

PROJECT MINUTES

Project:	W. Edward Balmer Elementary School Feasibility Study	Project No.:	17020
Prepared by:	Joel Seeley	Meeting Date:	3/17/18
Re:	CM Selection Committee Meeting	Meeting No:	6
Location:	District Offices	Time:	8:00am
Distribution:	School Building Committee Members, Attendees (MF)		

Attendees:

PRESENT	NAME	AFFILIATION
✓	Paul Bedigian	Representative of the Building, Planning, Construction Committee
✓	Jeff Lundquist	Community Member with building design and/or construction experience
✓	Andrew Chagnon	Community Member with building design and/or construction experience
✓	Dr. Catherine Stickney	Superintendent of Schools
By phone	Lee Dore	D & W, Architect
✓	Joel Seeley	SMMA, OPM

Item #	Action	Discussion
6.1	Record	Call to Order, 8:00 AM, meeting opened.
6.2	Record	A motion was made by A. Chagnon and seconded by P. Bedigian to approve the 3/6/18 CM Selection Committee meeting minutes. Motion passed unanimous by those attending.
6.3	Record	J. Seeley distributed and reviewed the requested supplemental proposal information from Consigli Construction Co., and Fontaine Bros., Inc., attached.
6.4	Record	J. Seeley distributed and reviewed the CM Price Proposal Evaluation, attached.
6.5	Record	Each Committee member expressed their findings from the CM interviews held on 3/14/18 and the supplemental proposal information. Upon discussion, a Motion was made by L. Dore and seconded by A. Chagnon to recommend Fontaine Bros., Inc. to the School Building Committee to be the CM. No discussion, motion passed five in favor and one against.
6.6	Record	A Motion was made by J. Lundquist and seconded by A. Chagnon to adjourn the meeting. No discussion, motion passed unanimous.

Attachments: Agenda, Supplemental Proposal Information from Consigli Construction Co., and Fontaine Bros., Inc, CM Price Proposal Evaluation

The information herein reflects the understanding reached. Please contact the author if you have any questions or are not in agreement with these Project Minutes

PROJECT MEETING SIGN-IN SHEET

Project: W. Edward Balmer Elementary School Feasibility Study
Prepared by: Joel Seeley
Re: CM Selection Subcommittee Meeting
Location: Northbridge Public Schools District Office
87 Linwood Avenue, Whitinsville, MA

Project No.: 17020
Meeting Date: 3/17/2018
Meeting No: 6
Time: 8:00am

Distribution: Attendees, (MF)

[illegible]

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Agenda

Project:	W. Edward Balmer Elementary School Feasibility Study	Project No.:	17020
Re:	CM Selection Subcommittee Meeting	Meeting Date:	3/17/2018
Meeting Location:	Northbridge Public Schools District Office	Meeting Time:	8:00 AM
	87 Linwood Avenue, Whitinsville, MA	Meeting No.	6
Prepared by:	Joel G. Seeley		
Distribution:	Committee Members (MF)		

1. Call to Order
2. Evaluation of CM Interviews and Revised Proposals
3. Next Meeting: TBD
4. Adjourn

1000 Massachusetts Avenue
Cambridge, MA 02138
617.547.5400

www.smma.com

CM AT RISK PROPOSAL EVALUATION
W. EDWARD BALMER ELEMENTARY SCHOOL, WHITINSVILLE, MASSACHUSETTS

PROJECT MANAGEMENT



3/16/2018

CM Price Proposal Analysis - Summary

		PSR Budget	Consigli	Fontaine
Pre-Construction Services	Code			
Pre-Construction Services	B.1		\$ 238,400	\$ 250,000
Sub-total		\$ 950,000	\$ 238,400	\$ 250,000
Construction				
Project Management Labor	C.1	below	\$ 2,267,395	\$ 1,842,475
Field Supervisory Labor	C.2	below	\$ 1,503,618	\$ 1,226,000
Sub-total		\$ 4,320,000	\$ 3,771,013	\$ 3,068,475
Consultant Labor	C.3		\$ -	\$ -
P&P Bonds	C.4	\$ 690,230	\$ 610,899	\$ 566,100
Insurance	C.4	\$ 1,207,902	\$ 990,258	\$ 887,840
Sub-total		\$ 1,898,132	\$ 1,601,157	\$ 1,453,940
Trailers, Supplies etc.	C.5	above	\$ 309,369	\$ 301,400
Additional Costs	C.6	above	\$ -	\$ -
Sub-total			\$ 309,369	\$ 301,400
Cost of Work Items	C.7		\$ -	\$ -
Sub-total	C.8	\$ 6,218,132	\$ 5,681,539	\$ 4,823,815
CM Fee				
CM Fee			\$ 1,791,970	\$ 1,625,000
Sub-total		\$ 2,070,690	\$ 1,791,970	\$ 1,625,000
Total		\$ 9,238,822	\$ 7,711,909	\$ 6,698,815
<i>Added Assistant PM/Project Engineer</i>			\$	228,000
<i>Added Assistant Superintendent</i>			\$	332,500
<i>Potential Total</i>			\$	7,259,315

Notes

1. Fontaine PA, AP/AR, Contracts, Compliance \$87,075 costs moved to Project Management Labor from Consultants
2. Fontaine additional \$216,000 distributed between current Assistant PM, MEP Coordinator and Assistant Superintendent
3. Fontaine cost to add an Assistant PM/Project Engineer - \$228,000
4. Fontaine cost to add a Assistant Superintendent - \$332,500

3/16/2018

CM Price Proposal Analysis - Construction Labor

		Consigli	Fontaine
Construction			
Project Management Labor	C.1		
Principal in Charge		included	included
Project Executive		\$ 146,216	\$ 153,000
Senior Project Manager		\$ -	\$ 619,200
Senior Project Manager -Ph2		\$ -	\$ -
Project Manager		\$ 580,500	\$ 469,200
Asst. Project Manager		\$ 527,510	\$ 250,400
Asst. Project Manager		\$ -	\$ -
Project Engineer		\$ 539,340	\$ -
Asst. Project Engineer		\$ -	\$ -
Environmental Manager		\$ -	\$ -
Quality Manager		\$ -	\$ -
LEED Coordinator		\$ 20,200	included
MEP Coordinator		\$ -	\$ 154,700
Project Accountant		\$ 127,194	\$ 33,750
Project Intern		\$ -	\$ -
Administrative Assistant		\$ 26,030	\$ -
Cost Control Engineer		By PM	\$ -
CORI Management/Badge Coordinator		by Assist Super	included
Scheduler		\$ 62,694	\$ 45,000
BIM		\$ 30,831	\$ 63,900
Information Technology		\$ 61,360	\$ -
Purchasing Agent		\$ 113,880	\$ -
Accounts Payable		\$ -	\$ 18,900
Compliance/Outreach Officer		\$ 31,640	\$ 18,225
Contracts & Insurance			\$ 16,200
Sub-total		\$ 2,267,395	\$ 1,842,475
Field Supervisory Labor	C.2		
General Superintendent		\$ 105,448	\$ -
Superintendent		\$ 597,724	\$ 690,000
Asst. Superintendent		\$ 556,400	\$ 455,000
Asst. Superintendent		\$ -	\$ -
MEP Coordinator / Commissioning Assistant		\$ 140,094	included in C1
Safety Engineer		\$ 37,960	\$ 81,000
CORI Implementation		included	included
Quality Manager		\$ 65,992	\$ -
Labor Foreman		\$ -	\$ -
Sub-total		\$ 1,503,618	\$ 1,226,000
Total		\$ 3,771,013	\$ 3,068,475
Added Assistant PM/Project Engineer		\$	228,000
Added Assistant Superintendent		\$	332,500
Potential Total		\$	3,628,975

Notes

1. Fontaine PA, AP/AR, Contracts, Compliance \$87,075 costs moved to Project Management Labor from Consultants
2. Fontaine additional \$216,000 distributed between current Assistant PM, MEP Coordinator and Assistant Superintendent
3. Fontaine cost to add an Assistant PM/Project Engineer - \$228,000
4. Fontaine cost to add a Assistant Superintendent - \$332,500

CM AT RISK PROPOSAL EVALUATION

PROJECT MANAGEMENT

SMMA
W. EDWARD BALMER ELEMENTARY SCHOOL, WHITINSVILLE, MASSACHUSETTS

3/16/2018

CM Price Proposal Analysis - Additional General Conditions

		Consigli	Fontaine
Construction			
Trailers, Supplies Etc.	C.5		
Town of Northbridge, OPM and Architect Temporary Office Trailers (minimum 12x60 with working toilet)		\$ 30,000	\$ 29,100
Town of Northbridge, OPM and Architect Telephone, high speed internet line and wireless internet connection and Usage Charges (including long distance)		\$ 20,633	\$ 8,400
Town of Northbridge, OPM and Architect Office Furniture		\$ 6,000	\$ 25,000
Cleaning of Town of Northbridge and Architect Trailers		\$ -	\$ 8,400
CM Temporary Office Trailers		\$ 78,000	\$ 29,100
CM Telephone and Internet Service, Equipment and Usage Charges (including long distance)		\$ 41,267	\$ 14,000
CM Office Furniture		\$ 7,500	\$ 20,000
Cleaning of CM Trailers		\$ -	\$ 8,400
Travel, Meals, etc...		\$ -	\$ 20,000
LEEDS Supervision and Assistance Implementation (Field)		included	included
Information Technology (I.T.) Time (Field Office)		\$ 33,550	\$ 15,000
Computers & Software		\$ 73,669	\$ 15,000
Field Office Supplies		\$ 18,750	\$ 19,000
Site Security Services		\$ -	cost of work
On-Site Storage Containers		\$ -	\$ 5,600
Small Tools		\$ -	\$ 5,600
Safety Materials (Safety Kit)		\$ -	\$ 14,000
Photos		\$ -	\$ 21,600
Reprographics		\$ -	\$ 8,400
Postage, Shipping, Courier Services, etc...		\$ -	\$ 2,800
Management of Plans, Specifications, etc...		\$ -	included
Record Drawings		\$ -	included
Punch List		\$ -	included
Photo ID Badge Machine		\$ -	\$ 12,000
Other		\$ -	\$ 20,000
Sub-total		\$ 309,369	\$ 301,400
Additional General Conditions	C.6		
		\$ -	\$ -
Sub-total		\$ -	\$ -
Total		\$ 309,369	\$ 301,400

March 15, 2018

Mr. Christian Riordan
Project Executive
Consigli Construction Co., Inc.
72 Sumner Street
Milford, Massachusetts 01757

Via Email to: criordan@consigli.com

Re: W. Edward Balmer Elementary School

Whitinsville, Massachusetts

Interviews for Construction Management at Risk Services

SMMA No. 17020

Dear Mr. Riordan:

On behalf of the Construction Manager at Risk Selection Committee, thank you for your presentation and interview with the Construction Manager at Risk Selection Committee on March 14, 2018.

To better assist the Selection Committee in determining a uniform level of service during the Construction Phase across the proposals, please re-evaluate your proposed schedule, staffing and tapering plan. Please submit any revisions to the proposed schedule, staffing and tapering plan and costs by 5:00 PM on Friday, March 16, 2018.

Very truly yours,

SMMA



Joel G. Seeley
Project Director

cc: CM Selection Committee (MF)

March 15, 2018

Mr. David Fontaine, Jr.
Vice President
Fontaine Bros., Inc.
510 Cottage Street
Springfield, Massachusetts 01104

Via Email to: djr@fontainebros.com

Re: W. Edward Balmer Elementary School

Whitinsville, Massachusetts

Interviews for Construction Management at Risk Services

SMMA No. 17020

Dear Mr. Fontaine:

On behalf of the Construction Manager at Risk Selection Committee, thank you for your presentation and interview with the Construction Manager at Risk Selection Committee on March 14, 2018.

To better assist the Selection Committee in determining a uniform level of service during the Construction Phase across the proposals, please re-evaluate your proposed staff and staff levels with respect to Assistant Project Manager, Assistant Superintendent, Project Engineer, LEED Coordinator, MEP Coordinator, and Quality Control. Please submit any revisions to proposed Construction Phase Staffing Plan and Costs by 5:00 PM on Friday, March 16, 2018.

Very truly yours,

SMMA



Joel G. Seeley
Project Director

cc: CM Selection Committee (MF)



March 16, 2018

Joel G. Seeley
Project Director
Symmes Maini & McKee Associates
1000 Massachusetts Avenue
Cambridge, MA 02138

Dear Mr. Seeley:

I'd like to thank you and the entire Balmer Elementary School Selection Committee for inviting the Consigli team to interview Wednesday night. I hope our excitement and commitment to the success of this project was evident.

Following our discussion at the interview and as requested in the letter received yesterday morning, we have revisited several elements of our proposal to best accommodate the needs of Balmer ES and the Northbridge community. Below, we've provided a summary of the modifications made:

- In developing our proposal and interview, we understood that minimizing disruptions to Balmer ES operations—including traffic, faculty parking and construction phasing—was critical to the success of the project. Our intent was to over-accommodate, by providing as much parking as close to the building as possible for your faculty, while sequencing the project in a way that minimized traffic re-routing and parking modifications for buses and parents. While this approach was conservative, we believe it achieved your goal of absolutely minimizing disruptions to day-to-day operations.
- Following our discussions at the interview Wednesday night and amongst our team Thursday, we revisited the sequencing and took a more aggressive approach that reduces the overall project duration, while still ensuring disruptions are kept to a minimum and adequate parking is available for your faculty. The resulting modifications **reduced the overall schedule duration by four (4) months**. We achieved this reduction by relocating temporary faculty parking to the exit road (as you can see on our attached logistics plan), from our originally proposed location at the U-8 soccer fields (nearest the school driveway entrance). While this parking scenario is slightly farther from the school, it does allow for construction of the fields to start in June 2021, instead of the originally proposed October 2021 date. Now, the construction of all soccer fields will occur in tandem with the abatement/demolition of the existing school, landscaping and parking improvements. With this approach, the Consigli team will exit the Balmer ES campus on December 23, 2021, instead of the originally proposed April 28, 2022.
- Directly related to the project schedule, a reduction in time results in a reduction in General Conditions cost. By resequencing elements of the work, we've also identified opportunities to adjust our staffing during the various project phases. As such, we have **reduced our General Conditions by \$1,021,656**. Additionally, it is our intent to abate the existing school with double-shifts during the summer 2021, while simultaneously installing all soccer fields (except U-10, which will already be turned over). By condensing shifts, we can take down the building faster and install permanent parking in the fall of 2021, allowing us to complete the project by December 23, 2021.

We believe these modifications to our project phasing and staffing—coupled with our team's understanding of your project—will result in the best possible approach for Balmer ES and the Northbridge community. If you have any questions regarding the adjustments presented within this package, please contact me at the number below. As we gain additional information and continue discussions during pre-construction, we can further refine our staffing approach and schedule. I'd also like to note that the Consigli team and I are more than willing to meet again with the Selection Committee if further questions arise or clarifications are required.

As you prepare to select your CM partner, there are multiple factors to be considered. The choice for the Balmer ES lies in determining which firm will provide the best fit, the best value and the best experience, for the next three and a half years and beyond. This is a project that cannot—and will not—be taken lightly. Fifteen Consigli employees call Northbridge their home, including several members of our proposed project team, and our work with and for Northbridge companies and institutions spans many decades. This is a first-hand opportunity to impact the education and development of students in a community in which our employees and their families live and work. For us, this isn't just another construction project—it's an investment in our own community, and an opportunity to shape the way Balmer's students learn, grow and are inspired for generations to come.

Thank you again for your consideration of Consigli to build this important project for the students, faculty, parents and residents of Northbridge. We enjoyed discussing our approach with you and the Selection Committee and hope it will be the first of many conversations regarding the new Balmer ES. Should you have any questions or need additional information, please do not hesitate to contact me.

Best Regards,

Consigli Construction Co., Inc.

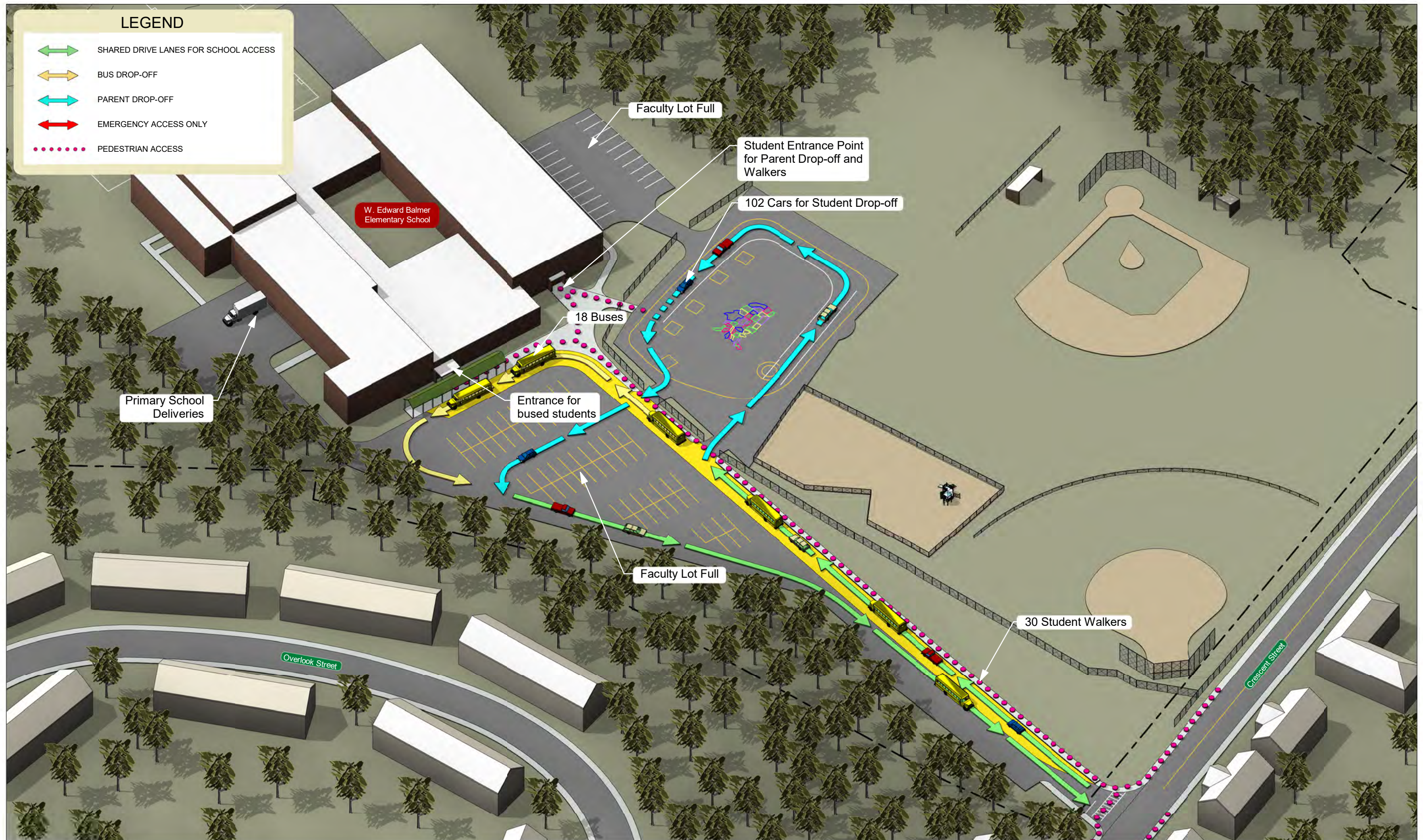


Christian Riordan

Project Executive

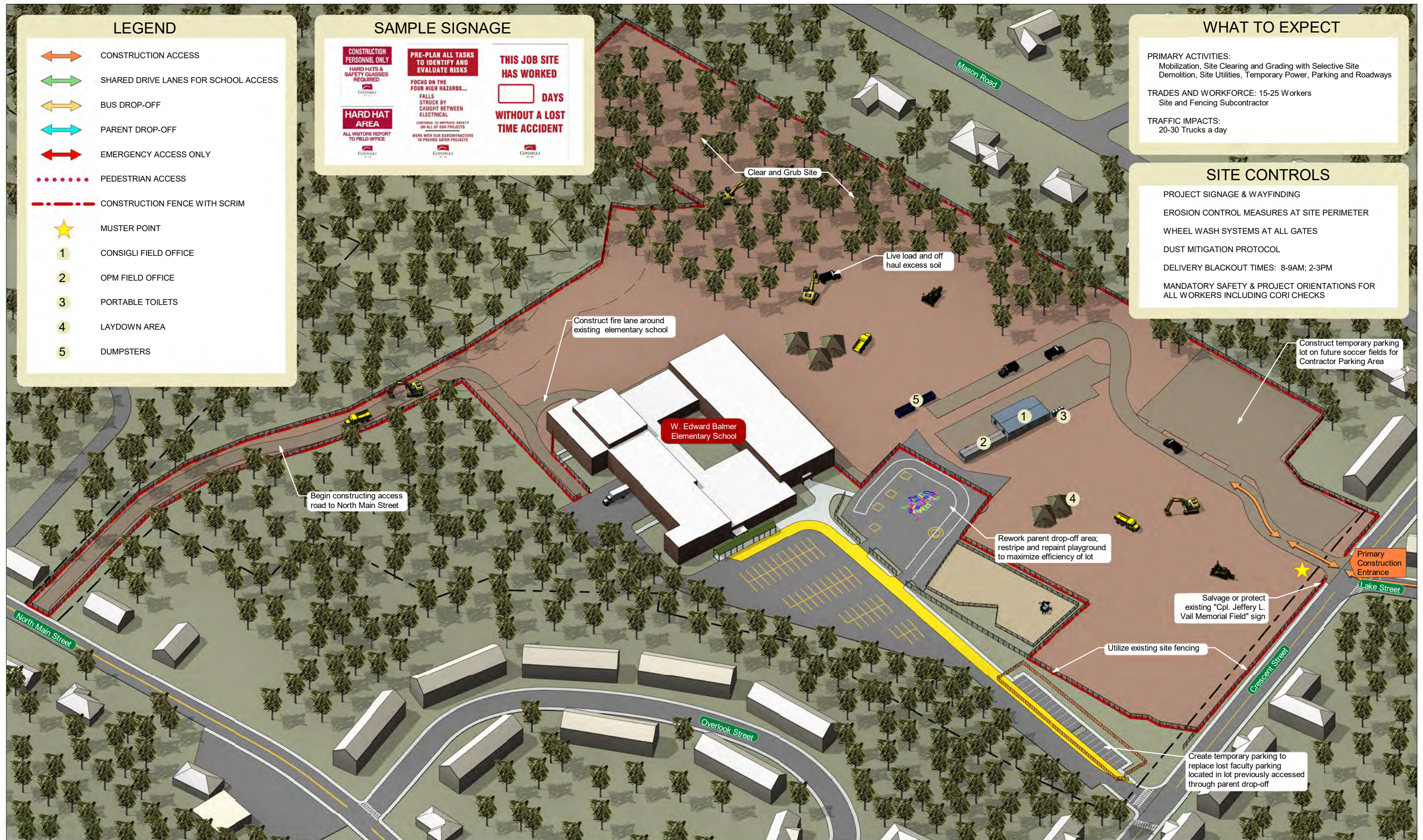
(508) 328-8969

criordan@consigli.com



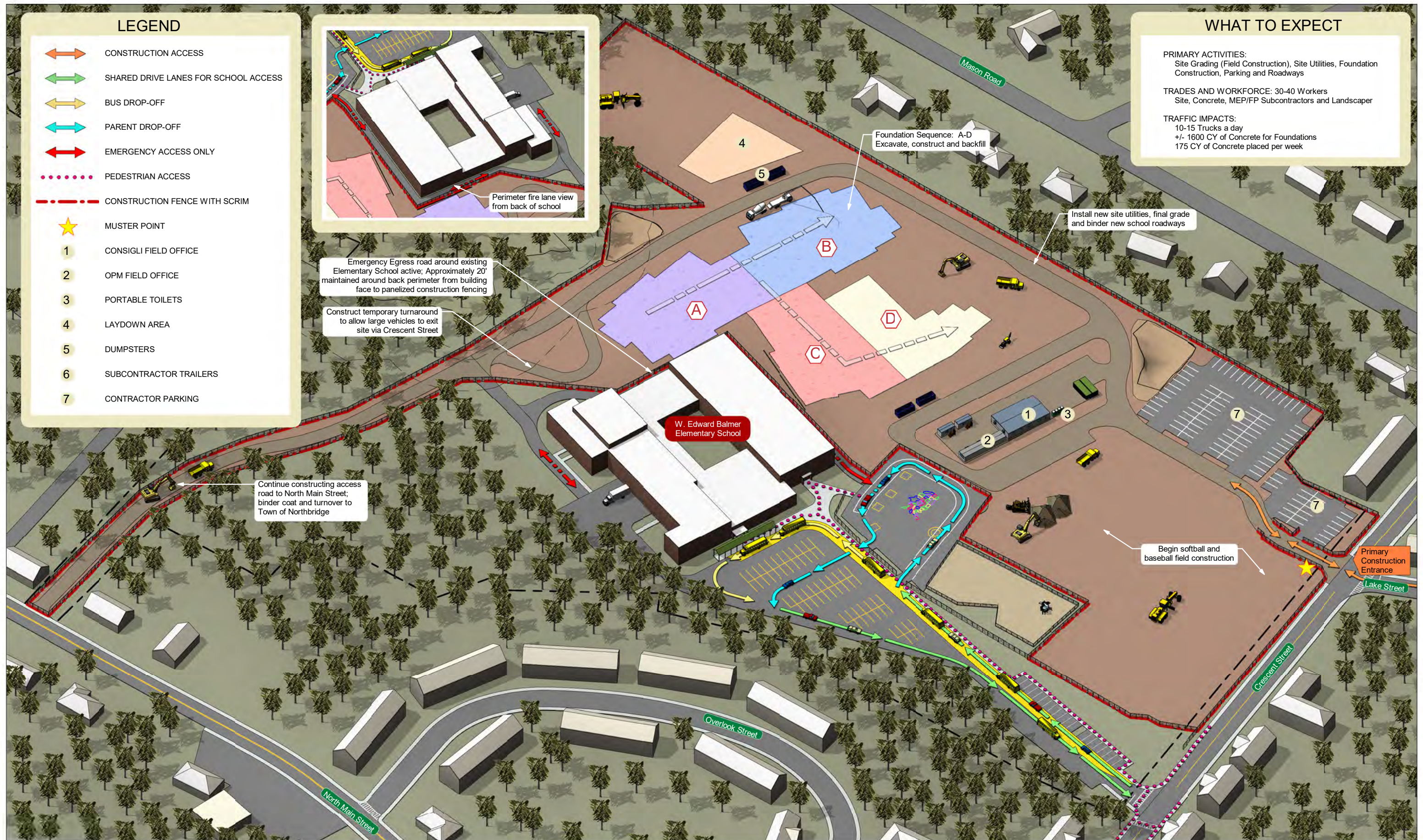
Town of Northbridge - W. Edward Balmer Elementary School
CURRENT TRAFFIC OBSERVATIONS AT EXISTING SCHOOL





Town of Northbridge - W. Edward Balmer Elementary School
JULY - AUGUST 2019 (SUMMER BREAK)
MOBILIZATION, SITE CLEARING & ENABLING, ACCESS ROAD CONSTRUCTION, FIRE LANE AT SCHOOL PERIMETER





Town of Northbridge - W. Edward Balmer Elementary School

SEPTEMBER - DECEMBER 2019
FOUNDATIONS AND SITEWORK





LEGEND

- ↔ CONSTRUCTION ACCESS
- ↔ SHARED DRIVE LANES FOR SCHOOL ACCESS
- ↔ BUS DROP-OFF
- ↔ PARENT DROP-OFF
- ↔ EMERGENCY ACCESS ONLY
- PEDESTRIAN ACCESS
- - - - - CONSTRUCTION FENCE WITH SCRIM
- ★ MUSTER POINT
- 1 CONSIGLI FIELD OFFICE
- 2 OPM FIELD OFFICE
- 3 PORTABLE TOILETS
- 4 LAYDOWN AREA
- 5 DUMPSTERS
- 6 SUBCONTRACTOR TRAILERS
- 7 CONTRACTOR PARKING

WHAT TO EXPECT

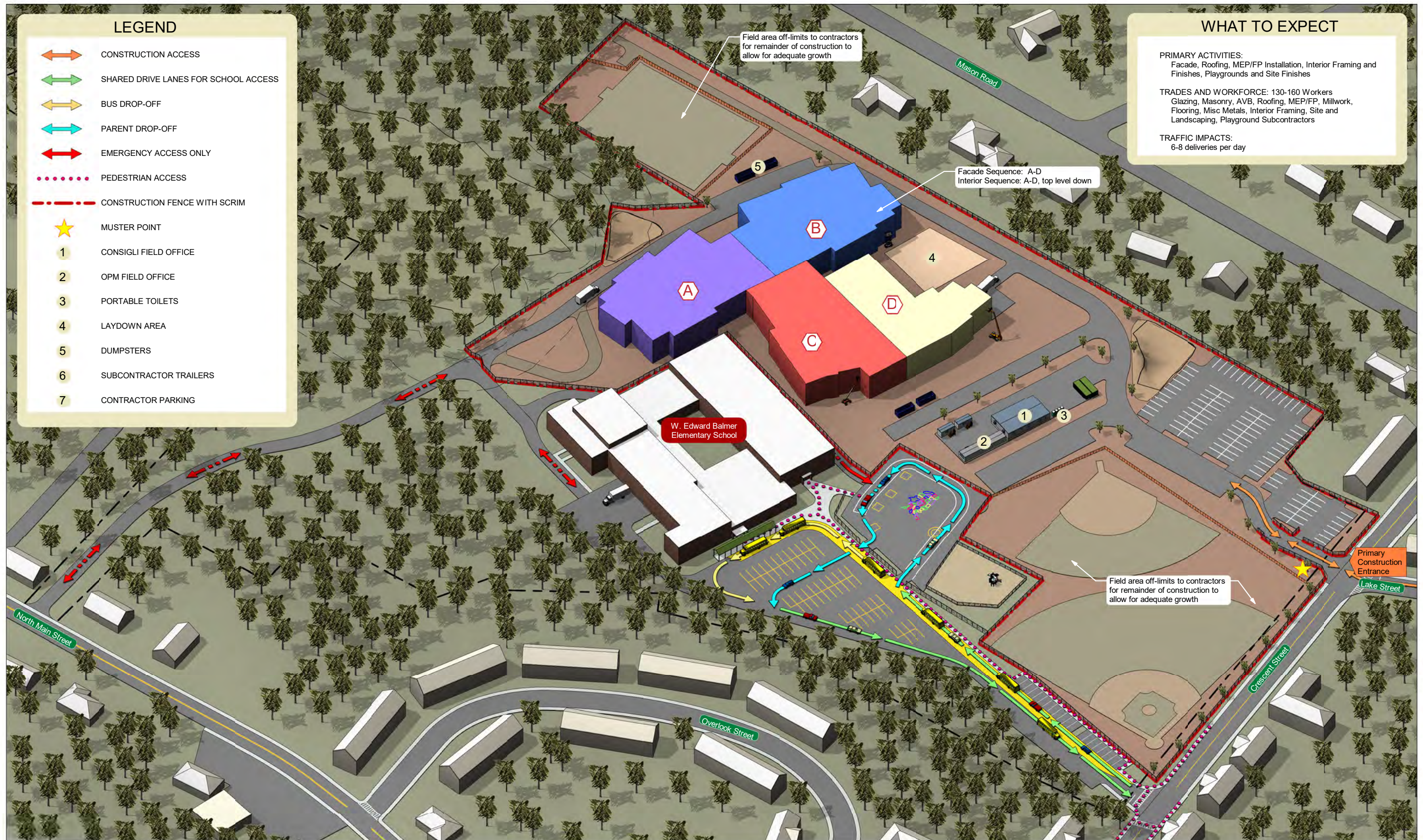
- PRIMARY ACTIVITIES:**
Steel Erection and Concrete Slab Placement, Field Construction
- TRADES AND WORKFORCE:** 30-40 Workers
Steel Erector, Site, Concrete MEP/FP Subcontractors and Landscaper
- TRAFFIC IMPACTS:**
10-15 trucks per week
+/- 3,000 pieces of steel
+/- 100 Crane Days

Town of Northbridge - W. Edward Balmer Elementary School

JANUARY - APRIL 2020

STEEL ERECTION AND CONCRETE SLAB PLACEMENT



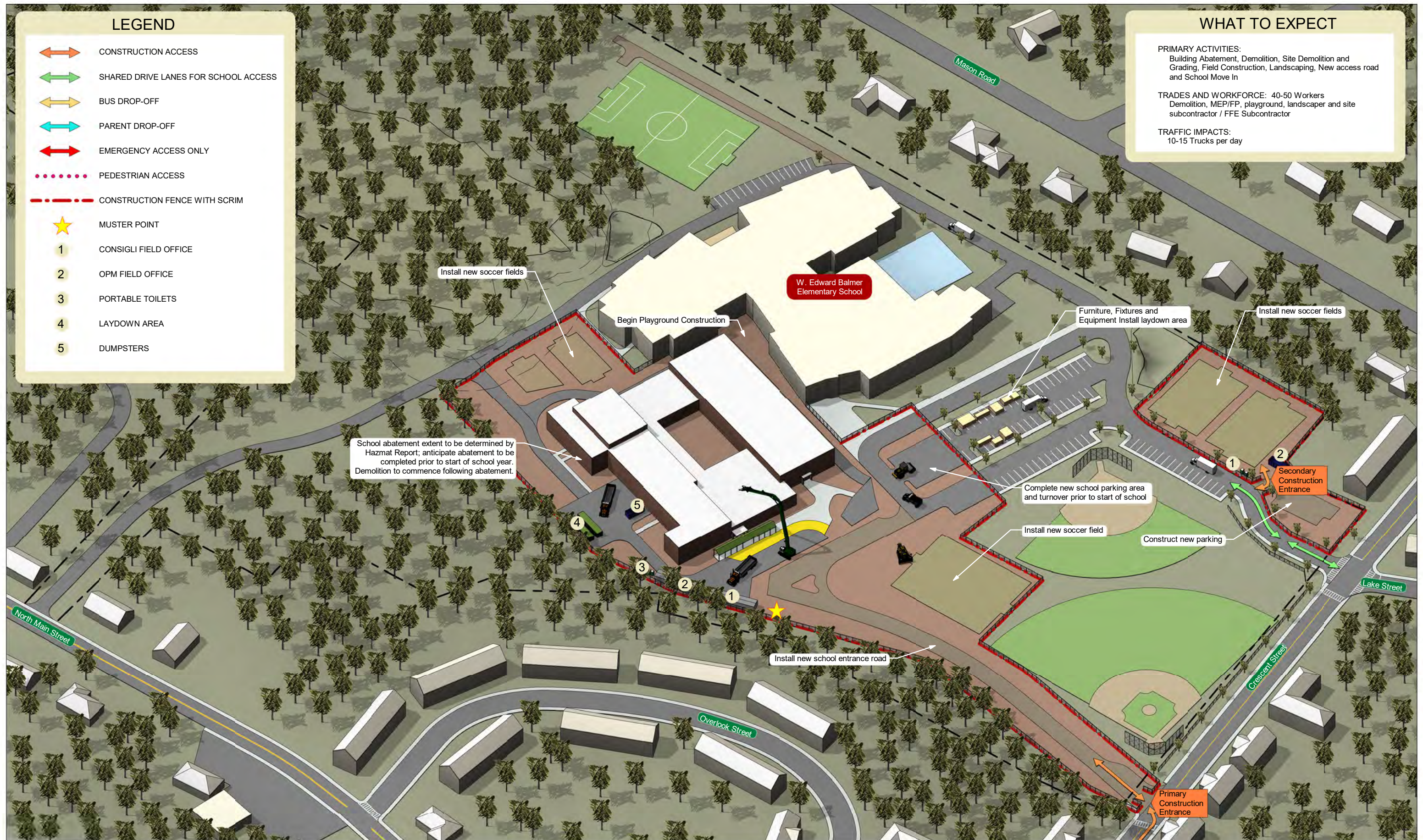


Town of Northbridge - W. Edward Balmer Elementary School

MAY 2020 - JUNE 2021

ENVELOPE AND INTERIOR CONSTRUCTION





Town of Northbridge - W. Edward Balmer Elementary School
JULY - SEPTEMBER 2021 (SUMMER BREAK)
NEW SCHOOL TURNOVER AND MOVE IN, ABATEMENT AND DEMOLITION OF EXISTING SCHOOL





Town of Northbridge - W. Edward Balmer Elementary School

SEPTEMBER - DECEMBER 2021

NEW PARKING, ROADWAYS AND NEW SOCCER FIELDS





Town of Northbridge - W. Edward Balmer Elementary School

JANUARY 2022

WORK COMPLETE



STAFFING PLAN



W. Edward Balmer Elementary

ANTICIPATED STAFFING PLAN

Activity	Start	End
PRECONSTRUCTION	1	10
STARTUP	10	12
CONSTRUCTION	12	30
CONSTRUCTION 2	30	34
CLOSEOUT	34	36

PROJECT MANAGEMENT PERSONNEL

[illegible]

PRICE PROPOSAL
FORM GC: PAYMENT FOR CONSTRUCTION MANAGEMENT SERVICES

SECTION A: SUMMARY

Company Name: Consigli Construction Co., Inc.
By: _____
(Signature of Authorized Representative)
Title: Project Executive

Section A. PAYMENT SUMMARY FOR CM PRECONSTRUCTION SERVICES

A.0 Total Payment for Initial CM Preconstruction Services	\$ <u>40,000.00</u>
A.1 Total Payment for CM Preconstruction General Conditions Costs	\$ <u>198,400.00</u>
A.2 Total Payment for CM Preconstruction Fee	\$ <u>NA</u>
A.3 Total Payment for CM Preconstruction Services	
Add A.0, A.1 and A.2	\$ <u>238,400.00</u>

Confirm Total Payment for CM Preconstruction Services in words below, from line A.3

Two Hundred Thirty Eight Thousand Four Hundred Dollars

Section A. PAYMENT SUMMARY FOR CM CONSTRUCTION SERVICES

A.4 Total Payment for CM Construction General Conditions Costs	\$ <u>5,681,539.00</u>
A.5 Total Payment for CM Construction Fee	\$ <u>1,791,970.00</u>
A.6 Total Payment for CM Construction Services	
Add A.4 and A.5	\$ <u>7,473,509.00</u>

Confirm Total Payment for CM Construction Services in words below, from line A.6

Seven Million Four Hundred Seventy Three Thousand Five Hundred Nine Dollars

Section A. PAYMENT SUMMARY FOR PRECONSTRUCTION and CM CONSTRUCTION SERVICES COMBINED

A.7 Total Payment for CM Preconstruction and CM Construction Services	
Add line A.3 and A.6	\$ <u>7,711,909.00</u>

Confirm Total Payment for CM Preconstruction and Construction Services combined in words below, from line A.7

Seven Million Seven Hundred Eleven Thousand Nine Hundred Nine Dollars

FORM GC: PAYMENT FOR CONSTRUCTION MANAGEMENT SERVICES

Section B: DETAIL OF CM PRECONSTRUCTION GENERAL CONDITIONS COSTS

Note: Titles in the boxes below are listed for convenience only. Please add more titles if needed and insert zeros on the lines you do not plan to use.

B.1. Preconstruction Title List company name for subcontractors to CM	Personnel Name	(A) Duration in Months	(B) Hourly Rate	(C) Monthly Rate	(A*C=D) Total Cost
Principal in Charge	Anthony Consigli	11	n/a	n/a	n/a
Project Executive	Christian Riordan	11	\$185	\$1,177	\$12,950
Senior Project Manager			\$	\$	\$0
Project Manager	Matteo Batista	11	\$115	\$732	\$8,050
Assistant Project Manager			\$	\$	\$0
Superintendent	Kyle Raposo	11	\$130	\$827	\$9,100
Chief Estimator	David Curry	11	\$185	\$11,436	\$125,800
Lead Estimator	David Belloch	11	\$130		Included Above
HVAC Estimator	Dan Brosseau	11	\$115		Included
Electrical Estimator	Damian Foye	11	\$115		Included
Plumbing / FP Estimator	Dan Brosseau	11	\$115		Included
Purchasing Agent	Mike Baker	11	\$130	\$414	\$4,550
Pre-Construction Coordinator	TBD	11	\$115	\$2,739	\$30,130
Scheduling Manager	Jared Williams	11	\$115	\$439	\$4,830
BIM Manager	Alicia Cox	11	\$115	\$271	\$2,990
			\$	\$	\$
			\$	\$	\$
			\$	\$	\$
Key Personnel				Total B.1	\$198,400

B.2 Lump Sum for Additional Categories of CM Preconstruction General Conditions Costs (Expenses, Insurance and miscellaneous staff and subcontractors not listed above).	\$0
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B.3 Total Payment for CM Preconstruction General Conditions Costs Add lines B.1 and B.2 Transfer total to Payment Summary, Section A line A.1	\$198,400
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FORM GC: PAYMENT FOR CONSTRUCTION MANAGEMENT SERVICES**Section C: DETAIL OF CM CONSTRUCTION GENERAL CONDITIONS COSTS**

Note: Titles in the boxes below are listed for convenience only. Please add more titles if needed and insert zeros on the lines you do not plan to use.

C.1. Project Management Titles List company name for subcontractors to CM	Personnel Name	(A) Duration in Months	(B) Hourly Rate	(C) Monthly Rate	(A*C=D) Total Cost
Principal in Charge	Matthew Consigli	30	n/a	n/a	n/a
Project Executive	Christian Riordan	30	\$196	\$4,774	\$146,216
Senior Project Manager			\$0	\$0	\$0
Project Manager	Matteo Batista	32	\$129	\$18,140	\$580,500
Asst. Project Manager	TBD	32	\$107	\$16,484	\$527,510
Project Engineer	Rachael Flynn	32	\$101	\$16,854	\$539,340
Asst. Project Engineer			\$0	\$0	\$0
LEED Coordinator	Steven Burke	23	\$101	\$878	\$20,200
Project Accountant	Michael Baldarelli	32	\$129	\$3,975	\$127,194
Administrative Assistant	Michelle White	32	\$95	\$813	\$26,030
Cost Control Engineer	By PM / APM		\$0	\$0	Included
CORI Management/Badge Coordinator	By Assist. Super		\$0	\$0	Included
Scheduler	Jared Williams	30	\$129	\$2,090	\$62,694
BIM	Alicia Cox	26	\$129	\$1,186	\$30,831
Information Technology	TBD	30	\$118	\$2,045	\$61,360
Purchasing Agent	Michael Baker	4	\$146	\$28,470	\$113,880
Compliance/Outreach Officer	Dave Cullinane	26	\$140	\$1,217	\$31,640
List Consultant Costs			\$	\$	\$
			\$	\$	\$
Key Personnel				Total C.1	\$2,267,395

C.2 Field Supervisory List company name for subcontractors to CM	Personnel Name	(A) Duration in Months	(B) Hourly Rate	(C) Monthly Rate	(A*C=D) Total Cost
General Superintendent	John Laperle	30	\$196	\$3,515	\$105,448
Superintendent	Kyle Raposo	30	\$146	\$19,924	\$597,724
Asst. Superintendent	TBD	30	\$107	\$18,546	\$556,400
MEP Coordinator / Commissioning Assistant	Chris Hamel	30	\$146	\$4,670	\$140,094
Field Engineer			\$0	\$0	\$0
Asst. Field Engineer			\$0	\$0	\$0
Safety Engineer	Edward Pellerin	30	\$120	\$1,265	\$37,960
CORI Implementation	Asst. Super		\$0	\$0	Included
Quality Control Manager	Ken Amano	26	\$146	\$2,538	\$65,992
			\$	\$	\$
			\$	\$	\$
Total C.2					\$1,503,618

C.3 Additional Positions List company name for Consultants to CM	Personnel Name	(A) Duration in Months	(B) Hourly Rate	(C) Monthly Rate	(A*C=D) Total Cost
QA/QC – Consultant/ Testing	Cost of the Work			\$	\$
Haz-Mat Supervision / Testing	By Owner (testing)			\$	\$
				\$	\$
				\$	\$
				\$	\$
Total C.3					\$

C.4 Insurance and Bond Costs Identify other Insurance and Bond Costs in blank spaces below	Rate Per Thousand Dollars	ECC cost to be used for Pricing, bond costs will be adjusted to reflect Offeror's GMP	Total Cost
Performance Bond (Construction)		\$81,453,196	\$610,899
Payment (Labor & Material) Bond (Construction)		\$81,453,196	Included Above
Builders' Risk		\$81,453,196	\$94,273
General Liability			\$895,985
Vehicle Liability	- -		\$
Pollution Liability	- -		\$

C.4 Insurance and Bond Costs Identify other Insurance and Bond Costs in blank spaces below	Rate Per Thousand Dollars	ECC cost to be used for Pricing, bond costs will be adjusted to reflect Offeror's GMP	Total Cost
Workers Compensation	- -		\$
Umbrella Coverage	- -		\$
			\$
Subcontractor Bonds		Assign to Subcontractor	Cost of Work
Total C.4			\$1,601,157

C.5 General Conditions Additional Categories	Cost
Project Phasing	Included in C.1
Supervision of the Work	Included in C.2
Use of Premises	Included in C.2
Coordination	Included in C.1
BIM	Included in C.1
Accounting	Included in C.1
Cost Control	Included in C.1
Safety and First Aid Manager	Included in C.1
Debris Removal Management	Included in C.2
Field Measurements	Included in C.2
Critical Path method Construction Schedules Two Week Look-Ahead and Monthly Updates	Included in C.1
Shop Drawing Log	Included in C.1
Long Lead Item Log	Included in C.1
Pre-Purchase Log	Included in C.1
Shop Drawings, Products Data and Samples	Included in C.1
Quality Control	Included in C.1
Testing Agency Service	Included in C.3
Neighborhood Management Plan	Included in C.1
Neighborhood Plan Implementation	Included in C.2
Demolition Waste Management Plan	Included in C.1
Demolition Waste Plan Implementation	Included in C.2
Construction Waste Management Plan	Included in C.1
Construction Waste Plan Implementation	Included in C.2
Hazardous Waste Management Plan	Included in C.1
Hazardous Waste Plan Implementation	Included in C.2
Project Closeout	Included in C.1
LEED Sustainable Design Management	Included in C.1
CORI Implementation	Included in C.2
Project Management and Coordination	Included in C.1
Management of Job Progress Meetings	Included in C.1
Attendance at School Related Meetings	Included in C.1

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	(A) Duration in Months	(B) Hourly Rate	(C) Monthly Rate	(A*C=D) Total Cost
Town of Northbridge, OPM and Architect Temporary Office Trailers (minimum 12x60 with working toilet)	30		\$1,000	\$30,000
Town of Northbridge, OPM and Architect Telephone, high speed internet line and wireless internet connection and Usage Charges (including long distance)	30		\$688	\$20,633
Town of Northbridge, OPM and Architect Office Furniture	1		\$6,000	\$6,000
Cleaning of Town of Northbridge and Architect Trailers	30		\$0	\$0
CM Temporary Office Trailers	30		\$2,600	\$78,000
CM Telephone and Internet Service, Equipment and Usage Charges (including long distance)	30		\$1,375	\$41,267
CM Office Furniture	1		\$7,500	\$7,500
Cleaning of CM Trailers	30		\$0	\$0
Travel, Meals, etc...	Included		\$0	\$0
LEEDS Supervision and Assistance Implementation (Field)	Included Above		\$0	\$0
Information Technology (I.T.) Time (Field Office)	30		\$1,118	\$33,550
Computers & Software	30		\$2,455	\$73,669
Field Office Supplies	30		\$625	\$18,750
Site Security Services				\$
On-Site Storage Containers				\$
Small Tools				\$
Safety Materials (Safety Kit)				\$
Photos				\$
Reprographics				\$
Postage, Shipping, Courier Services, etc...			\$	\$
Management of Plans, Specifications, etc...				\$
Record Drawings				\$
Punch List				\$
Photo ID Badge Machine				\$
Other				\$
			Total C.5	\$309,369

Site Enclosure Fences and Gates	cost of work
Temporary Walkways	cost of work
Temporary Paving	cost of work
Security Enclosures	cost of work
Temporary Enclosures	cost of work
Police Details	cost of work
Fire Watch Details	cost of work
Temporary Lighting	cost of work
Temporary Fire Protection	cost of work
Staging and Hoisting	cost of work
Shoring	cost of work
Temporary Stairs	cost of work
Dust Control	cost of work
Noise Control	cost of work
Winter Conditions	cost of work
Weather Protection	cost of work
Permanent Utility Costs (before the building is occupied)	cost of work
Subcontractor Insurance and Bonds	cost of work
Dewatering Including Contamination Treatment	cost of work
Subcontractors (Material, Equipment and Labor)	cost of work
Project Vehicles/Maintenance/Protection	cost of work
Rental Costs of Machinery and Equipment	cost of work
Storage Trailers and Containers	cost of work
Safety Labor and Protection	cost of work
Safety Materials (guardrails, railing, etc...)	cost of work
Project and Site Traffic Signage – (temporary)	cost of work
Debris Control, Removal and Dumpsters	cost of work
Demolition Waste Removal	cost of work
Hazardous Waste Removal	cost of work
Rodent and Pest Control	cost of work
Interim and Final Cleaning for Site and Building	cost of work
Contaminated Soil Removal	cost of work
Cutting, Coring and Patching	cost of work
Tree and Shrub Protection	cost of work
Wetland and Environmental Protection	cost of work

C.8 Total of all Details of CM Construction General Conditions Costs <i>Add lines C.1, C.2, C.3, C.4, C.5 and C.6.</i> <i>Transfer total to Payment Summary, Section A line A.4</i>	\$5,681,539
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March 16, 2018

New Balmer School Project
CM Selection Committee
C/O Joel Seely

Mr. Seeley:

Thank you very much for your letter regarding our proposal for the Northbridge Balmer Elementary School Project. We are thrilled to have made it to this point in the selection process and anxious to address any concerns with our proposed staffing plan for the project; specifically, the full construction phase.

I understand that one factor in the building committee's decision to use the CM at-Risk delivery method was to ensure that the construction phase of the project is a smooth and flawless experience for the school, the neighbors, the community, and the building committee. While we have great confidence in the team we have proposed and feel that their experience sets them apart from our competitors, I understand that you may prefer for us to have a stronger presence on-site during construction.

With this in mind, I have carefully reviewed our staffing levels with a focus on several supportive roles that could add value to this team. If the committee is agreeable, I would propose to make the following changes in an effort to give you greater comfort that the construction phase of the project will be a positive experience for all involved:

- **Assistant Project Manager.** In our original proposal, Assistant Project Manager Ryan DiPasquale was proposed in a part-time role. His level of involvement was intended to fluctuate between 2 and 4 days per week based on the phase of the project. We would suggest revising his role to be full-time. Ryan would mobilize with the team on-site in October 2019 and stay through turnover of the new building and the start of school year in September 2021. With this added capacity, he will play an increased role in supporting Project Manager Joel Kent in the areas of **RFI/Submittal Review & Processing, LEED Coordination, and Quality Control.**
- **MEP Coordinator.** Our original proposal showed MEP Coordinated Jeremiah Auclair in a limited part-time capacity. We have reviewed this and recommend **doubling his involvement throughout construction** to provide a higher level of management to the MEP systems installation in the building. Jeremiah has both field and office experience in MEP's. He will assist in everything from **MEP coordination, to shop drawing and submittal review, quality control** of the MEP rough-in and install process, and actively support and supplement the work of the Commissioning Agent.
- We would also recommend starting Karl Beaumier's role as Assistant Superintendent when the rest of the team mobilizes in October 2019 to ensure continuity and a more consistent experience on-site and for the project team.

If the committee wishes to accept the revisions described above, the impact to our price proposal would be \$216,000.



With the talented team we are proposing, along with the potential revisions described above, I hope the selection committee is comfortable in our ability to deliver a successful project. While others may focus on the construction value in establishing staffing levels, our focus has been on the manpower needed to put in place a new 170,000 square foot school; which less than 10 years ago would have had a construction value of \$55m. We believe we have done that but would be more than happy to work with the team to identify a staffing plan that adds the most value to the project.

We have a deep group of talented school builders we could make available for the Balmer project if we (as a team) determine that adding resources (in the form of either Project Management/Engineering or field supervision) brings value to the project. Below is a description of these roles and their associated cost impact. As preconstruction moves forward and we (as a team) finalize the project's schedule, phasing, and logistics, we can determine the most efficient and appropriate level of support staffing.

- **Assistant Project Manager/Project Engineer.** The flow of timely and accurate information is critical to a complex school construction project like the Balmer. An additional Assistant Project Manager/Project Engineer could be added to our team with a **primary focus on RFI/Submittal review and coordination**. We have several people who will be available to fill this role. We could carry this person at the same monthly rate as Ryan DiPasquale (our proposed APM). The monthly billing rate for this role would be \$12,000. Over our proposed 19-month duration for construction of the new building the cost impact to add this position would be \$228,000.
- **Assistant Superintendent.** Site control is going to be paramount on the Balmer project. From **safety and communication to oversight of the schedule and work of the trades**, having an additional Assistant Superintendent may be of interest to the committee. We several people we could add as an additional full-time on-site Assistant Superintendent at a monthly rate of \$17,500. If we added this role for the 19-month duration of constructing the new building the cost impact would be \$332,500.

In closing, I would like to echo my remarks from Thursday evening. This is a marque project for our firm. It comes at an exciting time in our history as we continue to focus in Central Mass. The outcome of this project will be a reflection upon our firm for years to come. This project will be as important to us as it is to you. You have my personal commitment, backed by David Sr., that the new Balmer School will be a success. Our team looks forward to working hand in hand with SMMA and Dore & Whittier to deliver a successful project for the Town of Northbridge while at the same time making the process an enjoyable experience for the committee.

I wish you well in making this very important decision. And I speak for the entire team when I say that we hope to join you at Tuesday night's building committee meeting and get right to work!

Most sincerely,

David Fontaine, Jr.
Vice President
Fontaine Bros., Inc.

RFP INTERVIEW EVALUATION CRITERIA

GILBANE BUILDING COMPANY

- **Communication:**
- **Project Team Chemistry:**
- **Project Leadership:**
- **Project Approach – PreConstruction:**
- **Project Approach – Construction:**
- **Budget and Cost Control:**
- **Quality Control:**
- **Answers to All 4 Questions:**

OVERALL RATING

RATING

RATING: 1 = Least Advantageous 2 = Advantageous 3 = Most Advantageous
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Questions:

- 1 What do you see as the most important challenge for the project?**

NOTES:

RATING

- 2 How will you add value to promoting the project to the community prior to the Town vote?**

NOTES:

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- 3 Tell us what you think would be opportunities for schedule and cost savings?**

NOTES:

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- 4 What is your constructability review process and deliverable during each design phase?**

NOTES:

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RFP INTERVIEW EVALUATION CRITERIA

FONTAINE BROS., INC.

- Communication:
- Project Team Chemistry:
- Project Leadership:
- Project Approach – PreConstruction:
- Project Approach – Construction:
- Budget and Cost Control:
- Quality Control:
- Answers to All 4 Questions:

OVERALL RATING

RATING

RATING: 1 = Least Advantageous 2 = Advantageous 3 = Most Advantageous

Questions:

- 1 What do you see as the most important challenge for the project?

NOTES:

RATING

- 2 How will you add value to promoting the project to the community prior to the Town vote?

NOTES:

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- 3 Tell us what you think would be opportunities for schedule and cost savings?

NOTES:

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- 4 What is your constructability review process and deliverable during each design phase?

NOTES:

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RFP INTERVIEW EVALUATION CRITERIA

W.T. RICH COMPANY, INC.

- Communication:
- Project Team Chemistry:
- Project Leadership:
- Project Approach – PreConstruction:
- Project Approach – Construction:
- Budget and Cost Control:
- Quality Control:
- Answers to All 4 Questions:

OVERALL RATING

RATING

RATING: 1 = Least Advantageous 2 = Advantageous 3 = Most Advantageous

Questions:

- 1 What do you see as the most important challenge for the project?

NOTES:

RATING

- 2 How will you add value to promoting the project to the community prior to the Town vote?

NOTES:

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- 3 Tell us what you think would be opportunities for schedule and cost savings?

NOTES:

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- 4 What is your constructability review process and deliverable during each design phase?

NOTES:

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RFP INTERVIEW EVALUATION CRITERIA

CONSIGLI CONSTRUCTION COMPANY

- Communication:
- Project Team Chemistry:
- Project Leadership:
- Project Approach – PreConstruction:
- Project Approach – Construction:
- Budget and Cost Control:
- Quality Control:
- Answers to All 4 Questions:

OVERALL RATING

RATING

RATING: 1 = Least Advantageous 2 = Advantageous 3 = Most Advantageous

Questions:

- 1 What do you see as the most important challenge for the project?

NOTES:

RATING

- 2 How will you add value to promoting the project to the community prior to the Town vote?

NOTES:

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- 3 Tell us what you think would be opportunities for schedule and cost savings?

NOTES:

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- 4 What is your constructability review process and deliverable during each design phase?

NOTES:

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RFP INTERVIEW - CONSTRUCTION MANAGER QUESTIONS

1= Least Advantageous; 2= Advantageous; 3= Most Advantageous

RESPONSE RATING				
	CONSIGLI CONSTRUCTION COMPANY	FONTAINE BROS., INC.	GILBANE BUILDING COMPANY	W.T. RICH COMPANY, INC.
1 Tell us about your similar projects and how they relate to our project.				
2 Tell us how your staff's experience will benefit our project.				
3 How will you ensure quality throughout the construction?				
4 Tell us how you ensure all approved Design Phase LEED credits will be obtained?				
5 How do you ensure there will be no gaps between Early Packages and Final Documents?				
6 What is your process for managing holds, allowances and contingencies?				
7 How will you handle on-site traffic and parking concerns from the staff and the public?				
8 How will you handle neighborhood traffic concerns?				

RFP INTERVIEW - CONSTRUCTION MANAGER QUESTIONS

1= Least Advantageous; 2= Advantageous; 3= Most Advantageous

		RESPONSE RATING			
		CONSIGLI CONSTRUCTION COMPANY	FONTAINE BROS., INC.	GILBANE BUILDING COMPANY	W.T. RICH COMPANY, INC.
9	How will you manage a non-performing subcontractor?				
10	Give us some good examples of Value Engineering for a project like ours.				
11	What is the main differentiator of your firm from the other firms?				
TOTALS					

Signature _____ Date _____

RFP INTERVIEW EVALUATION CRITERIA

FINAL RANKING

Evaluator: _____

- **Communication:**
- **Project Team Chemistry:**
- **Project Leadership:**
- **Project Approach – PreConstruction:**
- **Project Approach – Construction:**
- **Budget and Cost Control:**
- **Quality Control:**
- **Answers to All 4 Questions:**

OVERALL RATING

CONSIGLI	FONTAINE	GILBANE	W.T. RICH

RATING: 1 = Least Advantageous 2 = Advantageous 3 = Most Advantageous
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