

PERMANENT BUILDING COMMITTEE
Minutes – January 28, 2021
Virtual Meeting

Present: Co-Chair Elaine Jones, Craig Blake, Nancy Rubenstein, Jennifer Pincus, Anuraj Shah, and John Kraemer. Also, present: Combined Facilities Director William Barletta (Host)

The virtual meeting was called to order at 6:50 p.m.

Minutes The minutes of the December 1, 2020 meeting were approved as drafted.

2020 Town Report - The Permanent Building Committee 2020 Town Report was approved as drafted and will be submitted by Ms. Jones.

Owner’s Project Management (OPM) Services – Fairbank Community Center Acting as the Designer Selection Committee, the Permanent Building Committee interviewed three firms which had been short-listed from the OPM applicants relative to project management services for the construction of a new Fairbank Community Center on the present site, renovation of the Atkinson Pool, demolition of the remaining existing building, and associated site work. Each firm was provided a fifteen-minute presentation period including introduction of the team members, followed by a twenty-minute question and answer opportunity.

Compass Project Management, Inc. (Parent Company: Vertex) A presentation booklet (“Interview Handout Package”) and Project Schedule had previously been forwarded via email to the Permanent Building Committee members to be used as a reference during the presentation of the overview of the company, its personnel, and its many projects constructed both under M.G.L. c.149 and 149A.

Timothy Bonfatti, Principal, referred to his work experience on the Sudbury Peter Noyes School Accelerated Repair Project as Owner’s Project Manager (OPM) and additional participation on the Curtis Middle School project team and his projected role as Principal in Charge for the Fairbank project. It was noted also that Mr. Bonfatti is recognized as an expert on the CM at Risk process having crafted the M.G.L. c.149A legislation.

Each member of the Compass team was introduced and spoke about their prospective individual project roles and strengths should Compass be selected as the OPM:

Jeffrey D’Amico, Project Executive, participated in previous Sudbury projects and will be prime point of contact actively monitoring all phases of the project.

Christopher Eberly, a Registered Architect, will be the Project Manager. Mr. Eberly, while employed with another firm, had experience with the Town of Norwood pool construction which will provide insight to the Sudbury project. Mr. Eberly spoke about the importance of life- cycle analysis in leading to sustainability and noted the resources of Compass in assuring quality control of the drawings.

Mia-Bianca Ayers, a Registered Architect, will be the Construction Site Manager and will work day-to-day on the site. Ms. Ayer spoke about the project challenges, the reporting process and the importance of quality control.

Mary Kuppens, Project Accountant, noted her role in assuring accurate accounting records including budget reporting relative to the project.

The steps which will be taken on the project stressed the importance of working with and acting as liaisons to the stakeholders, verifying programs, establishing milestones, and providing information.

During the question and answer period, the following topics were discussed and the responses summarized:

Relationship with the parent company, Vertex: Allows integration of additional technical skills and centralized accounting with the payroll component as an example; inclusion of Vertex does not affect the fees charged by Compass in any manner.

Firm's capacity with several large projects utilizing the same personnel in the same time frames: Only one project utilizes the same team so there should be no impact on the Sudbury project based on past experience.

Status of current projects: No concerns were noted with the three projects mentioned (Ashland, U Mass Dartmouth, Wellesley).

In-house abilities: review by civil, MEP, envelope, and code specialists are available, also cash flow projection; commissioning would be an outside hire.

CM-R question responses: Large projects are a better fit; the best decision point is within the design development phase; preliminary logistics should be determined prior to CM-R decision; Construction Site Manager and OPM would work closely as an active team (Mia-Bianco Ayers and Christopher Eberly).

Reporting; Process in place including review with Contractor.

Project similarity to the Fairbank Community Center project including obstacles presented: Joint user project with the timeline for phasing and goals in competition, including some profit-making decisions regarding field use – solved by team.

NV5, Consultants, Inc. (NV5) Presentation information (“Interview Presentation – Fairbank Community Center” and “Frequently Asked Questions”) had been previously distributed to members to be used as a reference during the presentation by NV5 company personnel.

Principal in Charge Frank Kennedy referred to his past work experience on the Curtis Middle School with a previous employer, and his projected role as Principal in Charge for the Fairbank project. Introductions were made of the proposed team members: Project Director Thomas Murphy, AIA, Project Manager with architectural experience Melissa Gagnon, and Site Manager Steven Stafford who had also worked on the Curtis Middle School construction as an on-site representative.

Utilizing a shared screen, Mr. Kennedy presented the credentials of the team members, their shared project experience, and the firm's extensive project experience both with M.G.L. c. 149 and c.149A projects, experience with LEED and net-zero projects, and inclusion of in-house capabilities.

Each member of the NV5 Team spoke about their prospective individual project roles and strengths and issues:

Melissa Gagnon, Project Manager, noted her public sector experience of many years, work with other team members and the importance of community outreach, user group meetings, and public information distribution inclusive of an informative website; also indicating a potential schedule with design development completed next Fall construction documents available in February of 2022, allowing construction in two or three phases to begin in May 2022, with move-in in November of 2023.

Thomas Murphy, Project Director, with 10 yrs. NV5 employment with project experience similar to that of Ms. Gagnon, noted the importance of project understanding involving meeting with the user groups to have an understanding of their expectations; mentioning further his budget concerns with the areas included in the ICON study (additional design, abatement estimate, trade costs, testing audio-visual and signage for example); need for information concerning seismic and envelope evaluation of the pool building and concerns with the location of the locker rooms; and concerns in general regarding the shared space locations, and spread out design with a high amount of walls, and maintenance.

Steven Stafford, Site Representative, noted his experience with design and construction and the importance of communication, document control, including the posting of plans, and monitoring.

During the question and answer period, the following topics were discussed and the responses summarized:

Experience with LEED or “green” projects: eight projects have been LEED or “green” including all MSBA projects.

Firm size as a division of NV5 Global and cost implication: NV5 is a fourteen person group working autonomously, association provides ability to bring in in-house assistance with no additional project cost.

Obstacles overcome in other similar size projects: consensus in community (need to ensure concerns are collaboratively resolved and referred to the architect); budget problems solved; long-lead items identified; discovery of toxic materials.

Interaction with PBC: monthly meetings involving reports, continuous with working group and PBC, preparation of detailed executive summaries.

CM at R decision: after end of schematic design and before completion of design development; critical need to have Construction Manager on board to have buy-in and knowledge of market.

Personnel involvement requiring continuity of design and construction: Site Representative Steven Stafford on-board early in design development with Thomas Murphy, Melissa Gagnon, and Steven Stafford all involved in all phases including construction.

Capacity of team involvement in consideration of other ongoing projects: No concerns.

Construction Monitoring Services, Inc. (CMS) Introductions of Project Director Neil Joyce and Senior Project Manager Kevin Griffin were made. Mr. Joyce stated that Construction

Monitoring Services, Inc. (CMS) is a small family-owned firm dedicated for more than thirty years to construction monitoring exclusively with 68 projects completed (including both M.G.L. c.149 and c.149A construction), working with 35 communities for a total of \$1.25B in completed projects. The firm has extensive experience with buildings that are similar in nature to the Fairbank project including the pool and, with the Principal involved with an ownership stake throughout, the continuity of team provides value to the project. The team is able to develop a shared vision with the end users, develops a collaborative approach to design with the architect and also with the contractor or Construction Manager thus protecting the Town's interest.

Mr. Griffin provided a comparison of management processes under M.G.L. c.149 and c.149A and under the latter the importance of allowing the contractor to become a partner in the project. Both representatives spoke to the items specific to the Fairbank project which included ideas to speed up the project such as utilizing a separate demolition contractor, early ordering of long-lead time stock with on-site storage, and site and building access improvements.

During the question and answer period, the following topics were discussed and the responses summarized:

Clarification as to roles and on-site representation: Kevin Griffin at project commencement with transition early in the construction period to another employee; Kevin Griffin to be the point person with both Neil Joyce and Kevin Griffin attending Permanent Building Committee meetings.

Timing of M.G.L. c.149A transition if process adopted: the Construction Manager would be brought on board at the transition between design development and construction documents with the selection process having 60-90 day overlap.

Examples of c.149A current projects: Shrewsbury in progress and Gloucester in planning.

Capacity with two large projects ongoing: the Project Director is positioned to participate in two to three projects per year with other employees available, citing past experience with multiple projects.

Discussion of multi-purpose projects: Mr. Joyce stated his belief that the thirty-five school projects for which the firm provided OPM services are multi-use projects with more than one stakeholder and also noted the firm's experience with the Town of Hudson's DPW/Police Station project.

Reporting documentation: illustrations were provided with use of spreadsheets for cost reporting and other categories, during construction use of digital processes utilized by the contractor; also noted were monthly reports and website links for residents.

Examples of project changes which added value to ownership affecting facility work cited lighting issues with high ceiling

Differentiation between other firms: value of all cost estimating in-house and CMS detailed ownership of the project.

Committee Deliberation With the interviews having been concluded, Ms. Jones requested that Craig Blake conduct the evaluation process in order to determine the most favorable candidate eligible for award of contract. At the conclusion of the evaluation process and based upon each member's comparison of all presentations and proposal information, it was concluded

unanimously that Compass Project Management, Inc. met all criteria set forth in the Request for Qualifications and possessed an excellent understanding of the project itself and the management needs of the Town.

Therefore, it was on motion unanimously voted to select Compass Project Management, Inc. for Owner's Project Management (OPM) services for the Fairbank Community Center project pending successful financial negotiations.

It was also on motion unanimously voted to select NV5 as the second choice eligible for consideration contingent upon the inability to conclude successful negotiations with the first-choice candidate.

Ms. Jones will advise Mr. Bonfatti of the Committee's decision and request a price proposal for the project in consideration that the determination of whether to proceed with a M.G.L. c.149 or c.149A process has not been determined.

A subset of Committee members comprising Craig Blake, Jennifer Pincus, and John Kraemer volunteered to act as the negotiating team in connection with review of the price proposal with the intention to report to the full Committee upon conclusion.

Meeting Schedule The next meeting will be determined by the Chair based upon the progress of the negotiations.

There being no further business for discussion, the meeting was adjourned at 11:15 p.m.

Respectfully submitted,

Co-Chair Elaine L. Jones