



**MASSACHUSETTS PORT AUTHORITY  
CAPITAL PROGRAMS DEPARTMENT  
SUITE 209S - LOGAN OFFICE CENTER  
ONE HARBORSIDE DRIVE  
EAST BOSTON, MASSACHUSETTS 02128-2909**

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## **REQUEST FOR QUALIFICATIONS**

## **CONSTRUCTION MANAGEMENT AT RISK SERVICES**

## **SUPPLEMENTAL INFORMATION PACKAGE**



**MPA CONTACT NO. W328  
WORCESTER REGIONAL AIRPORT MODERNIZATION  
375 AIRPORT DRIVE  
WORCESTER, MA 01602  
NOVEMBER 26, 2025**



## Article 1 – INTRODUCTION

### 1.1 CONSTRUCTION MANAGER at RISK (CMR) SCOPE OF WORK.

The MASSACHUSETTS PORT AUTHORITY (Massport) seeks to retain the services of a highly qualified firm to provide Construction Management at Risk Services (CMR) on Project **MPA CONTACT NO. W328 Worcester Regional Airport Modernization** (the Project). An expanded scope of Pre-Construction Services (Phase I), as well as Construction Services (Phase II) can be found in Section 2.2 of this package.

The procedures utilized by Massport to procure construction management services will involve an open, fair and competitive selection process which will ensure that the highest quality construction services are provided to Massport at a fair and responsible price. The design of the Project is currently in the Preliminary Design phase, and early concept documents are included in this Supplement to the RFQ. The project consists of

The project has a goal of substantially complete construction by **Quarter 1, 2029**. The construction cost is currently estimated by Massport at approximately **Twenty-Eight Million Dollars (\$28,000,000.00)**. The Agreement between the Authority and the selected CMR shall require the CMR to deliver such construction services for the entire Project in accordance with a Guaranteed Maximum Price (GMP).

### 1.2 REQUESTS FOR QUALIFICATIONS

In accordance with procedures approved by the Massachusetts Inspector General, Massport has publicly advertised a Request for Qualifications ("RFQ") for Construction Management Services. In accordance with the advertisement, the following Supplemental Information Package is made part of the Request for Qualifications.

Qualification Statements will be addressed to Luciana Burdi, Intl. Assoc. AIA, CCM, MCPPO, NAC, Chief Infrastructure Officer and be received no later than 12 NOON on **January 29, 2026** via Bid Express <https://www.bidexpress.com/businesses/27137/home>. Subsequent to that time, a Pre-Qualification Committee will review the Qualification Statements and shortlist qualified firms. Further milestone dates can be found in Section 2.6 of this package. Further electronic submission information can be found in Section 4.1 of this package.

### 1.3 EVALUATION CRITERIA AND SELECTION PROCESS

Upon review of the submitted Qualification Statements, Massport intends to develop a shortlist of qualified Construction Management firms which will be invited to respond to a written Request for Proposals (RFP). The shortlist of Construction Management firms will be based on the following criteria:

1. Proposed CMR team
2. Project approach
3. Similar project experience
4. VDC & Lean Construction experience
5. CM-at-Risk with GMP experience including public projects



6. Safety record
7. Capacity and financial stability
8. Litigation and termination history
9. M/WBE compliance history and approach

It is highly desirable that the CMR has demonstrated experience in utilizing Lean approaches in design and construction, including Last Planner™ System, Target Value Delivery, and collaborative decision-making techniques, or has had long-term experience working collaboratively with Architects and their consultants during the design and construction phases of projects.

The CM shall be DCAMM-certified and provide an Update Statement as well as an affidavit that the Statement of Qualifications being submitted in response to the RFQ is signed under the pains and penalties of perjury. The CM shall also provide a letter from a surety company confirming the CM firm's ability to provide performance and payment bonds in the full amount of the construction estimate. Please note that having the document notarized does not fulfill the requirement for signing under the pains and penalties of perjury.

Further explanation of the Evaluation Criteria and selection process as identified in the Massport CM at Risk Procedures can be found in Section 3.2 of this Supplemental Package.

## **Article 2 – PROJECT SCOPE**

The Worcester Regional Airport program includes a comprehensive series of construction, rehabilitation, and modernization projects designed to enhance operational efficiency, safety, sustainability, and passenger experience. This airport will remain operational during this work. All work will maintain Worcester Airport Operations with minimal disruption. Key elements include the following. Refer to the attached map on Exhibit 5.1:

- Construction of 190 parking spaces on airport property. (See Location A on Exhibit 5.1)
- Rehabilitate Maintenance Road and public parking lots. (See Location B on Exhibit 5.1)
- Upgrade the fire protection and fire alarm systems at the airport to meet current code.
- Upgrade electrical capacity at the airport.
- Design and construct the following based on Massport Infrastructure Condition Assessment (MICA) findings such as:
  - Replace failed exterior stair railing.
  - Repair damaged brickwork, fractured concrete, and damaged interior masonry finishes.
  - Replace deteriorated exterior sealants.
  - Prepare and paint exterior painted surfaces.
  - Remediate deterioration in the water pipe system, replace as required.
  - Repair roof top economizer, add economizer to HVAC system.
  - Replace plumbing fixtures and system with high-efficiency fixtures.



- Replace existing lighting with LED fixtures.
- Replace single-paned glazing with double/triple-paned glazing.
- Implement potential for renewable power generation.
- Repair/replace roofing with cool roofing system.
- Replace wooden structural members.
- Provide and install a UPS for critical data infrastructure.
- Resurface pavement at front of building, providing proper drainage.
- Repair Cold Storage Building (Building 6) per Massport Infrastructure Condition Assessment (MICA). (See Location F in Exhibit 5.1)
- Several areas of the terminal are being studied for required upgrades and improvements. The execution of which will fall under the purview of the selected CM. The proposed updates include energy efficiency upgrades, interior finishes, terminal canopy modifications, wayfinding, back of house modifications, departure lounge modifications, and exterior door updates. Cost will, of course, determine what work is performed. (See Location G in Exhibit 5.1)
- The creation of one additional bunk room for a single firefighter in the existing ARFF station. (See Location I in Exhibit 5.1)
- Construction of findings that were found in the Utility Condition Assessment (UCA) in the vicinity of Buildings 2, 6, and 14. (See Location J in Exhibit 5.1)

## **2.1 SCOPE OF SERVICES FOR THE DESIGNER**

Massport has engaged the services of **BETA Group, Inc., Jaros, Baum, and Bolles Consulting, LLP, and saam architecture, LLC** as the consultants to design the projects and will act as the Owner's Representatives for the CM at Risk during design and construction. The selected CMR will be expected to work collaboratively with Massport and their design team to efficiently complete the work under this Project.

## **2.2 SCOPE OF SERVICES FOR THE CM at RISK**

The Authority intends to enter into two agreements with the selected CM at Risk Firm.

Phase I - An Agreement for Preconstruction Services

Phase II - An Agreement for Construction Phase Services

### Virtual Design and Construction (VDC)

Massport recognizes the numerous benefits Virtual Design and Construction (VDC), will provide to each phase of the facility life cycle. In an effort to realize the added value of these benefits, the Designer and the CMR will be required to use VDC for this project. Successful VDC Program implementation will require extensive planning, an organized, comprehensive and collaborative approach, and adequate supporting infrastructure including knowledgeable and experienced personnel, required software and hardware, communication protocols and contractual agreements.

A BIM Execution Plan (BIMxP) will be formalized by the Designer and implemented and optimized by the entire Team as highlighted in the MPA BIM Guidelines for Vertical and



Horizontal Construction. Project Team, including CMR members, shall attend workshops and meetings during all phases of the project to execute and optimize, in a collaborative fashion, the formal planning procedure and Project BIMxP.

The CMR VDC Manager should have demonstrated experience in developing BIM Execution Plans, managing, directing and implementing VDC in more than 3 projects during pre-construction and construction phase. CMR should also demonstrate that they have virtual construction experience and 3D trade coordination.

The scope of services to be provided by the CMR firm during the preconstruction and construction phases are described in the following sections:

### **2.2.1 Preconstruction Services**

During the preconstruction period, the CMR will perform a number of tasks, which may include:

- Document reviews
- Review and recommend revisions, if appropriate, to the project master Schedule, Construction Budget and permitting plan developed by Massport or the Designer
- Ordering materials, equipment, supplies and appurtenances with long lead times
- Procurement of early trade work
- Preparation of a detailed and integrated resource and cost loaded CPM schedule
- Application of Lean approaches, including but not limited to the Last Planner™ System for the design phase, Target Value Delivery, and collaborative decision making processes as determined by Massport documentation, guidelines and contract
- Coordinate, with the Team, the development of a Virtual Model (BIM) for decision-making and constructability
- The CMR PM shall work with the Team to define the BIM Execution Plan as determined by Massport as per MPA *BIM Guidelines for Vertical and Horizontal Construction* or latest document and per the *BIM Exhibit* in the Contract
- Dividing the work into trade packages and identifying any self-performed work
- Prequalification of Trade Contractors under CH149A
- Value Planning/Engineering and Constructability Reviews working collaboratively with the design team
- Preparing and/or reviewing early shop drawing and other submittals
- Listing and negotiating assumptions and qualifications, including development of "Lump Sum and/or Bid Items and Quantities" for all items of work.
- Preparation of detailed Cost Estimates and establishing the Schedule of Values
- Developing final phasing and sequencing plans for construction in conjunction with Massport staff and tenants
- Processes for utilizing MPA's Project Management Information System
- Developing final staging plans and traffic flow plans for material delivery and construction
- Negotiating trade contracts and subcontract agreements





### **2.2.2 Construction Phase Services**

During the construction period, the CMR will be responsible for completing the Project in accordance with the construction documents which will include, but are not necessarily limited to, the following:

#### **Construction Phase Services as per Article 2**

In addition, the CMR is expected to apply Lean approaches, including Last Planner™ System during the construction phase, Target Value Delivery, and collaborative decision-making processes. The CMR shall continue to manage the BIM Execution Plan and use BIM to develop and manage 3D spatial coordination (clash detection) with the trade contractors as highlighted in the MPA BIM Guidelines for Vertical and Horizontal Construction or subsequent versions and per the BIM Exhibit in the Construction Phase Services Contract. At some point, Massport may elect to use the BIM model for Facility Management and/or internal purposes.

The CM shall be expected to work closely with Massport's team, including its Project Manager and the design team throughout the design and construction phases in order to effectively implement the project.

## **2.3 CONTRACTS FOR PRECONSTRUCTION SERVICES AND CONSTRUCTION PHASE SERVICES**

### **2.3.1 Preconstruction Services**

The Authority is proposing to enter into a Contract with the selected CMR for preconstruction services immediately following the selection process.

### **2.3.2 Construction Phase Services**

The Authority will then enter into a Master Construction Services Agreement as soon as possible.

## **2.4 ESTIMATED CONSTRUCTION COST**

The cost of construction is estimated by Massport at approximately **Twenty-Eight Million Dollars (\$28,000,000.00)**.

## **2.5 TRADE CONTRACT CLASSES OF WORK**

Certain trade contractors shall be pre-qualified in accordance with sections 44A thru 44J of Chapter 149A – Public Construction Alternative Delivery Methods of the General Laws of Massachusetts.

## **2.6 SCHEDULE**

The Authority is interested in working in partnership with the Engineer/Designer and the CMR to finalize design and construct this Project in an efficient and cost effective manner.



The following dates have been targeted as significant milestones:

Milestone	Date
Pre-Qualification Briefing – Logan Office Center – <b>Attendees must pre-register for the Webinar</b>	<b>January 8, 2026 @ 10:30 AM</b> <a href="https://events.teams.microsoft.com/event/f345bc3c-921d-40d8-925b-b98ed4d337df@9eb9f7c2-9da5-4db8-aebc-3b74b4fadcbb">https://events.teams.microsoft.com/event/f345bc3c-921d-40d8-925b-b98ed4d337df@9eb9f7c2-9da5-4db8-aebc-3b74b4fadcbb</a>
Deadline for submission of written questions	<b>January 12, 2026 @ 12:00 PM</b>
Official answers published by MPA	<b>January 26, 2026</b>
RFQ Submission Deadline	<b>January 29, 2026 @ 12:00 PM</b>
RFP Issues to Shortlisted CMR Firms	<b>Quarter 1, 2026</b>
RFP Submission Deadline	<b>Quarter 1, 2026</b>
Interviews with Shortlisted CMR Firms	<b>TBD</b>
Construction Manager Selection	<b>Quarter 2, 2026</b>
Execute Contract for Preconstruction Services	<b>Quarter 2, 2026</b>
Execute Master Construction Services Agreement	<b>Quarter 2, 2026</b>
Begin Construction	<b>Quarter 2, 2026</b>
Substantial Completion	<b>Quarter 1, 2029</b>

## **Article 3 – SELECTION PROCESS & QUALIFICATION SUBMISSION**

### **3.1 INTRODUCTION**

Massport has established a TWO PHASE PROCESS for the selection of a Construction Manager at Risk firm, hereinafter referred to as the CMR with whom it may enter into a contract to provide construction management services for a particular project. At the Phase I Qualifications stage, the Prequalification Committee will conduct a qualifications based evaluation of interested CMR firms in order to create a shortlist of competent CMR firms.

Phase II will invite the shortlisted CMR firms to respond to a written RFP which will require both a technical proposal and a pricing proposal including the proposed fee. A Selection Committee will review Proposals in order to rank the shortlisted firms and make the final selection.



### 3.2 QUALIFICATION SUBMISSION

In response to the RFQ, the Respondents are advised to keep their submission concise, clear, and well organized. Graphic clarity and quality are important.

Massport reserves the right to disqualify any Respondent that does not follow these submission instructions and the specific instructions identified in the RFQ.

The respondents must include in their submission two PDF files: one PDF covering items 1-14 of this Section 3.2; a second PDF covering the "General Business Financial Information and Litigation and Termination History," as set forth and required in the RFQ. Please review Article 4 for Electronic Submission Requirements.

#### RFQ PART 1

A PDF containing all information and materials required for the following components of the RFQ. **Scans of the Executed versions must be included for any documents requiring signature.**

1. **Cover Letter.** As part of the Cover Letter, the Respondent should prepare and include an Executive Summary of the Proposal. This section should highlight the key elements of your proposal, and be clear, concise and informative. This section is your opportunity to highlight and focus on the reasons why your team should be selected for this assignment. The Responder should specifically address each of the evaluation criteria and take this opportunity to highlight the reasons that the Responder feels it is best qualified for this assignment in the context of the evaluation criteria set forth in this RFQ.

The words, "signed under the pains and penalties of perjury by" **MUST** appear immediately above the authorized signature. The pains and penalties statement on the DCAMM Update Statement does not meet this requirement.

2. **Executive Summary.** This section should summarize the response to each evaluation criterion as well as the key elements and factors that may differentiate the firm from other Responders. The Executive Summary should highlight the key aspects of the Respondents RFQ response and should summarize the key reasons that the proposed CMR Team should be considered for the shortlist. The respondents are encouraged to use this section to convince the Selection Committee to shortlist the proposed CMR Team.
3. **Proposed CMR Team.** This Section should include a narrative identifying key project personnel and is encouraged to include any CCM Designated Personnel (<https://www.cmaanet.org/certification/ccm>), LCI-CPC certified personnel (<https://leanconstruction.org/lean-certification/>), as well as any key subcontractors and their respective roles and responsibilities. The narrative should be augmented with a graphic and/or organization chart that clearly illustrates the roles, responsibilities and organization of the proposed Team.

If the proposed CMR Entity and/or CMR Team is a Joint Venture (JV), this should be clearly reflected in the Organization Chart, cover letter, and financial/litigation history. In addition, the following should be addressed regarding the Joint Venture (JV):





- a) A narrative describing the management structure, members and the roles/responsibilities of the JV.
- b) A narrative describing the purpose and reasoning of the proposed JV.
- c) A narrative describing the commercial constructs of the JV.
- d) A brief narrative describing the advantages of the JV to Massport.

Please be advised that firms considering Joint Venture (JV) opportunities must do so during the Qualification process. Joint Venture (JV) CMR Teams that do not submit during the Qualification process shall not be considered for award during the RFP process.

**4. Project Approach.** This Section should include a narrative that outlines the CMR's approach to the organization of the work; management and coordination activities; approach to bidding multiple bid packages; approach to coordination with the design team and Massport; approach to phasing; staging and sequencing; approach to coordination with stakeholders; methodology to maintain uninterrupted neighborhood and abutter operations during construction. The Respondents are encouraged to employ graphics that illustrate their unique ability to perform the required services.

**5. Similar Project Experience.** This Section should include information regarding the firm's recent relevant experience for the construction and construction management of prior similarly scaled projects in urban areas and their experience and credentials working with Port Authorities, Design Teams, and other stakeholders.

The Respondent's submission must include a minimum of three similar recent relevant projects, including references and contact information from the owners and designers of those projects. The Respondent should include a matrix that communicates the specific roles and responsibilities of those staff that they proposed for this project, and the roles, responsibilities and project experience as they relate to the specific projects submitted as recent relevant experience.

**6. Virtual Design and Construction (VDC) & Lean Construction Experience.**

This Section should discuss and highlight the CMR high degree of competence and skill using VDC techniques to manage, direct, implement and coordinate project information in all phases of Design and Construction. The CMR should also identify specific BIM procedures and protocols used in order to define and track project benefits.

CMR should demonstrate an understanding of LEAN construction principles, including their application and benefits. This could be reflected in their project history, certifications, or training programs for employees, including, but not limited to, LCI-CPC Certification (<https://leanconstruction.org/lean-certification/>). CMR should emphasize teamwork, communication, and collaboration with all project stakeholders, including engineer, subcontractors, and client. This ensures a shared understanding of goals and encourages open problem-solving. CMR should be committed to continuous improvement and actively seek feedback from stakeholders. CMR should be open to identifying and addressing areas for improvement and have a track record of implementing LEAN practices on their projects. CMR should demonstrate the ability to implement LEAN practices and tools, such as Last Planner System (LPS), visual management techniques, and waste reduction strategies into the project.



- 7. CM at Risk with GMP Experience including public projects.** This Section should discuss and highlight the firm's experience for prior CMR projects including references and contact information from the owners and designers of such projects and specifically identify which projects were undertaken within the constructs of Ch 149a. The Respondent should highlight those representative projects that were undertaken within the alternative delivery method of the CM at Risk format with an ultimate GMP and with providing preconstruction and construction services. The respondent should also describe any adjustments to the GMP that were necessary throughout the course of the selected projects, and why they were needed.
- 8. Safety Record.** This Section should include information on the firm's workers' compensation experience modifier or similar data for the prior 5 years. If applicable, provide a list of any OSHA fines and violations, including nature of the fine/violation, date, fine amount, if any, and disposition of the fine/violation. The ideal format is a table or chart that summarizes this information.
- 9. Capacity and Financial Stability.** This Section should include information summarizing the Respondent's capacity to undertake the work and address the overall financial stability of the firm. An overview should be provided in this section. Detailed financial information shall be submitted under separate cover ("RFQ Part 2") and in accordance with the instructions in this RFQ as further identified below.
- 10. M/WBE Compliance.** This Section must include evidence of the firm's compliance record with minority and/or women owned business enterprise goals and workforce goals and an approach to integrating these firms in a meaningful way into the construction process. The respondents should specifically provide a narrative that addresses their approach to M/WBE compliance within the constructs of CH 149a for CMR projects.
- 11. Certificate of Eligibility.** This Section must include a copy of the Certificate issued by the DCAMM (Division of Capital Asset Management and Maintenance) pursuant to section 44D of chapter 149, showing a capacity rating sufficient for the project.
- 12. DCAMM Update Statement.** This Section should include a copy of the Respondent's DCAMM Update Statement. If the Respondent is proposing a Joint Venture (JV), the following must be provided:

  - a) Both Individual and Joint DCAMM Update Statements.
  - b) A narrative describing the purpose and reasoning of the proposed JV.
  - c) A narrative describing the management structure of the JV.
  - d) A narrative describing the commercial constructs of the JV.
  - e) A brief narrative describing the advantages of the JV to Massport.
- 13. Letter from a Surety Company.** A surety letter confirming the CMR firm's ability to provide performance and payment bonds in the amount of the 110% of the construction estimate must be provided. Failure to provide this letter will result in the disqualification of the proposed CMR Team.



**14. Response Certification.** The response to this RFQ and Statement of Qualifications submitted by a firm in response to the RFQ must be signed under pains and penalties of perjury. The Respondent must submit a letter of certification stating that it is submitted as such. Notarizing a document does not take the place of signing under the pains and penalties of perjury. The pains and penalties statement on the DCAMM Update Statement does not meet this requirement.

In addition to the above items, the Respondents are to provide the following in accordance with the RFQ:

#### **RFQ Part 2**

A PDF containing all information and materials required for the following components of the RFQ. **Scans of the executed versions must be included for any documents requiring signature.**

- 1. Overview of General Business Financial Information** and two years of audited financial statement. The financial information submitted shall remain confidential and shall not be a public record to the fullest extent permissible under the law.
- 2. Litigation & Termination History.** This Section must include a list of lawsuits, arbitrations, and settlements to which the firm is a party relative to construction contracts within the last 5 years, including, if applicable, any convictions or fines for violations of state or federal law. Identification of any projects on which the firm was terminated, failed to complete the work, or paid liquidated damages to the owner. The status and/or outcome of each event should be indicated. The ideal format is a table or chart that summarizes this information. The litigation and termination history submitted shall remain confidential and shall not be a public record to the fullest extent permissible under the law.

### **Article 4 – ELECTRONIC SUBMISSION REQUIREMENTS**

#### **4.1 RFQ Instructions for Electronic Submission**

Electronic submissions will be via <https://www.bidexpress.com/businesses/27137/home>. Please refer to <https://www.massport.com/massport/business/bids-opportunities/capital-bids/> website for instructions on how to submit an electronic RFQ submittal.

1. Download RFQ documents in Bid Express and fully review them before submitting your electronic Statement of Qualifications.
2. Upload ALL required documents listed below in accordance with the instructions on Bid Express and those in the RFQ. Failure to include all required materials or to provide materials in a format different than that specified may have a negative effect on the evaluation or result in disqualification.
3. Click the “Submit” button in Bid Express to review your response for completeness and to encrypt/submit your response electronically.



### **File Naming Convention:**

**Project #\_Company Name\_RFQX.pdf**

**Example: L2302\_Massport\_RFQ1.pdf**

**\*Limit filename to 50 characters (this includes underscores and all letters and numbers)**

Files submitted via Bid Express must follow the above filing naming convention specific in the "Description" field for each document in the "Required Document Upload" table in Bid Express. The file name and description entered during the file upload process ensures each file can be readily identified by Massport.

All submissions must be in .pdf format and must be in such a way that they can be read on a computer and printed on 8 ½" x 11" paper, unless otherwise specified.

The procurement process for these services will proceed according to the anticipated schedule as listed in Section 2.6.

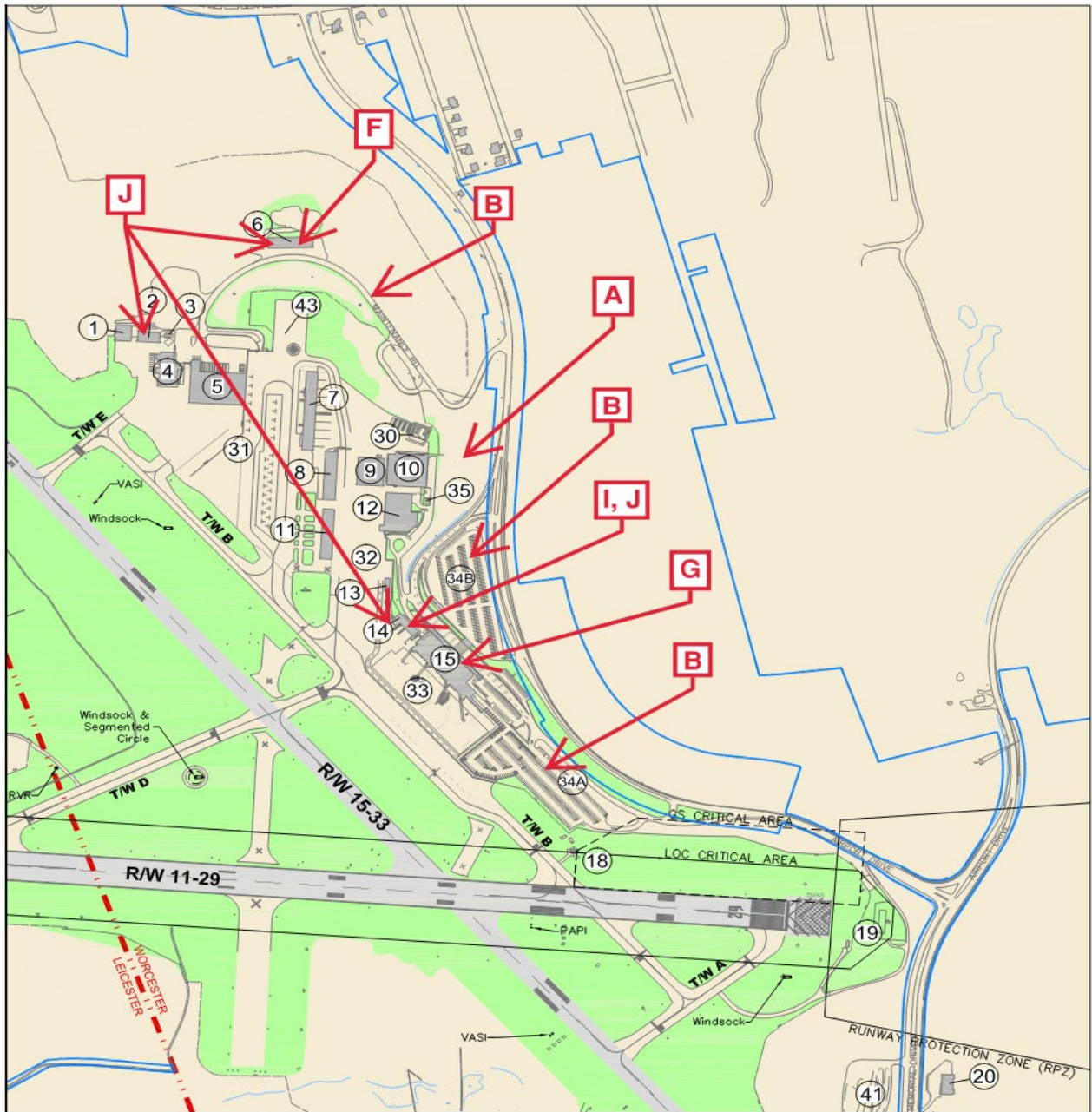
Questions may be sent via email to [CPBidQuestions@massport.com](mailto:CPBidQuestions@massport.com) subject to the deadline for receipt stated in the timetable above. *In the subject lines of your email, please reference the MPA Project Name and Number.* Questions and their responses will be posted on Bid Express <https://www.bidexpress.com/> and Capital Bid Opportunities webpage of Massport <http://www.massport.com/massport/business/bids-opportunities/capital-bids> as an attachment to the original Legal Notice and on COMMBUYS ([www.commbuys.com](http://www.commbuys.com)) in the listings for this project.

## **Article 5 – EXHIBIT**

### **5.1 DRAWINGS**

Exhibit 5.1 - Worcester Regional Airport General Location Plan.

# Exhibit 5.1.1 Worcester Regional Airport General Location Plan



END OF SUPPLEMENTAL INFORMATION PACKAGE