**Carver Elementary School Building Committee Minutes**

**Tuesday, September 16, 2014**

**7:00 P.M.**

**CARVER ELEMENTARY SCHOOL Library/Media Center**

1. Chairman Richard Ward called the meeting to order at 7:00 pm.

Members Present: Richard Ward, Andrew Soliwoda, Dan Ryan, Peter Gray, Liz Sorrell, Dave Siedentopf, Ruby Maestas, John Cotter, James O’Brien, Heather Sepulveda; Sarah Stearns.

Members Absent: Michael Milanoski, Jon Delli Priscoli.

Others Present: Meredith Cargill.

Mr. Ward summarized the agenda for the evening. Two companies (Daedalus and PMA) will be having their interviews this evening. At 9:00 pm, deliberations will begin.

1. **OPM Selection Committee Meeting Minutes (Dan Ryan)**

Meetings were held on; 9-10-14; 9-11-14

Discussion of minutes of above meetings.

James O’Brien made a motion to approve minutes as amended, seconded by Dan Ryan. Unanimous.

1. **Overview of OPM Interview Process**

The Superintendent will ask the prepared interview questions and the committee

may ask follow up questions for clarification. Each committee member scores the

candidate firms individually. There will be no comparison discussion between interviews. Individuals can take as many notes as they like to serve as memory references. At the end of all interviews all score sheets will be tallied in a spread sheet and this spreadsheet will be shared with the entire committee to discuss during deliberations and selection.

1. The Building Committee introduced themselves to PMA Consultants.

PMA Consultants handed out proposals to the committee. The committee’s questions will be answered.

Question #1: Give us a brief overview of your organization and yourself, personally and professionally. Since 1972, PMA has been a minority owned firm. They have offices in Braintree and Boston. They have been involved in OPM work since they opened.

Chris Carroll, project executive

Chad Crittenden, project manager; lives close.

Walter Hartley, Assistant Project Manager; 4 years with PMA; experience with school projects.

Peter Bradley; estimator (not on staff); very experienced.

Sean Burke, Project Manager; 8 years with PMA; focus recently on school projects.

Mark Shom, Clerk of works; site APM; responsible for daily reports; on site everyday; PMA is strong in office and field; in charge of testing of all soils, concrete; construction superintendent for over 17 years; lots of photos taken; firm and fair; OSHA trained; safety oriented; loves what he does.

Question #2: Assuming that you were to receive this job, why do you and your Team feel that you are the best fit for this project and Carver? Response from PMA: they have experience with similar challenges; Rochester project is close to Carver; 25 MSBA projects; contracted directly with MSBA on Essex project; very sensitive to cost factor; transparent; full resume of new construction and renovation projects.

Question #3: Discuss your most recent MSBA school building project that you managed. Essex Technical High School - $134 million project; two schools replaced with one; multi-phase site; made it work; 17 member communities; unanimous decision to build new on site; project was on budget and on time; students are in. They are in final phase now for another two weeks.

Christopher Carroll spoke about the 17 member communities and the challenge they incurred. They are ready for this challenge in Carver.

Walter Hartley spoke about the East Somerville Community School project. They came in two months into project. This project was a full renovation due to a fire. There to get every dollar back to you from MSBA. On time and on budget.

Question #4: How many hours does your firm expect to spend on this project as it moves forward through closeout of the project in total and by phases/function? Staffing of job: see handout that explains this. Flexible enough; will be there full time if needed; this has been successful for them and feel this would meet Carver’s needs as well.

Question #5. Describe for us your proposed schedule and timeline. Reply: Really depends on whether it’s a new build or renovation. Sean Burke discussed the schedule. Discussed early packages option. Liz asked if early packages requires CM at risk; Sean replied not necessarily. Christopher Carroll talked about the Hudson project and how they used early packages; Rochester was fully occupied during renovation phase.

Question #6: What is your experience in helping communities to decide on a renovation/addition, new school or model school. Programming needs to be fully thought out to align with educational programming. Cost, have to have an accurate handle on the cost early; model schools—may or may not be the answer. MSBA hasn’t awarded a model school since 2012.

Question #7: Describe a time that you challenged a change order on one of your school projects. In detail what percent of change orders did you have in your last five school building projects and why did they occur? Walter spoke about the East Somerville project. $160,000 change order, PMA rejected it; PMA put them on notice; materials and hours were tracked; mason ended up putting in no claim. With 3 month delay, site contractor submitted $239,000 claim for delays; they were put on notice; nothing ever came of it. Sean Burke spoke about sensitivity to costs; value. Keep everyone honest. Revisions to early packages: Essex Technical High School; $3.2 million change order and $1.45 million was what it was negotiated down to.

Site work…1.2 million change order over loam/fill. Down to $300,000 and ended up being no cost to owner.

Christopher Carroll discussed chart, % of change order (categories per MSBA). Most projects are 1 to 3% change orders. Sarah asked if these were new construction or reno. Reno projects tend to see a little higher percentage with the unknowns (2 to 5%).

Question #8: Describe your philosophy of design bid build and CM at risk. Christopher Carroll’s reply: straight build usually get bet price from GC.

Liz asked about cost of CM? Chris replied that with the 1% from MSBA, it could be a wash. CM is good at delivering on time (benefit). They will educate us on which option would be best for Carver.

Chapter 149A projects were noted.

Liz, asked about Lillian Jacobs School. How much was renovation vs. new build? 60 new build/40 reno.

Question #9: What is your past experience in dealing with a rural community that has had a previous unsuccessful project? What was your role and strategy to guide them through the process? What is your strategy for Carver? PMA discussed the Rochester Memorial Elementary School project. This elementary school needed to be occupied during construction.

Rochester said $20 million was their max. They completed their project on schedule and on budget.

Other projects that were previously unsuccessful: East Somerville, Essex Technical, Shrewsbury Middle School (cost conscious).

Strategy for Carver: meet with committee to fully understand scope and the needs of Carver. Ensure the educational programming is fully developed. They will work in conjunction with Architect to conduct robust feasibility study to consider best options available within total project budget and fiscal constraints of Carver.

Public Relations: transparent information needed; they will feed us everything we need to educate the citizens; James O’Brien asked about PR; Christopher replied that parent groups help.

John Cotter asked how many project shave not passed. Reply: zero.

Question #10: Describe your understanding of Carver’s program objective for the Carver Elementary School, as outlined in the Statement of Interest. Their reply: spaces are small, outdated; modified spaces; access issues; library issues; transit between buildings. They discussed programs that are currently not available at both buildings.

Question #11: Describe at least two examples of a key issue you encountered during the feasibility phase, design phase, and construction phase at your school projects and describe how your firm addressed it.

The spoke about the Rochester Memorial School with the budget concerns and the endangered box turtles that were located on the site. They needed to be protected.

They also mentioned the East Somerville Community School project. This school was closed due to a fire and required complete abatement renovation and addition. While working on this project, the design firm went through Chapter 11 and restructured during the project.

With all of these constraints, all projects were completed on time and either under or on budget.

Question #12: Clarify which MSBA projects you have worked on as an OPM for non-accelerated repair. They named15 completed projects.

Questions from committee:

John Cotter asked about instances as OPM and have you ever had to reassign PM? Performance wise, no.

Dan Ryan asked about new build vs. renovation? Renovation is much higher risk; lots of unknowns; schedule is a bit more tedious. Full renovation is more time consuming. Cost is high risk; higher contingency due to the unknowns.

Dan asked why is there a trend away from the model school? Towns have different philosophies therefore changing the model schools.

Liz asked, in Rochester, what was biggest challenge with phasing? Reply: Keeping students safe from hazardous materials; noise; working around students.

Liz spoke about work that has been done. Would you be prepared to use that work that was already done? They will take any information we have; they consider it valuable information.

John Cotter asked why we were given 2012 not 2013 financials? PMS stated that the latest ones will be sent out tomorrow.

Interview with Daedalus

At 8:00 pm, Richard Ward explained to Daedalus the process for this evening’s interview. The Building Committee introduced themselves to Daedalus. The members of the Daedalus team introduced themselves to the Building Committee.

Joe Sullivan, OPM

Vivian Low

Noriko Hall, cost estimator

John Christiansen, on site representative

Daedalus is based out of Boston. Most of their work is in Massachusetts; half are schools; they work closely with MSBA.

Vivian Low is a registered architect, 4 years with Daedalus; works in the early phases of projects; brings design eyes to the table; has worked on many different school projects; LEED green associate. Pre construction design person. Experience with MSBA and many design firms; their job is to look through everything designer submits; they make sure designers have captured what we want.

Chris Reavey has 12 years experience in field. Franklin High School for last two years as on site OPM; temporarily becomes a town employee…loves that part; loves what he does.

Noriko Hall has been an estimator for over 27 years. 12 years total with Daedalus…experience with both sides; all about numbers; fast quick responses; lives close in Bridgewater.

John Christiansen is the on site representative..13 years with Daedalus; enjoys school projects; focus on getting what you are paying for;

Joe Sullivan, this project is important to me. He is a Carver resident. Facilities into project management aspect, has seen all the different steps to get a school built. Has had experience with difficult situations with school projects. He feels the Daedalus Team he has picked is the best they have to offer.

Vivian Low added that they work as a team with communication being key. Transparency is very important.

Noriko added that they have worked in a lot of Towns. They have a lot of repeat customers.

Joe Sullivan would like to answer questions that the committee has.

Question #2 Assuming that you were to receive this job, why do you and your Team feel that you are the best fit for this project and Carver? Reply: we are professionals that understand how to design and build and go through MSBA. We specialize in municipality work and school construction. Need to get a yes vote. We need to provide best value for the dollar for the construction you are going to provide. He feels by being transparent, having forums, being open, and providing information that this project will get a positive vote from the town.

Question #3: Discuss your most recent MSBA school building project that you managed. Franklin High School ($90 million); it was flawless.

Wood School in Fairhaven; that was a model school; $16 million 6 years ago; problem with model schools is that programs change; not easy to change configuration of schools; 6 years later ended up costing $22 million;

Fairhaven, CHIPS building, only 2nd in nation to get that rating; Joe very proud of that.

Question #4: How many hours does your firm expect to spend on this project as it moves forward through closeout of the project in total and by phases/function i.e., we want to know your level of effort your firm is committing and demonstration your firm can handle the workload. Project Team: Richard Marks 15%; Joe 30%; Vivian (15%); nori (10%); Chris 30%.

Question #6: What is your experience in helping communities to decide on a renovation/addition, new school or a model school. Reply: Community involvement is key. They have assisted with flyers. They have had public forums; problem is that not a lot of people attended these forums.

Joe feels this is very important. Educate as much as possible.

Handouts, flyers were distributed…traffic pattern changing, etc.

Liz added that MSBA is doing a lookback. Have you had any experience with lookback? Joe replied that Carver is a prodichild now due to unsuccessful attempts.

Question #7: Describe a time that you challenged a change order on one of your school projects. In detail, what percent of change orders did you have in your last five school building projects and why did they occur. The East Fairhaven Elementary School had unsuitable materials…ended up being organic materials. $275,000 change order to get rid of and bring in new. Joe suggested removing some and adding new….ended up with no cost.

Furniture budget became tight. Added that service to save cost. Brought vendors in and let staff pick furniture.

Question #8: Describe your philosophy of design bid build and CM at risk project.

Reply: CM at risk..good thing to have. CM contingency…pool of money they hold if they mis-scope during the project.

Schedule and Timelines: MSBA has schedule we need to follow. 4 to 8 months to get to final submission. Steps cannot be skipped.

Design bid build…risk associated with this. You don’thave to take lowest bid. Daedalus pre qualifies sub contractors. This gives a better pool to work with.

Question #9: What is your past experience in dealing with a rural community that has had a previous unsuccessful project? What was your role and strategy to guide them through the process? What is your strategy for Carver?

Oak Bluffs…town hall/fire station project. Got to 60% documents; one project approved to prove they could do it on time, on budget; saved $120,000 that ended up going back into fire station. Transparency is everything!!

Question #10: Describe your understanding of Carver’s program objective for the Carver Elementary School, as outlined in the Statement of Interest. Joe went through first process. There were a lot of people in town that had different views. He added that one school solution would be best option; MSBA doesn’t like to see towns fail.

Vivian added that they put together a project schedule. MSBA looks at that and critiques. MSBA wants to make sure they are doing due diligence. MSBA wants everyone to look at all the options.

Question #11: Describe at least two examples of a key issue you encountered during the feasibility phase, design phase, and construction phase at your school projects and describe how your firm addressed it. During feasibility, getting over preconceived notions; floor changes in Scituate; during design phase…issues revolve around designer didn’t hear something. They are easy to fix during this phase.

Liz, if anything came out of project failing, we have solidified our program needs. What about security needs? How have they changed in buildings? Daedalus actually brought in police to security meetings.

Joe spoke about the Franklin project. He spoke about technology available now. Make students and staff possible as safe as possible. What they have concentrated on, cameras, security. This needs to get in early in design.

Heather Sepulveda…questions

1. She spoke about growing up in Fairhaven. Daedalus – you seem to have a lot on your plate right now. Their reply: we have 28 people in our firm. Every project is at a different stage. When one project is done, staff members join different projects. Once a project is started, they are 110% committed. They have a good rapport with MSBA. Joe sees no issues.
2. What could be done differently this time to be successful? Getting directly into the voting public. Didn’t realize how many unregistered voters there were. Without a good school, not going to draw people into this town. Transparency.

James O’Brien asked, if we are building for numbers we have now, how do we work with that? Joe replied that MSBA requires to build with future expansion.

Liz, our design build number is 750…our preschool population is getting higher.

Joe, MSBA does a study on population. MSBA will listen; and reevaluate if necessary.

We need someone to advocate for us so that we don’t build too small.

Dan Ryan asked about their experience with renovation vs. new construction. New construction low change orders. Renovations…won’t know all until you start taking things apart. Renos tend to be cheaper initially but costs catch up during the end. Sharon Middle …difficult reno. There are challenges with every reno.

John Cotter, little clarity, overlaps on both projects? Are you OPM on both? Joe, yes. April, 2015 fire station construction begins.

* Sub-contractor estimators or in house estimators? Joe, we have the best in the office. He feels having two estimates is good. They have 6 full time estimators.
* Two cost estimates with reconciliation is required for MSBA projects.

Liz discussed the accelerated timeline, decision being made tonight.

Daedalus thanked everyone for being present.

At 9:30, a discussion took place of what would happen now. Meredith Cargill is tallying scoring sheets.

Pros and Cons of each firm:

Daedalus

Pro

Architect on Team

Institutional knowledge

Vested Interest

Did not blame economy

50 % of school work is very important

Focus on wanting the town to get what they are paying for

View them as a temporary employee of the town

Very explicit in explaining

Strong MSBA Experience/Know the player

Assistant Project Manager sitting with the principal everyday

Project Manager is hands-on

Doubling factor

References are excellent

Con

Did not follow the questions

Timeline was not clear

Questions were not clear/maybe a little vague

Lacked the visuals

Might be a con that they have worked with us in the past

Presentation was lacking

Is there a benefit of someone who wasn’t on the previous project

Joslin Lesser

Pros

Original proposal and supplemental materials were excellent/well laid out

A lot of school experience

Bill Shaw impressive work experience

100% favorable votes for projects

Professional presentation

Knowledge of Carver/done their homework

Good public support program

Lot of experience with 21st Century Schools

Mostly elementary schools

Senior /experienced staff

International company

Help with community outreach and public relationship-involved, excited and informed

CM @ risk favorable

Cons

References were negative

International Company

Potential higher cost

Jumping between questions

A few questions were not answered

High level questions versus detail

PMA

Pros

Excellent and thorough presentation

Charts/graphs very good

Fluid with each other as a team

Local representatives on their team

Discussed site constraints

Early package approach

Gave specific examples

100% vote pass

Excellent references

Projects they presented were complex

Union issues were overcome in on time and on budget

Took ownership of helping to inform the public

Invested in public relations

“Elevator talk”

Budget oriented

Potential reimbursement is top priority

Cost estimator

Cons

Project manager was on vacation

2012 financials

Skanska

Pros

Very Genuine-excellent job in the presentation

Dan served on his own town’s building committee

MSBA person on the staff- may be advantageous

Transparency- not only the final decision but how they got there

Forums on site selection

Open and honest about the failed projects

Big Company

Community outreach

Peer review/in house cost estimator

Presented as a small team

Con

Big firm to small firm? Very Very Big Firm- A Pro or a Con

Who knows what the on site project representative-Bob

Only three came to the presentation

The Reveal…..

9 voting members present.

Daedalus

Josslin Lesser

PMA

Skanska

PMA, Daedalus, Skanska, Joslin Lesser

Motion made by Dan Ryan to rank Joslin Lesser #4. Seconded by Ruby Maestas. No further discussion. John Cotter and Dave Siedentopf opposed. Passes 6 to 2

Motion made by James O’Brien to rank Skanska #3. Dan Ryan seconded. John Cotter opposed, 7 to 1

Motion made by John Cotter for Daedalus to be number 2, seconded by James O’Brien. Richard Ward opposed; Ruby Maestas abstained, 6 in favor, 1 opposed, 1 abstained.

Motion by John Cotter to rank PMA #1. Seconded by Sarah Stearns. Richard Ward opposed , 7 to 1.

PMA is the Building Committee’s #1 Choice.

Next meeting: 9/29/14 at 7 pm in the IMC of the EKW building.

Motion made by John Cotter and seconded by Ruby Maestas to adjourn meeting at 11:20 pm. All in favor, unanimous.

Respectfully submitted,

Kelly Yenulevich

Building Committee Recording Secretary