



Project
Leaders

A Division of Colliers Engineering & Design

Town of Richmond Town Center

Organizational Project Management Services

September 4, 2025

Prepared for

Duncan Wardwell
Deputy Town Manager
Town of Richmond

Prepared by

Derek Osterman, Assoc. AIA, LEED AP
Regional Director, Project Management Services
Colliers Project Leaders

Accelerating success.

Contents



I. Cover Letter

II. Experience and Qualifications

III. Approach and Methodology

IV. Project Timeline

V. Budget Proposal

VI. References



September 4, 2025

Duncan Wardwell
Deputy Town Manager
Town of Richmond
203 Bridge Street
Richmond, VT 05477

Subject: *Proposal to Provide Organizational Project Management Services for the Town Center*

Dear Mr. Wardwell:

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 project management 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 Town of Richmond.

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+ years of experience managing complex capital improvement projects for public-sector clients, from large, multi-phased developments to smaller, community-focused initiatives
- Understanding of the issues, expectations, communications needs, and protocols specific to municipal building types as well as the many guidelines, policies and procedures of publicly funded projects, including those supported by bond referendum approval
- Extensive experience and knowledge with the construction, renovation, modernization, relocation, and/or redevelopment of various municipal facilities, including historic Town Centers and Police Stations
- 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
- Leadership in the field of sustainability resulting in streamlined processes for LEED requirements as well as valuable life-cycle cost savings with strong attention to operations and maintenance issues

Colliers Project Leaders is also a leading 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 Town of Richmond with the best expertise, representation, and service for your project.

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 project management services will provide the Town 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 Richmond through specific milestone requirements and help build a facility that will address the present and future needs of your community.

I am personally committed to helping you meet your objectives. If you have any questions or require additional information, you can contact me at derek.osterman@collierseng.com or 617 997 3047.

Sincerely,

A handwritten signature in black ink, appearing to read "Derek Osterman", with a long horizontal line extending to the right.

Derek Osterman, Assoc. AIA, LEED AP
Regional Director, Project Management Services



Colliers Project Leaders

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

Our Project Management team provides clients with managerial, technical and analytical support for the planning, design, construction, and commissioning of major capital construction projects. Our work has been guided by a belief that many cities and towns 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 130 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.

Municipal Experience

Colliers Project Leaders has a well-established reputation for providing project management 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, we have 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 Richmond through the process.

For more than two decades, we have provided project management 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 sample of our local clients. ***In addition, we have also provided descriptions that highlight projects of a similar nature at the end of this section.***

Municipal Experience		
Clients		
Borough of Ridgefield	Town of Amherst	Town of North Haven
City of Beverly	Town of Ashby	Town of Northfield
City of Bristol	Town of Bloomfield	Town of Oxford
City of Chicopee	Town of Branford	Town of Rocky Hill
City of Fitchburg	Town of Cheshire	Town of Scituate
City of Pawtucket	Town of Dover	Town of South Hadley
City of Somerville	Town of Dudley	Town of Stonington
Connecticut Service Plazas	Town of Fairfield	Town of West Boylston
County of Ocean	Town of Hadley	Town of West Springfield
CT Dept. of Administrative Services	Town of Hampden	Town of Westminster
Franklin Regional Transit Authority	Town of Longmeadow	Town of Westwood
Massachusetts Dept. of Transportation	Town of Madison	Town of Williamstown
Rhode Island State Police	Town of Newington	Town of Windham

Local Government Collaboration & Municipal Bond Votes

Colliers Project Leaders has extensive experience guiding municipalities through effective public outreach to support successful project approvals. We assist with planning and delivering targeted communication strategies including public forums, presentations to community groups, surveys, and controlled messaging to build understanding and support for the project. Our public outreach program is designed to foster transparency, engagement, and momentum from the earliest stages through the vote.

We understand that successful community buy-in starts early. Our approach includes clear communication of project needs and benefits, collaboration with local leaders, strategic messaging, and support for “get out the vote” efforts. We also help address community concerns through active listening and engagement. Additional support includes organizing listening sessions, writing press releases, hosting site visits, and coordinating milestone events like groundbreakings and ribbon cuttings. Our proven outreach methods help generate the awareness and trust needed to move projects forward with confidence.

Historic Building Preservation Experience

Colliers Project Leaders recognizes that a key component of the Town Center Project is the preservation of its historic elements while completing projects that rehabilitate, modernize, and increase accessibility, efficiency, and resiliency. Our team has provided or is currently providing project management services for several renovations of historically significant buildings throughout the Northeast. Our team has provided or is currently providing owner's project management services for several renovations of historically significant buildings throughout the Northeast. Highlights include:

- Beverly City Hall
- Fitchburg's City Hall Campus & Public Library
- West Springfield Public Library
- Amherst's Jones Library
- Madison's E.C. Scranton Memorial Library
- North Adams' Colegrove Park Elementary School
- Choate Rosemary Hall's Hill House
- Miss Porter's School's 60 Main Street Building
- Mount Holyoke College's Blanchard Campus Center, Art Museum, and Pratt Music Hall
- Connecticut College's Palmer Auditorium
- University of Rhode Island/ Rhode Island College/Brown University's Nursing Education Center
- First Church of Christ Scientist
- The Frick Collection
- The Metropolitan Museum of Art
- The Hispanic Society Museum & Library



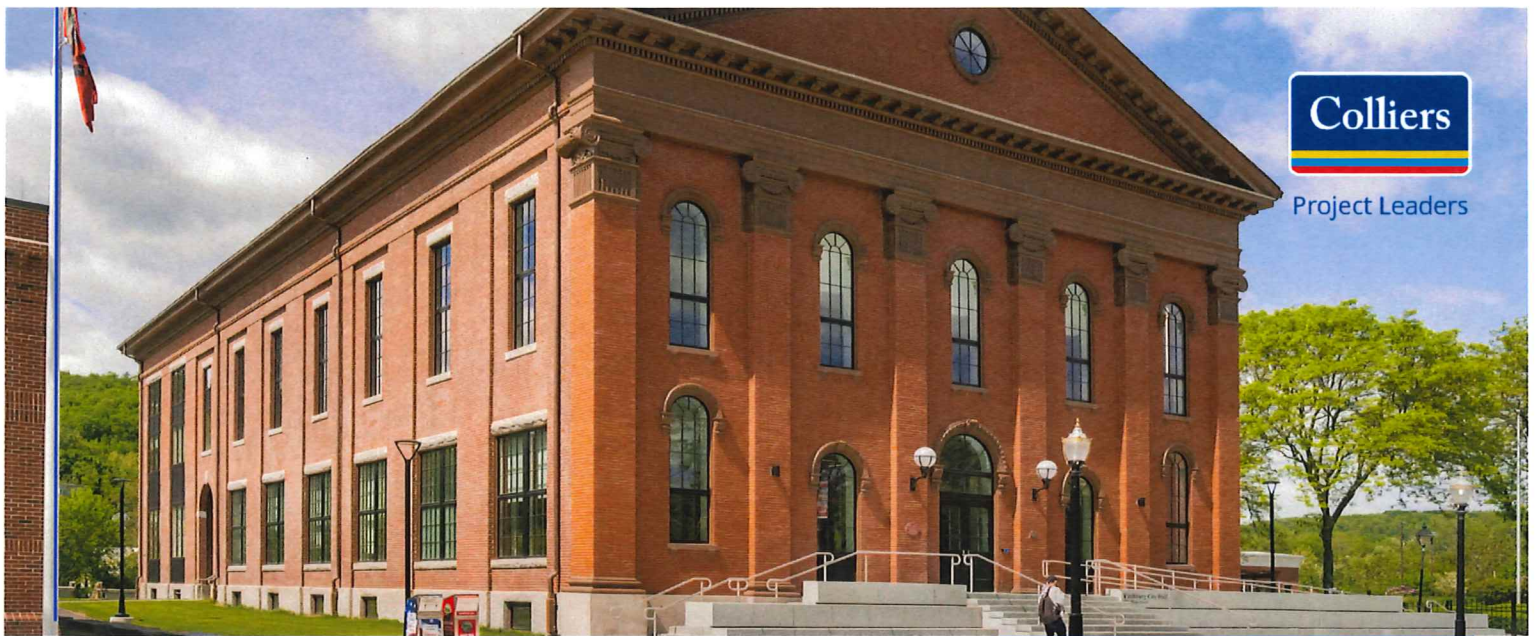
City of Fitchburg, MA
City Hall Campus



Town of Amherst, MA
Jones Library



Town of West Springfield, MA
West Springfield Public Library



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

Client Contact

Mary Delaney

Chief Procurement Officer

978 829 1850



City of Beverly

Beverly City Hall Renovation

Beverly, MA

Project Overview

Colliers Project Leaders has been engaged to provide project management services for the design, construction, and renovation of the Beverly City Hall. Originally constructed in 1785 as the Andrew Cabot Mansion, the City Hall was most recently remodeled in 1933-34. Beverly City Hall is physically connected to a recently vacated Police Station. The adjacent Police Station was originally built in 1938 and used as such until the summer of 2021.

The redesigned and renovated facility will serve as the City Hall for most necessary operations with the exception of public safety, schools, and the Department of Public Works. Building design elements will be consistent with the City's efforts to reduce energy consumption and pursue clean renewable and alternative energy.

Services Overview

As project manager, Colliers Project Leaders' responsibilities through the feasibility and study phase include but are not limited to:

- Manage and facilitate the designer selection process
- Develop, review, and manage the design concept process
- Maintain a project financial status report and review monthly
- Develop a project schedule
- Manage the hiring and scope of services of the various Owner related consultants (environmental, geotechnical engineering, survey, etc.)
- Perform comprehensive design reviews of the drawings and specifications

Completion

September 2027

Project Size

22,000 gsf

Project Budget

\$25 Million

Services Provided

Project Management

Architect

TBD

Contractor

TBD

www.cplusa.com

Client Contact

David Gelineau
Purchasing Agent
978 921 6000

**Colliers**

Project Leaders

City of Bristol

Bristol City Hall Renovations

Bristol, CT

Project Overview

Colliers Project Leaders provided project management services for the Bristol City Hall Renovations Project. The intent of the scope of this project was to fully renovate the existing 61,513 square foot City Hall building, the 1,709-square-foot facilities garage on site, and update the 573-square-foot North Connector Bridge at the third level.

The drivers for this project were the necessary replacement of the nearly 60-year-old mechanical systems and modernization to be a fully accessible, ADA-compliant building. To help accomplish these goals, a new 7,158 square foot entrance atrium addition was added on the North Main Street facing side of the structure.

Services Overview

As project manager, our team provided the following services:

- Review and advise the City on project planning, implementation strategies, and procedures
- Assist the City with high level project budget development, and review and advise the City on the design team and CM's schedule development and budget, providing recommendations to the City
- Attend all meetings between the City, design team, and CM
- Assist the City with the bid evaluation and review process concerning all FF&E submissions
- Manage all construction closeout requirements with City, state, and federal agencies as required
- Prepare and issue a final close-out report including a financial reconciliation

Completion

November 2023

Project Size

66,000 gsf

Project Budget

\$31 Million

Services Provided

Project Management

Architect

QA+M Architecture

Contractor

D'Amato+Downes

www.cplusa.com

Client Contact

Roger D. Rousseau

Purchasing Agent

860 584 6195



Town of Newington

Newington Municipal Center

Newington, CT

Project Overview

Colliers Project Leaders provided project management services for the Newington Municipal Center Project, which was built in the upper parking lot between the current Town Hall and the Lucy Robbins Welles Library.

The project consisted of the construction of a new, three-story Town Hall. The existing Town Hall remained in operation during construction and was demolished after operations moved into the new building.

Services Overview

As project manager, Colliers Project Leaders' responsibilities included:

- Perform on-site observations during all periods of construction activity
- Attend all construction, coordination, and project building committee meetings for the life of the project
- Photograph project progress and document all issues
- Record of all activities, by maintaining a logbook of construction activities observed
- Document the nature and location of work being performed, as well as meetings and matters discussed
- Attend any punch list inspections performed by the Project Architect or its subconsultants
- Observe tests of materials to assure compliance with specifications
- Observe activity to make certain that safety standards are adhered to, especially for protection of the public

Completion

March 2021

Project Size

75,000 gsf

Project Budget

\$28.8 Million

Services Provided

Project Management

Architect

QA+M Architecture

Contractor

Downes Construction Company

www.cplusa.com

Client Contact

Tanya Lane

Town Manager

860 665 8510



Town of Hadley

Municipal Building Study

Hadley, MA

Project Overview

Colliers Project Leaders was engaged by the Town of Hadley to serve as project manager overseeing a municipal building study for the future development of buildings to provide public services associated with senior services, firefighting and fire prevention, parks and recreation, and general governmental services.

The Town of Hadley was preparing for the renovation and possible relocation of its existing municipal buildings including the Goodwin Memorial Library, the Hadley Senior Center, the North Hadley Village Hall, the Fire Substation, and the Town Hall.

Services Overview

Colliers Project Leaders was responsible for the following:

- Provide an initial study reviewing the program and space needs of the affected departments
- Present to the board some alternative approaches to design and construction of the project
- Assist in the preparation of RFQ/RFPs for the selection of architect/designer and other engineering services
- Assist in architect/designer selection
- Assist in the evaluation of feasibility studies and setting a timeline and schedule for taking the projects successfully through the Town meetings appropriation process

Completion

November 2016

Project Size

Senior Center: 10,000 gsf

Fire Substation: 6,000 gsf

Project Budget

Senior Center: \$5.3 Million

Fire Substation: \$2.9 Million

Services Provided

Project Management

www.cplusa.com



Borough of Ridgefield

Ridgefield Municipal Complex

Ridgefield, NJ

Project Overview

Colliers Project Leaders provided project management services for Ridgefield's new 27,000-square-foot municipal complex, a replacement of the inefficient existing Borough Hall. The modern, safe, and ADA-compliant facility houses the borough's administrative offices, municipal/court chamber, and the police and building departments.

The new municipal complex was designed to coexist with its natural surroundings, maintaining the nearby Wolf Creek tree buffer, and was constructed with energy efficient materials and technologies. The complex also includes a new streetscape and a pocket gathering spot within the Shaler Boulevard commercial zone, facilitating economic development and providing proximity to the community center.

Services Overview

Colliers Project Leaders' responsibilities included, but were not limited to:

- Review sitework shop drawing and coordinate RFI responses with design team
- Participate in progress meetings with architect and contractor
- Review, and recommend for approval, all schedule of values and pay applications related to site work
- Review the installation of construction, on site, for quality purposes
- Review the construction schedule and monitor for compliance
- Review potential change orders for cost and validity

Completion

April 2022

Project Size

27,000 gsf

Project Budget

\$22 Million

Services Provided

Project Management

Architect

DMR Architects

Contractor

Epic Management

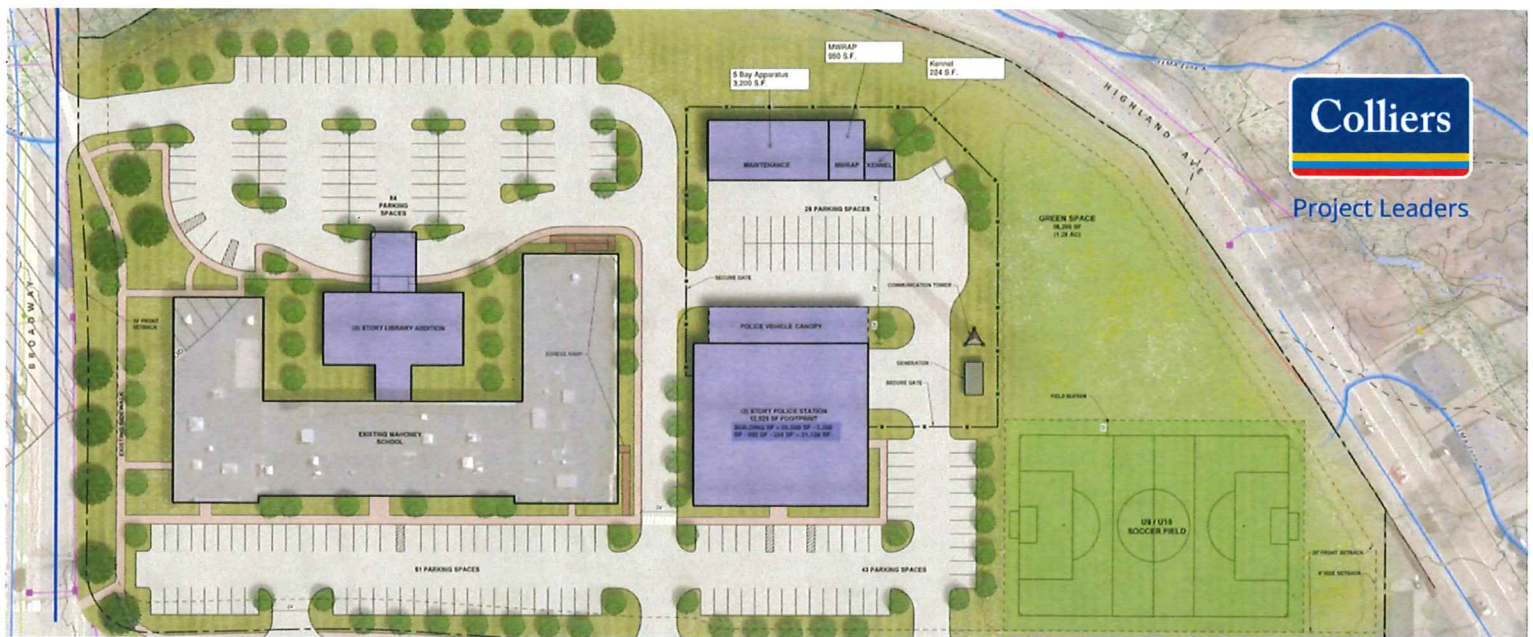
www.cplusa.com

Client Contact

Anthony Suarez

Mayor

201 943 5215 ext. 425



City of South Portland

South Portland City Hall, Police Station & Fire Station

South Portland, ME

Project Overview

Colliers Project Leaders has been engaged to provide project management services to assist the City of South Portland in the process of designing and constructing three building projects.

In summary, the renovation of the former Mahoney School building will house a City central services center, which includes City Hall, Library, Assessing, Code Enforcement, Planning, Sustainability, IT, and Economic Development Departments, and will also allow for Community Arts space. A new Police station will be constructed in the open space field on the Mahoney site. Central Fire station will be renovated and expanded at its current location after moving the Police Department and demolishing that part of the building.

Services Overview

The project is divided into three phases. Phase One includes the following:

- Assist and advise the City in determining the elements of and issuing an RFP for design and engineering services
- Serve as the City's representative and project manager in the oversight and administration of the design contract
- Provide value engineering and analysis throughout the design phase
- Advise the City on available programs for funding assistance or grant opportunities that they are be aware of to support the cost of construction
- Coordinate efforts with the design team and City staff on public information during the design process

Completion

TBD

Project Size

125,000 gsf

Project Budget

\$120 Million

Services Provided

Project Management

Architect

SMRT Architects & Engineers

Contractor

TBD

www.cplusa.com

Client Contact

Scott T. Morelli
City Manager
207 767 7606



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 through the state Board of Library Construction Grant Program.

Our team will review the schematic plans and specifications as well as for , constructability and consistency of documents between overlapping trades. The documents will be coordinated and checked for compliance with the Library building program and the requirements of state, local, and other applicable laws, codes, and regulations.

Completion

March 2027

Project Size

60,000 gsf – 80,000 gsf

Project Budget

\$46.1 Million

Services Provided

Project Management

Architect

Finegold Alexander Architects

Contractor

Fontaine Bros., Inc.

www.cplusa.com

Client Contact

Sharon Sharry
Library Director
413 259 3090



Colliers

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 geotechnical investigation and site survey
- Facilitate the contract between the Owner and the Architect
- Develop potential permitting and site logistics 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

Client Contact

Mike Reggio

Building Committee Chair

508 331 2731

Mike Bussell

Fire Chief

978 386 5522

**Colliers**

Project Leaders

Rhode Island State Police Southern Barracks

West Greenwich, RI

Project Overview

Colliers Project Leaders was engaged to provide 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 and create a safe, efficient working environment for Rhode Island State Police (RISP) personnel and citizens.

The RISP will close the existing undersized and outdated barracks, built in the 1930s in Hope Valley (4,160 sf) and Wickford (3,544 sf), and will relocate operations upon completion of the New Southern Barracks. Created in 1925, the RISP is comprised of approximately 228 sworn officers and 75 civilians who serve the citizens of Rhode Island. The new police barracks also contain an outbuilding and new K-9 kennel/training facility.

Services Overview

As project manager, Colliers Project Leaders was involved in the feasibility/pre-design, design, construction, and closeout phases. Responsibilities included, but were not limited to, establishing and managing the project's cost, quality, and schedule goals; assisting with land and utility development; working with several municipalities, county water/sewer authorities, State agencies and National Grid; overseeing State consultants including the architectural firm, commissioning agent, construction contractor, etc.; conducting Owner/architect/contractor meetings; coordinating the decommissioning of the Hope Valley and Wickford Barracks and the connection of the new barracks into the State Communication Tower system; facilitating the MEP commissioning process; training operating staff; testing systems performance; and managing the master move plan.

Completion

June 2026

Project Size

35,000 gsf

Project Budget

\$41.3 Million

Services Provided

Project Management

Architect

Kaestle Boos Associates

Contractor

Dimeo Construction Company

www.cplusa.com

Client Contact

Cecelia E. Hallahan

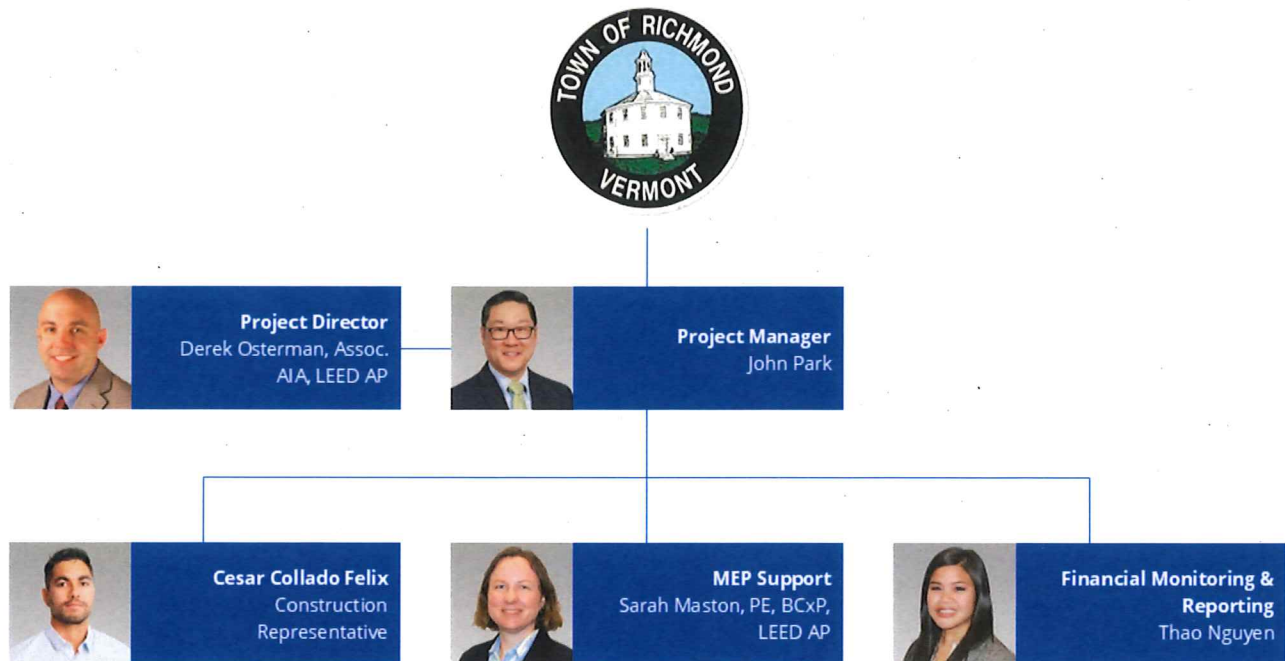
Project Manager, State of Rhode
Island

401 639 7715

Project Team

Colliers Project Leaders is confident that we are uniquely qualified to deliver the necessary project management services for the Town Center Project 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.

We are committed to serving the Town of Richmond 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 who will oversee all Colliers Project Leaders activities related to the project and ensure that the Town is well served. In addition, a Project Manager will be responsible for the day-to-day operations and the final success of the project. The Project Manager will be supported throughout the project by the team members outlined below.

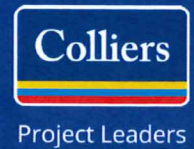


Resumes detailing the proposed project team's experience can be found on the following pages.



Derek Osterman

Assoc. AIA, LEED AP, MCPPO



Senior Director

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)

Years of Experience

24 years

Years with Firm

10 years

www.cplusa.com

Area of Expertise

Mr. Osterman is an Associate AIA with nearly 25 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 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.

United States Army Corps of Engineers – Training Centers – VT & MA

Campus planning and building design services for Armed Forces Training Centers including the Armed Forces Reserve Center – Rutland and White River Junction and Fort Devens Training Center.

Maine Maritime Academy – Waterfront Redevelopment – Castine, ME

Project management services for Maine Maritime Academy's Waterfront Redevelopment. The \$40 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. The project will incorporate requirements of the NSMV, increase current floating dock space by 200 linear feet, strengthen/replace the sheet pile supporting the current parking lots, and strengthen/replace current pier to handle heavy equipment loads.

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.

City of Haverhill – Merrimack Street Redevelopment – Haverhill, MA

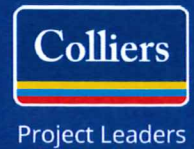
Project management/clerk of the works services for the proposed mixed-use, public-private redevelopment. The multi-phased project will include a new multi-story parking garage with 840 parking spaces and five multi-story buildings with 300+ market rate apartments, commercial retail and office space,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



John S. Park CSL

Senior Project Manager

john.park@collierseng.com



Education and Qualifications

Bachelor of Science,
Construction
Management –
Wentworth Institute of
Technology

Associate of Science,
Computer Information
Systems – New
Hampshire Technical
Institute

Associate of Applied
Science, Architectural
Engineering –
Wentworth Institute of
Technology

Accreditations and Memberships

Certified Construction
Quality Management for
Contractors, U.S. Army
Corps of Engineers
OSHA 30 Certified

Construction
Management Association
of America (CMAA),
Member

Years of Experience

17 years

Years with Firm

Less than 1 year

www.cplusa.com

Area of Expertise

Mr. Park has nearly 20 years of experience in managing projects, from the project planning phase through construction completion. John's project management experience includes successfully managing projects while working for several construction management firms before transitioning, within the last ten years, to managing projects as an Owner's Representative. John's experience is diverse in both the private and public market sectors. He has an in-depth knowledge of the public procurement regulations, managing various projects for a number of municipalities and higher education clients in the Commonwealth. As an Owner's Representative, Mr. Park is proficient in the management of projects with responsibilities including client reporting, risk identification/management, design coordination, review of the constructability issues such as site utilization, site logistics, third-party reviews, commissioning, overall scheduling, budget management, value engineering, change management, permitting, and contractor coordination and organization. John also oversees the services of the clients' third-party consultants, ensuring their services are delivered in accordance with their obligations.

Relevant Experience

City of Malden – Police Headquarters – Malden, MA

Project management services for the two-floor, 23,575 gsf new construction of a \$15.6M modern police headquarters.

MIT Investment Management Co. – United States Department of Transportation – Cambridge, MA

Project management services for construction of a new, 14-floor, 400,000 gsf office and lab building with a two-floor, 150,000 gsf underground parking garage.

City of Everett – Old Everett High School Roof Replacement – Everett, MA

Project management services for a roof replacement on the historic Old Everett High School building. The permanent occupants of the building — 200 Pre-K public school students, a resource center, and a municipal fitness center — were limited to the ground floor of the building, as the upper floors have been compromised due to water infiltration from the roof. Roof replacement will save this piece of City history and infrastructure, while also enabling the municipality to explore options building reuse, which might include additional classrooms, community spaces, rental spaces for community/social service organizations, housing, business development, and many other exciting opportunities.

City of Quincy – Quincy Schools ARP (Accelerated Repair Projects) – Quincy, MA

Project management services for boiler replacements and miscellaneous interior renovations at four school locations. Project value was \$2.5M.



Cesar Collado Felix

Project Manager

cesar.collado@collierseng.com



Project Leaders

Education and Qualifications

Master of Science
Building Quality and Risk
Management –
Universidad Politécnica
de Madrid

Master of Science
Building Construction –
Pontificia Universidad
Católica Madre y Maestra

Bachelor of Science
Architecture – Pontificia
Universidad Católica
Madre y Maestra

Years of Experience

4 years

Years with Firm

1 year

www.cplusa.com

Area of Expertise

Mr. Collado is an accomplished professional with nearly five years of experience overseeing large-scale construction projects from inception to completion. Cesar specializes in aligning projects with organizational objectives, budgets, and timelines, while ensuring strict adherence to regulatory requirements. His hands-on approach, coupled with his passion for problem-solving and meticulous attention to detail, enables him to streamline operations and foster collaborative team environments effectively. Cesar's track record includes significant achievements such as restructuring projects to achieve significant cost reductions and ROI enhancements, as well as implementing optimized maintenance processes resulting in substantial savings across various facilities.

Relevant Experience

City of Haverhill – Consentino Middle School – Haverhill, MA

Project management services during the feasibility study and schematic design phases for the design, construction, and addition and/or renovation at the Consentino Middle School.

Matthew Murrey Design – Dallas, TX

Project Assistant responsible for supporting the design team on more than 15 projects simultaneously while assisting with daily tasks and operations, as well as acting as a liaison between clients and stakeholders. Assisted the design team through the design, permitting, construction and closeout phases of projects. Prepared schedules, budgets, and documentation to report progress to stakeholders. Developed comprehensive risk assessments to proactively monitor potential deviations in project programs, quality, budgets, scope and timelines.

Gestcon – Cost Optimization Projects

Project Manager responsible for overseeing a facilities cost optimization project, reducing maintenance costs by 25% across 15 locations, exceeding the 10% reduction goal. Streamlined maintenance processes to enhance operational efficiency for multiple projects. Acted as a consultant for sustainable practices in facilities management that reduced energy consumption and costs.

Maritima Dominicana – Real Estate Project

Project Manager supervising 10 large-scale renovation projects of real estate assets totaling approximately 677,006 square feet. Negotiated with contractors to achieve cost savings, significantly reducing project expenses. Revised design, plans, and drawings prepared by contractors to ensure compliance with contractual specifications and company requirements post-contract award. Acted as an owner's representative during construction site meetings, monitoring site progress and ensuring deliverable quality in line with contract and project requirements. Reviewed contractors' invoices and requisitions with the project manager, financial, and procurement departments to ensure alignment with project progress and acceptance by the management team.



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, President-
Elect (2025-2026)

Years of Experience

29 years

Years with Firm

4 years

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 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.

Town of North Attleborough – Police Facility – North Attleborough, MA

Commissioning services for the North Attleborough Police Facility's \$2.7 Million HVAC system replacement 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.

Town of Shrewsbury – Police Station – Shrewsbury, MA

LEED commissioning services for the construction of a new 43,500 gsf Police Station consisting of offices administration areas, detention facilities, public meeting rooms, locker rooms and associated employee support areas.

Town of Norwell – Norwell Public Library – Norwell, MA

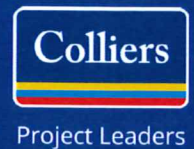
Commissioning services for the 22,300 gsf Public Library Project. The project is a single-phase, one-story building to be constructed at the site of the current library. The building is targeting LEED Silver certification.



Thao Nguyen

Senior Financial Analyst

thao.nguyen@collierseng.com



Education and Qualifications

Bachelor of Arts
Accounting – Emmanuel
College

Accreditations and Memberships

Board of Directors,
Edward Street Child
Services

Years of Experience

13 years

Years with Firm

6 years

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. With a deep understanding of valuation services and expertise in domestic and international equities, fixed income securities, and investment accounting systems, Thao contributes significantly to our financial processes. Her analytical skills, refined through audit experience, is instrumental in developing, implementing, and summarizing budgets and expenses for our diverse client portfolio. 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.

Relevant Experience

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.

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

Financial, cost estimating and schedule support 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.

Town of Hadley – New Senior Center – Hadley, MA

Financial, cost estimating and schedule support services for a single-story, energy efficient building with a usable space of 10,000 gsf and an unfinished attic. The functional spaces include a reception area, commercial grade kitchen, dining area to seat 150-200, administration offices, conference room, gathering area, exercise rooms, nurse's office, classrooms, bathrooms, and an outdoor area with seating.

Town of Newington – Municipal Center – Newington, CT

Financial, cost estimating and schedule support services for the \$28.8 Million, 75,000 gsf Newington Municipal Center. The project consisted of the construction of a new, three-story Town Hall. This building houses municipal administrative offices, the Board of Education administrative offices, the Board of Education's Transition Academy, and a Community Center.

Town of Madison – E.C. Scranton Memorial Library – Madison, CT

Financial, cost estimating and schedule support services for the \$15 Million renovation to preserve the library's historic architecture while improving the streetscape and expanding the floor plan. The square footage of the building will jump from 17,000 to 37,000 gsf and a 45-space parking lot will be added.

Approach and Methodology

Colliers Project Leaders' philosophy in the management of capital projects has been shaped by more than two decades of experience representing owners in the design, construction, and management of municipal facilities. The design and construction industry has evolved from an era in which a Master Builder designed and personally directed tradesmen in the construction of a project, to the present where complicated and sophisticated processes involving numerous designers, consultants, managers, contractors, and regulatory authorities all play important roles. The result of this evolution is not always positive – construction projects with major cost overruns, expensive mechanical systems that don't operate properly, and spaces that don't meet the owner's expectations.

We have assembled a team of talented professionals with varied backgrounds and competencies from across the design and construction industry to help the Town of Richmond 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 Town of Richmond 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.

Project Planning Phase

Establish Potential Capital Improvements

Colliers Project Leaders will work with the Town of Richmond to coordinate the establishment of existing building conditions and a building program that delineates basic space and equipment needs across the Town departments using the Town Center building. The initial assessment will define the criteria that a Design Team must satisfy in its design solution.

Assessment and Compliance

Colliers Project Leaders will coordinate an assessment of the building's condition with respect to its integrity as well as with respect to contemporary building code requirements. Accessibility is a typical deficiency with legacy buildings as well as various fire code issues. Often, an elevator addition is the simplest method to provide access to a multi-story facility without invasive work to the interior. Bathrooms are sometimes difficult to make accessible, depending on the size, layout, and structural elements of the building plan. The team will work to identify these and other items that will require modernization for ongoing equitable use by the community.

Flood Mitigation

Colliers Project Leaders understands that major flood events of the Winooski River have resulted in dire circumstances, including the temporary division of the Town and significant property damage. It is imperative that planning and design solutions consider resiliency in the face of this known vulnerability. Should you desire to, Colliers Project Leaders, as your Organizational Project Manager, can discuss with you potential sites, whether Town-owned or privately owned, that might play a future role in serving the Town over the long term.

Historic Preservation

The initial assessment will document historical features as part of the existing conditions. Colliers Project Leaders will engage local historic commissions early in the process to fulfill the requirements related to preservation as options to mitigate code compliance, accessibility, energy efficiency and modernization are considered.

Capital Improvements

The overall capital improvements generated will be a list of potential projects, which may then be grouped by immediacy of need, prioritized by the Town, and flagged by type for potential budgeting and construction phasing options.



Develop Project Budget Reflecting Building Needs

A critical task will be to define a total project budget anticipating and including all related costs. Too frequently, the Owner's expectations of project costs are mistakenly based on construction square foot costs, which exclude many related project costs such as furniture, site modifications, insurance, special fees, asbestos abatement, and special Owner's expenses. Likewise, budget parameters are often established that do not realistically reflect the project goals or consider inflation impacts. The resulting need to identify additional funds, which may be difficult in a bond-funded scenario, or reduce project costs, could have been avoided. As your project manager, Colliers Project Leaders will develop a total project budget reflecting the expectations established.

Delineate Owner, Designer, Constructor Roles & Responsibilities

With the understanding of the inherent dynamics between the various parties and the needs of the Town Center, Colliers Project Leaders will clearly delineate the roles and responsibilities of all involved. The clear recognition of the various project needs, available resources, and the interrelationships of the Town, Design Team, and Construction Team must be made clear within the project contracts.

Community Outreach and Bond Support

Colliers Project Leaders has extensive experience advising municipalities in the public outreach and engagement necessary for a successful vote to approve bond funding. We assist in the planning, scheduling, and presentation of project plans through public forums, presentations to local constituency groups, online resources, and other media. A Public Outreach Program can encompass surveys, websites, messaging, and integrated meeting schedules.

This process cannot begin shortly before the public referendum. Community outreach must be sufficient for the public to understand the needs, weigh the options, raise concerns, and come to agree that the project represents the long-term interest of the community. Strategies include:

- Presentations during the planning phase that invite candid conversations
- Collaborative engagement with community leaders to attain a shared understanding and encourage an active role in shaping the plan
- Listening sessions with key constituents to understand all perspectives, pro and con
- Dedicated leadership of volunteers and reinforcement of their efforts

Our community outreach strategy has been instrumental to building public recognition and support. For example, Colliers Project Leaders facilitated the community outreach for Cape Cod Regional Technical High School, which required efforts throughout 12 voting towns. Voters of the towns approved through referendum a \$128 Million new High School with a 75% positive vote.



Design Phase

Coordinate Design with the 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. Such 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 critical junctures in the design process, Colliers Project Leaders will review the solutions proposed by the Design Team to ensure conformance with the direction initially provided. Sometimes, without appropriate oversight, project scopes creep from 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 Town Center on track.

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 Town of Richmond, several reviews of the proposed solution must be undertaken. In particular, Colliers Project Leaders 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.

Establish and Manage the Bidding and Contracting Process

To minimize construction costs and maximize value, Colliers Project Leaders 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/or diverse 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.



Implementation Phase

Coordinate Construction Activities

If not properly managed, construction activities can cause significant disruption. Construction typically requires the transportation of materials, demolition, installation of building components, and on-site construction personnel. As your project manager, Colliers Project Leaders will carefully coordinate construction activities to account for daily traffic patterns and local events so that alternate plans can be made.

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 Project Leaders 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 Project Leaders will regularly conduct inspections of contractor work and quickly identify and resolve any problems that may be identified.

Manage Building Occupancy

As the project or phase nears completion, Colliers Project Leaders will coordinate and manage the process of personnel moves into or within the building.



Closeout 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 Project Leaders 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 unique, and so it's typical that problems can arise. Once identified, Colliers Project Leaders will monitor the contractor's efforts to address issues. Depending upon the type of system being corrected, additional performance testing may be the only means to ensure proper operation.

Train Operating Staff in Systems Operations & Maintenance

Any new system will require training for the operations and maintenance staff. Contemporary mechanical systems are significantly more complicated to operate and maintain than legacy systems. Without proper training, those responsible for the regular troubleshooting and preventative maintenance of newly installed systems will likely compromise the systems' operations or life-cycle either through the bypass of procedures or the improper usage of components. Colliers Project Leaders 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.



Project Timeline

The preliminary timeline below shows the project phases up to the anticipated Town Meeting in March 2027. The timeline may be expanded and further detailed once we know what project scope(s) are selected and advanced through design and funding for implementation.

TIMELINE DESCRIPTIONS	2025				2026												2027		
Date: September 4, 2025	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Project Planning Phase																			
Review Existing Planning Documents (developed by Black River Design)																			
Develop Updated List of Capital Improvement Projects																			
Work with Town to Prioritize List																			
Help Town Procure Architectural/Engineering Services (if necessary)																			
Facilitate Community Engagement Meetings																			
Facilitate the Development of Cost Estimates																			
Produce Final Proposed Capital Improvement Implementation Plan																			
Design Phase																			
Facilitate the Development of Schematic Design Plans (if necessary)																			
Town Meeting																			
Vote on Project Funding																			

Budget Proposal

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 are pleased to provide a fee proposal for work to be completed through the Town Meeting in March 2027, as shown in the schedule we provided. Once we know what project(s) are funded and selected to advance, we would be happy to negotiate a fee for continued services.

For this first phase, we propose a fixed fee of One Hundred Eight Thousand Dollars (\$108,000).

The table below provides an hourly rate schedule for each team member.

2025 Hourly Rates	
Category	Hourly Rate
Director	\$285
Senior Project Manager	\$230
Senior Technical Specialist	\$225
Senior Construction Representative	\$195
Project Manager	\$185
Construction Representative	\$180
Technical Specialist	\$175
Assistant Project Manager	\$160
Financial Specialist	\$160
Administrative Support	\$130

Note: Hourly rates do not include reimbursable expenses such as mileage, tolls, parking, and sustenance. Escalation of hourly rates is 4% per year.

Contractor is not required by statute to carry workers' compensation insurance, Contractor agrees: (1) to provide Municipality with evidence documenting Form 29 has been filed with the Vermont Department of Labor, which excludes Corporate officers or LLC members from the requirement of obtaining workers' compensation insurance; (2) to provide prior notice to the Municipality of any change in exemption status (3) to defend, hold harmless, and indemnify Municipality from and against any and all claims and losses brought by Contractor or any subcontractor or other person claiming through Contractor for workers' compensation or employers' liability benefits for damages arising out of any injury or illness resulting from performance of work under this agreement. If any such change requires Contractor to obtain workers' compensation insurance, Contractor agrees to promptly provide Municipality with evidence of such insurance cover.

RICHMOND TOWN CENTER ORGANIZATIONAL PROJECT MANAGER

Submit this page along with supporting documents as your complete bid proposal

RICHMOND CENTER TOWN CENTER ORGANIZATIONAL PROJECT MANAGER BID

Submit the **Proposal Requirements** along with a starting hourly rate including fees for other services

Hourly Rate \$: Please see rate sheet provided.

Fees for other services \$: 108,000 (One hundred eight thousand dollars)

The Town of Richmond reserves the right to accept or reject any or all bids, or parts thereof, or to select the bid to be in the best interest of the Town.

Identification of sub-contractors

The following sub-contractors will be utilized in the completion of this contract:

Sub-contractor

Specialty

Not applicable

Not applicable

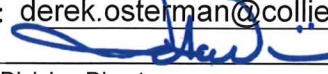
Bid submitted by:

Contractor: Colliers Project Leaders USA NE, LLC

Address: 100 Federal Street, 13th Floor, Boston, MA 02110

Phone: 844-727-0055

E-mail: derek.osterman@collierseng.com

Contractor Authorized Agent Signature: 

Printed Name and Title: Jonathan F. Winikur, Division Director

Date bid Signed: 9/2/2025

References

Colliers Project Leaders is pleased to provide references for your consideration. We strongly encourage the Town of Richmond to reach out to the following to hear firsthand accounts of our approach, capabilities, value, and integrity.



City of Beverly

Beverly City Hall Renovation

David Gelineau
Purchasing Agent
(978) 921-6000
dgelineau@beverlyma.gov



City of Fitchburg

Fitchburg City Hall Campus

Mary Delaney
Chief Procurement Officer
(978) 829-1850
MDelaney@fitchburgma.gov



City of Worcester

South Division Firehouse & Emergency Communication Facility

Martin Dyer
Fire Chief
(508) 769-6576
[dyerm@worcesterma.gov](mailto:dyerma@worcesterma.gov)

cplusa.com