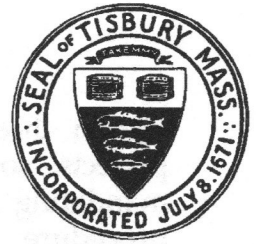




John Custer  
Principal

The Tisbury School  
40 West William Street  
Post Office Box 878  
Vineyard Haven, Massachusetts 02568  
Tel: 508-696-6500 • Fax: 508-696-7437



Sean Mulvey  
Associate Principal

**Tisbury School Committee/Tisbury School Building Committee**  
**5:00PM, Monday, January 22, 2018**  
**Tisbury School Library**

1

**TSBC Members Present:** Chair Colleen McAndrews, Wiet Bacheller,  
Harold Chapdelaine, Catherine Coogan, John Custer\*,  
Sean DeBettencourt, Cheryl Doble, Jeff Kristal,  
Melinda Loberg\*, Reade Milne\*, Erika Mulvey,  
Sean Mulvey\*, Dan Seidman\*, Richie Smith, Amy Tierney,

**TSC Members Present:** Chair Amy Houghton, Colleen McAndrews,

**Others:** Public - Jynell Krisal, James Rogers,  
Daedalus – Richard Marks, Christina Opper,  
Turowski2 – Libby Turowski, Peter Turowski,

**Press:** MVTV – Evgeny Mishchenko,

\* Late Arrivals or early departures.

The Tisbury School Building Committee (TSBC) and Tisbury School Building Committee (TSC) meetings were called to order. The meeting was being videotaped for MVTV and audiotaped for recorder Ms. Marni Lipke who was at a conflicting meeting. Several members had to leave at 6:00PM—for the Tisbury School Girls Basketball team championship playoffs. (*Recorder's note: discussions are summarized and re-grouped for clarity and brevity.*)

I. Approval of the Minutes of 1/8/18

• **ON A MOTION DULY MADE BY PRIN. JOHN CUSTER AND SECONDED BY MS. WIET BACHELLER THE MINUTES OF THE JANUARY 8, 2018 MEETING WERE UNANIMOUSLY APPROVED; 11 AYES, 0 NAYS, 1 ABSTENTION—MR. JEFF KRISTAL** due to absence.

II. Procurement - Construction Manager at Risk (CM@R) and Design, Bid, Build (DBB)  
(See documents on file and Minutes: 9/25/17 p.3-4 #VI. & 11/27/17 p.1 #II.)

The TSBC would decide tonight whether to include the CM@R or DBB in the budget submitted to the Massachusetts School Building Authority (MSBA) Board—who currently understood that no final decision had been made and was not yet necessary.

• Historically Massachusetts General Law delineated a Request for Proposal (RFP) bid process and required the lowest bid award on all municipal building projects over a

certain threshold. However this often resulted in poor construction and shoddy projects, so a team of professionals drafted amendments voted into law in 2004 mandating pre-qualification for all DBB bidders as well as CM@R as an alternate procedure, since which time poor quality low bidders had been dropped off the qualified list.

- In DBB when all design was complete (100% drawings) (about a year after a successful Town vote), a pre-qualification committee (Architect, Owner's Project Manager (OPM) and two community members) reviewed companies and the lowest bid would be hired. DBB major disadvantages were noted.
  - There was no contractor input during the design phase.
  - Tisbury had little or no control over which of the firm's teams ran the project—usually decided by internal staff availability.
  - Most importantly the current market showed a limited number of likely bidders; for example even \$50,000,000 projects within 10 miles of Boston only attracted four bidders.
- In CM@R a firm and team were interviewed and hired in a four month process (similar to the choice of OPM hiring) starting after the successful Town vote and including Attorney General Office approval. The CM@R team then participated in the design phase and oversaw the subcontractor prequalification process—hopefully allowing more local firm participation. Tisbury was grandfathered into gaining an extra MSBA reimbursement point for choosing CM@R working out to covering about \$400,000 of the \$1,800,00 cost.
  - There were few risks/disadvantages.
  - The CM@R pool of possible bidders on the Tisbury School (four or five) was larger than DBB pool (about two).
  - If this process failed the project could switch to DBB.

The TSBC discussed and asked about a number of factors.

- On the important issues of construction quality, particularly with complex, modern systems, there was not much difference between the two processes. Fortunately in a new building project, quality concerns were less critical than in a renovation project.
  - Data showed about the same number of change orders—despite CM@R pre-construction consultation.
  - The same builders performed the work and CM@R did not circumvent the subcontractor bid process (about 50% of the construction price); it was just a question of who managed them.
  - Daedalus daily construction oversight was enhanced by CM@R team that might, for example have a electrical/mechanical overseer on site.
- Current total project cost was \$49.2 million (including CM@R) with a share of \$33.3 million. If the Town chose DBB their share would drop to about \$32 million.
  - A CM@R would be paid a monthly pre-construction fee of \$20,000 for about eight months (\$160,000 with 45% MSBA reimbursement). A guaranteed maximum price would be set shortly after construction bids were opened and the CM@R would get a percentage based on the cost and their actual staffing.
- There were very few Island firms qualified to bid since the process required at least \$5 million insurance and (Massachusetts) Div. of Capital Asset Management & Maintenance DCAMM certification, etc. Also it was difficult to shift from residential and smaller projects (MV Museum, EMS Building, etc.) to schools.

- Dellbrook/Scanlon did an excellent job on the modular Airport building (\$9 million), also overseen by Daedalus, and they might bid on the Tisbury School project.
- The U.S. Navy was moving to CM@R oversight for better cooperation and non-adversarial relations among the team.
  - DBB construction was a rough world, reporting all complaints and requiring extensive bidding procedure knowledge, so that in general firms had difficulty qualifying for CM@R certification.
- Daedalus and the award committee would perform extra due diligence on any bid from a construction company with a questionable reputation or experience.
- In either case Daedalus could assure the TSBC of their confidence in 90% quality of the finished product.
  - CM@R could entail some "fast tracking" by allowing construction to start before 100% drawing completion. DBB required all subcontractor bids be awarded before construction start. Any attempt to accelerate by piecemeal bidding (releasing the steel bid, releasing the foundation bid, etc.) was a major risk, not recommended by Daedalus.
  - The two people who would be working most closely with the contractors were Town Administrator Jay Grande and Martha's Vineyard Public School Business Manager Amy Tierney. Ms. Tierney expressed her preference for CM@R because: additional management was invaluable on such a large project; low bidders often had too many problems, and were hard to dismiss.
- Renovation Contractor Mr. Harold Chapdelaine agreed, particularly citing the difference in the two schools visited earlier in the process.
  - At the Dearborn (CM@R) site their cars were parked for them, there was good security and visitors were handed hard hats. Crews cleaned up after themselves and the site was more organized.
  - At the Hannigan School (DBB) it was possible to trespass and the site was less clean, indicating a lesser quality of work.
- Given the complexities of the Tisbury site, an existing, occupied building, scarcity of parking, etc. more oversight was essential. Enforcement was the key word, in terms of ability to monitor work and implement standards.
  - There were two sites, the Tisbury School which would have all safety measures in place for children, parents and passersby, and the construction site which was fenced in, less regulated, and the purview of the construction companies.
  - Both procedures allowed owner input on materials, owner involvement, and challenges on quality vs. cost guarantees.
  - If DBB were chosen and the bids failed either in price or qualifications, the only recourse was to rebid, which was often unproductive, and/or redesign.
  - The crux of the issue was the CM@R price, and whether the Town was willing to pay \$1.4 million for increased management.
- There was disagreement on whether 3% of the total cost was acceptable as a small portion or \$1.4 million was a lot of money for the taxpayers.
- Other important School factors had been changed and/or relinquished in order to insure quality and the TSBC did not spend money without reason.
- \$1.4 million would not change who voted for or against the project.
  - If the CM@R cost were included in the budget submitted to the MSBA, the decision could still be shifted to DBB before the Annual Town Meeting.

• ON A MOTION DULY MADE BY MR. CHAPDELAINE AND SECONDED BY MR. SEIDMAN THE TISBURY SCHOOL BUILDING COMMITTEE ACCEPTED THE CONSTRUCTION MANAGER AT RISK AT THIS TIME PENDING FURTHER ANALYSIS BEFORE TOWN MEETING FLOOR; DAN SEIDMAN SECONDED; MOTION PASSED: 11 AYES, 2 NAYS, 0 ABSTENTIONS. MS. CHERYL DOBLE-AYE, MS. BACHELLER—AYE, MR. JEFF KRISTAL—NAY, MS. CATHERINE COOGAN—AYE, MS. READE MILNE—AYE, MS. COLLEEN MCANDREWS—AYE, PRIN. CUSTER—AYE, MR. CHAPDELAINE—AYE, SELECTMAN MELINDA LOBERG—NAY, MR. SEAN MULVEY—AYE, MS. ERIKA MULVEY—AYE, MR. DAN SEIDMAN—AYE, MS. TIERNEY—AYE.

• Mr. Marks offered to arrange presentations by a CM@R and possibly a DBB contractor.

### III. Owner's Project Manager (OPM) Report

• Prin. Custer, Mr. Grande, Supt. D'Andrea and Chair McAndrews would meet with the MSBA on Special Education, Leadership in Energy & Environmental Design (LEED), and other important issues.

• Chair McAndrews strongly advised that the satellite parking be included in the alternate bid factors (see 1/8/18 Minutes p.3) as it was vital, not only to construction but also the Superintendent Shared Services Office parking. The Town had made it clear that the School bore all responsibility for its construction and upkeep. Improvements would include paving, modest lighting and some drainage.

IT WAS THE CONSENSUS OF THE TISBURY SCHOOL BUILDING COMMITTEE TO ADD THE SATELLITE PARKING TO THE BASE BUDGET.

• MS. MCANDREWS AFFIRMED THAT WORK OUTLINED ON THE FOLLOWING INVOICES HAD BEEN PERFORMED:

- TUROWSKI TWO ARCHITECTS 1/11/18 INVOICE #16-14-10 AT \$38,260; AND
- DAEDALUS PROJECTS 12/31/17 INVOICE #171229 AT \$10,000.

### IV. Architect Report (See documents on file and 1/8/18 Minutes p.1-4 #III.)

Mr. Peter Turowski of Turowski2 Architects (T2) reviewed the engineering value and alternate bid options, with a few small changes.

- Outdoor classroom pavers were retained in view of the ability of the budget to absorb modest fluctuations.

- There were glass panels on either side of classroom retractable whiteboard doors that would allow sight of students within the separate space.

- As a gesture to the traditional Town Meeting venue, it was agreed that the gym projection screen would be included. This could also enhance Town winter activities.

- This brought total savings down to about \$300,000, which it was hoped would be doubled along the way.

### V. Communications (See documents on file and 12/11/17 Minutes p.3.)

T2 presented four quotes on three-dimensional model prices from \$4,600 to \$7,800 depending on the amount of color. T2 was willing to pay for the base monochromatic



model. The second model (\$5,700) was preferred and the Parent Teacher Organization (PTO) might commit with the differential

- Further views of the exterior and interior of the school were shown. The flat roof of the gym still had to be designed and rendered.

- The next meeting was scheduled (see below: Meetings/Events).

Adjournment

- **ON A MOTION DULY MADE BY MS. PACKER AND SECONDED BY MS. HOUGHTON THE TISBURY SCHOOL BUILDING COMMITTEE MEETING UNANIMOUSLY ADJOURNED.**

- **ON A MOTION DULY MADE BY MS. MCANDREWS AND SECONDED BY MS. HOUGHTON THE TISBURY SCHOOL COMMITTEE MEETING UNANIMOUSLY ADJOURNED.**

#### **Appendix A: Meetings/Events:**

- **TSBC - 5:00PM, Monday, February 12, 2018 at the Tisbury School**
- **TSC – 8:30AM, Tuesday, February 13, 2018 at the Tisbury School**
- **MSBA Board Meeting – Wednesday, February 14, 2018**
- **Tisbury Annual Town Meeting – Tuesday, April 10, 2018**
- **Tisbury Town Ballot – Tuesday, April 24, 2018**

#### **Appendix B: Actions**

T2/Daedulus/PTO – expedite 3-D model.

#### **Appendix C: Documents on File:**

- Agenda 1/22/18
- Building Committee Meeting: Tisbury Elementary School January 22, 2018 (34 p.)
- *2 photographs of a school*

Minutes respectfully submitted by Office On Call/Marni Lipke.

---

Chair Colleen McAndrews

Minutes approved by TSBC 2/12/18  
Minutes approved by TSC 2/13/18