facility Art | 10,000 | | 10,000 | | | | | | | | | |
| Commissioning | 90,000 | | 90,000 | | | | | | | | | 90,000 |
| Project Management | 310,000 | 72,300 | 237,700 | 7,230 | 7,230 | 7,230 | 7,230 | 7,230 | 7,230 | 7,230 | 122,910 | 187,090 |
| Estimating | 20,000 | | 20,000 | | 5,000 | | 7,500 | | | 7,500 | 20,000 | - |
| Utility Connection Fees | 250,000 | | 250,000 | | | | | | | 20,000 | 20,000 | 230,000 |
| Owner Contingencies | | | | | | | | | | | | |
| Construction Contingency | 1,718,160 | | 1,718,160 | | | | | | | | | 1,718,160 |
| Soft Cost Contingency | 603,381 | | 603,381 | - | - | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 25,000 | 578,381 |
| Additional Scope | | | | | | | | | | | | |
| Hazardous Material Abatement | 10,000 | | 10,000 | | | | | | | | | 10,000 |
| Contaminated Soil | 100,000 | | 100,000 | | | | | | | | | 100,000 |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| Total: | 63,031,346 | 179,102 | 62,852,244 | 103,779 | 97,212 | 144,230 | 181,730 | 158,476 | 140,230 | 212,730 | 1,217,490 | 61,803,856 |
| Cumulative Total: | | | | 282,881 | 380,094 | 524,324 | 706,054 | 864,530 | 1,004,760 | 1,217,490 | | |

| Project: <div>Sample Project</div> | | | | | | | | | | | | | |
|-------------------------------------------------------------------|--------------------|----|-------------------------------------------------------|--|-------------------------------------------------------|--|------------------------------------------------------|--|-------------------------------------------------------|--|-----------------|--|--|
| Trade: | Window Replacement | | Company: | | Subcontractor A | | Subcontractor B | | Subcontractor C | | Subcontractor D | | |
| Updated: November 30, 2009 | | | A Address A City, MA Jane Doe (508) 555-1212 | | B Address B City, MA John Doe (508) 555-1212 | | C Address C City, MA Jen Doe (508) 555-1212 | | D Address D City, MA Jeff Doe (508) 555-1212 | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| Base Bid Amount: | | \$ | 725,000 | | | | | | | | | | |
| Adjustments from Below: | | \$ | 10,000 | | | | | | | | | | |
| Adjusted Total: | | - | 735,000 | | | | | | | | | | |
| Contingency: | | - | - | | | | | | | | | | |
| Total Adjusted Bid: | | - | 735,000 | | | | | | | | | | |
| Budget Amount: | | | 750,000 | | | | | | | | | | |
| Amount (Over) or Under Budget: | | - | 15,000 | | | | | | | | | | |
| Window Replacement | | | | | | | | | | | | | |
| Demolition | | - | 10,000 | | | | | | | | | | |
| Permits | | | Included | | | | | | | | | | |
| Remove Existing Windows | | | Included | | | | | | | | | | |
| Dispose Existing Windows | | | Included | | | | | | | | | | |
| Temporary Protection of Opening (as necessary) | | | 10,000 | | | | | | | | | | |
| Prepare Existing Openings to Receive New Windows | | | Included | | | | | | | | | | |
| Remove Ferrous Material prior to Covering with Panning | | | Included | | | | | | | | | | |
| Windows | | | | | | | | | | | | | |
| 490 ea - Total Windows | | - | - | | | | | | | | | | |
| Window Type A | | | Included | | | | | | | | | | |
| Window Type B | | | Included | | | | | | | | | | |
| Window Type F | | | Included | | | | | | | | | | |
| Window Type G | | | Included | | | | | | | | | | |
| Window Type EX | | | Included | | | | | | | | | | |
| Low E, Insulating Glass | | | Included | | | | | | | | | | |
| Window Installation | | | | | | | | | | | | | |
| Saging/Ladders/Lifts to Install Windows | | - | 15,000 | | | | | | | | | | |
| Window Installation | | | Included | | | | | | | | | | |
| Furnish and Install Panning | | | Included | | | | | | | | | | |
| Furnish and Install New PT Blocking | | | Included | | | | | | | | | | |
| Furnish and Install New PT Shims | | | Included | | | | | | | | | | |
| Batt Insulation (Detail 8 on A4.1) | | | Included | | | | | | | | | | |
| Types A & F - Sealant & Backer Rod @ Perimeter (Detail 6 on A4.1) | | | Included | | | | | | | | | | |
| Type D - New PTD AZEK Trim Board @ Head, Jam & Sill | | | Included | | | | | | | | | | |
| Patch & Repair Wood Trim (Detail 3 on A5.1) | | | Included | | | | | | | | | | |
| General | | | | | | | | | | | | | |
| Insurance Requirements | | - | - | | | | | | | | | | |
| Plans - dated 10-08-09 | | | Included | | | | | | | | | | |
| Specifications (Section 08500) | | | Included | | | | | | | | | | |
| Addendum #1 | | | Included | | | | | | | | | | |
| Total Adjustments: | | | | | | | | | | | | | |
| | | - | 10,000 | | | | | | | | | | |
| Alternates | | | | | | | | | | | | | |
| #1 Remove & Replace Sliding Doors | | | 55,000 | | | | | | | | | | |
| #2 | | | | | | | | | | | | | |
| Sub-Total Alternates: | | | 55,000 | | | | | | | | | | |
| Total Including Adjustments & Alternates: | | | 790,000 | | | | | | | | | | |
| Total Adjusted Budget: | | | 815,000 | | | | | | | | | | |
| Difference From Budget (Including Alternates): | | 0 | 25,000 | | | | | | | | | | |

Master Punch List

| Sample Project | | | Updated: 31-Oct-05 | | | |
|---------------------------------------------------------------------|-------------|-----------------|--------------------|------------|----------|-----------|
| Description | Location | Area/ Room # | North/East | Wall/Floor | Status | Value |
| | | South/West | Ceiling/Door | | | |
| Site Work | | | | | | |
| Missing Plantings | Landscaping | | South | | Complete | \$ - |
| Missing Cross-Hatch Painting at Handicap Ramp | Sidewalk | Entry | South | HC Ramp | Open | \$ 2,000 |
| Patch high roof extreme south east corner | High Roof | Roof | North | | Complete | \$ - |
| Trim back insulation - repair cover | Low Roof | Roof | West | | Complete | \$ - |
| Architectural | | | | | | |
| All welds need to be covered with galvacon | A Wing | A200 | West | Ceiling | Complete | \$ - |
| Clean off mortar from flashing | B Wing | Masonry | South | Wall | Open | \$ 3,000 |
| Patch Paint | B Wing | B202 | West | Wall | Open | \$ 500 |
| Missing 3rd Coat of Paint | C Wing | C150 | North | Wall | Open | \$ 2,000 |
| Repair Door Hardware | D Wing | D105 | South | Door | Open | \$ 1,000 |
| HVAC | | | | | | |
| Pipe labels, flow arrows and valve tags missing | General | | | | Complete | \$ - |
| O&M Manuals and record drawings missing | General | | | | Open | \$ 10,000 |
| Final Balancing Report | General | | | | Open | \$ 15,000 |
| Plumbing | | | | | | |
| Pipe labels, flow arrows and valve tags missing. | General | | | | Complete | \$ - |
| O&M Manuals and record drawings missing. | General | | | | Complete | \$ - |
| Mop hanger missing. | A Wing | A139 | East | | Open | \$ 2,000 |
| Remove tape from floor drain and hose bibb. | D Wing | D017 | North | | Open | \$ 500 |
| Fire Protection | | | | | | |
| Add a label to the sprinkler drain. | A Wing | A154 | East | | Complete | \$ - |
| Pipe sprinkler system backflow preventer relief to drain. | D Wing | D019 | West | | Open | \$ 2,000 |
| Pipe pumper connection ball drip valve to drain. | D Wing | D019 | North | | Open | \$ 5,000 |
| Remove tape from sprinkler head. | D Wing | D121 | North | | Complete | \$ - |
| Remove tape from sprinkler head. | D Wing | D209 | West | | Complete | \$ - |
| Electrical | | | | | | |
| Install missing electrical and fire alarm system device coverplates | A Wing | A123 | North | Wall | Complete | \$ - |
| Remove panelboard for temporary electrical service | B Wing | B101 | South | Panel | Complete | \$ - |
| Clean lenses on all central corridor light fixtures | C Wing | C110 | West | Ceiling | Open | \$ 5,000 |
| Provide hospital grade receptacle as indicated on drawings | C Wing | C209 | West | South Wall | Open | \$ 1,000 |
| General/Close-Out | | | | | | |
| Remaining O&M documentation | General | | | | Complete | \$ - |
| As-Built Drawings | General | | | | Complete | \$ - |
| Roof Warranty | General | | | | Open | \$ 20,000 |
| | | | | | Total: | \$ 69,000 |

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