

NORTON PUBLIC SCHOOLS
Norton, Massachusetts

NORTON HIGH SCHOOL BUILDING COMMITTEE
MINUTES OF MEETING

October 4, 2011
Norton High School Library

Attending:

Building Committee - Dr. Pat Ansay (Superintendent), Building Committee Chairman Kevin O'Neil, Ray Dewar (Principal), Mike Yunits (Town Manager), Tom Golota (School Committee), Paul Helmreich (Finance Committee), Mark Powers (Building Committee), Brad Bramwell (Board of Selectmen), Mike Flaherty (Finance Committee)

Also in attendance - Beth McManus (School Committee), Deniz Savas (School Committee), Barry Nectow (NPS Director of Operations & Finance), Bruce Kellogg (JCJ Architecture), Jon Rich (WT Rich), Tom O'Neil (PCI), Deborah Marai (PCI)

Call to Order: The meeting was called to order at 6:31 p.m.

1. Deborah Marai of Pink & Co. (PCI) took the minutes of the meeting.
2. Kevin O'Neil opened the meeting with a recap of the Friday 9/30/2011 4-1/2 hour working meeting at Superintendent's office. Design Development estimates from both JCJ's independent estimator (VJ Associates) and WT Rich have been reviewed; the team is working to reconcile the estimates and to recommend ways to bring the estimate in line with the construction budget. Tonight's meeting is to keep the Building Committee informed of progress.
3. Kevin O'Neil described the way the CM at Risk process is working. With the input of WT Rich, clarifications are being made during the reconciliation of estimates and work is being done to further define scope elements: modifications and adjustments made now will minimize surprises later. This effort, if required after general contractor bids were received in a traditional Design-Bid-Build process, would be much more difficult.

Bruce Kellogg added that the CM helps identify elements of the work where they see market changes happening; example, the price of steel is going up.

Tom O'Neil added that the CM's involvement in project estimating process now reduces change orders during construction.

4. Bruce Kellogg reviewed the 3 main phases of the design process:
 - Schematic Design (SD): big picture, conceptual design, does not include a lot of detail, estimates for systems (mechanical, electrical, technology, plumbing, fire protection, etc.) are based on narratives rather than drawings; estimates are often done on square footage basis with assumptions; contingency at this point is high to account for unknowns
 - Design Development (DD): more developed design & detailed documentation (drawings and specifications); estimators have more information to consider;

contingency lessens because more things are known, but not everything is fleshed out, completely designed or completely detailed

- Construction documents (CD): design is complete; detailed drawings and specifications to build from; design and escalation contingencies go to zero
5. Both WT Rich's and VJ's DD estimates initially came in higher than the established construction budget (by +/- \$2-3M), with WT Rich's estimate coming in higher than VJ's (by +/- \$1M). Jon Rich explained that it is not unusual when going from SD to DD for this to happen:
 - DD design is significantly more advanced and the amount of detail included in the documents is much greater than when the SD estimate was done
 - Because SD is conceptual and estimates are based on square footages with assumptions, contingencies are factored in; usually 10% is adequate to allow for assumptions, but sometimes it is not.
 - Example: some required structural work not always correctly captured in SD phase
 6. Contingencies:
 - Tom O'Neil pointed out that we are talking about Design/Pricing and Escalation Contingencies
 - The Owner's Contingency is separate, and is used to cover unforeseen circumstances and changes during construction
 - Design/Pricing and Escalation Contingencies lessen as design and documentation progresses, and go down to zero when construction starts
 - Jon Rich explained there is over \$1 million in escalation and design contingencies; we need to keep contingency money in the estimate until we bid the project; DD is a lot more detailed than SD, but design and documentation are not complete, so there are certainly things that have not yet been picked up in the DD estimate
 - Paul Helmrich expressed a strong preference that the project not be budgeted using these contingencies at this point
 7. Jon explained that the estimating process is not an exact science; WT Rich and VJ have reconciled their 2 estimates but number is still higher than budget; team has been working every day to clarify scope and find areas to reduce costs; need to design to the budget
 - Daily CM/Designer/OPM team coordination in this process to design to the budget; need some time to prepare all options for review by the Building Committee at the next Building Committee Meeting 10/18/2011
 - Number we want to plan to is the budget; need to be on conservative side
 - Clarifying scope and design intentions to insure estimates are not too conservative; less unknowns means can get more accurate numbers
 8. To get the design and budget aligned, the team is coming up with a variety of cost savings ideas, estimating the cost savings, and prioritizing; need to coordinate with the Building Committee to make sure project keeps "must haves", try to find the things that are "nice to have" but won't be too painful to let go of. Prioritizing categories:
 - a. Design Clarifications, technical value engineering (VE) and non-programmatic changes: These proposed changes are clarifications of

scope which will have no impact on the function of the building. Bruce Kellogg explained that some might involve changing materials to options which are appropriate but more competitively priced. Right now these items represent approximately a \$1 million reduction from the September estimate. Examples include:

- HVAC specifications called for stainless steel vent hood ductwork at the science labs, only coated galvanized is needed; ductwork is not visible and this does not affect the look of the project
 - All new CAT 6 cabling was included in estimate, but existing building already had good CAT 6 so some can be taken out of scope
- b. Scope changes recommended: These are items that might affect aesthetics or involve some trade-offs. They total approximately another \$1 million reduction from the September estimate. Examples include:
- Delete Alucabond (metal panel) at wall separating new addition from existing building, replace with abuse-resistant construction
 - Delete loading dock (requested by custodians, but expense required in site work and drainage make it a good candidate for cost savings)
 - Delete perimeter heating radiant panels and increase glass type to triple pane: use more traditional forced hot air system. The proposed alternative may slightly increase operating costs (the engineer is estimating the increased cost against the payback), but the +/- \$400K savings may be desirable if the increased operating cost is minimal against a 30-40 year payoff over the life of the system.
- c. Scope Changes recommended for owner input with reservations (impacting program or function): These items might be considered in whole or in part. Examples include:
- Delete or reduce network lighting controls (auto-dimming with level of day lighting, etc.) Currently in the project, but costly.
 - Reduce reconfiguration of floors and partitions at north side 1st floor, keep main entrance and administration in current location with upgrades, with a secondary entrance/exit at the addition.
 - Jon Rich acknowledged that this proposal is big and interconnected to many concerns
 - The general consensus of comments was concern about reducing the impact of the addition and other proposed exterior changes
 - Bruce Kellogg noted that the discussion illustrated that the process is working: assumptions are being questioned and feedback is being provided
- d. Scope Changes discussed but not recommended: These items have been discussed by the Project Team and are considered undesirable; they will be included in the review with the owner to demonstrate the team's thinking, test assumptions and to confirm the owner's agreement. Ray Dewar added that it is the team's due diligence to put ideas out there even if they are ultimately rejected. Examples include:
- Reduction in some auditorium scope, such as new seating and new railings required at upper levels when integral desks are removed
- e. Scope changes rejected: These items have been put on the table for consideration but already rejected by the team (because of Code, LEED, absolutely required by School, etc.)

9. Jon Rich explained the role of Alternates:
 - The intent of an Alternate is to identify a clearly defined scope of work which can be separately bid.
 - This process ensure competitive pricing on the alternates, rather than executing as a (non-competitive) change order after the contract has been awarded
 - Jon recommends doing 2 or 3 alternates; if final sub-contractor bids come in under estimate, the Owner can chose to add them to the contract (plan for first 2 alternates bring up to budget, second 2 alternates bring over budget). In order to ensure the best pricing, it is important to limit the number and to keep them simple to bid.
 - Alternates must be prioritized because public process mandates they be executed in order
 - The decision on what items should be alternates is important: all the design implications must be considered
10. LEED: cost saving options need to be considered in light on LEED requirements; the project is expected to receive 2 reimbursement percentage points for achieving LEED for Schools Silver.
 - Some scope items are LEED prerequisites (requirements), and some contribute to achieving the required LEED score
11. Rebates: Kevin O'Neil mentioned that Pinck is following up on reimbursements from National Grid and Columbia Gas; any reimbursements will reduce overall project cost, which includes both the Town's and the MSBA's commitment.
12. Deniz Savas asked what, if anything, we are losing in this process. Bruce Kellogg responded that we will not lose any life safety, and we are not reducing the educational program spaces; looking for different, less expensive ways to get the same things.
 - Example: instead of moving wood shop to have new team locker rooms back-to-back, leave wood shop in place and have team locker on each side of it
13. Pat Ansay expressed concern that quality and life span of equipment and materials are not lost with proposed changes (example, not getting a product that will only last 10 years vs 50 years). Tom Golota expressed similar concern about losing quality; Bruce Kellogg assured the Committee that long term quality will not be reduced for the sake of short term lower costs; identify all features and understand what implication are of each decision is being considered
 - Example: in considering the option to go with triple pane window glazing, the Project Team and the Owner need to understand the implications of heavier windows, appropriate hardware, etc.
14. Pat Ansay expressed the importance that the building be noticeably improved once renovation and addition project is complete; improvements should be visible and not only be with systems that are unseen.
15. Paul Helmreich and Brad Bramwell expressed concern that they haven't seen the whole working list yet; Paul stated that he hopes that nothing that has been discussed is considered a "done deal". Several members of the Project Team

responded that the process of reviewing the estimate is continuing to generate ideas and internal discussion, and input from the District is being used to update priorities. Rather than share multiple iterations, the Project Team feels it is important to share a single consolidated list.

16. Deniz Savas asked WT Rich if they historically find bids come in higher or lower than the estimate. Jon Rich said many times bids come in lower, but not always.

17. Next steps:

- Team is taking another two weeks to review and estimate potential cost savings options; some recommended changes require further explanation from the team (data, sketches, etc.) to the Building Committee in order for informed decisions to be made
- Team will have at least one additional working session
- Team will present all options to Building Committee for vote on October 18th. Participants should anticipate a lengthy meeting.

18. Deniz Savas asked that the Building Committee update the School Committee on progress and all decisions.

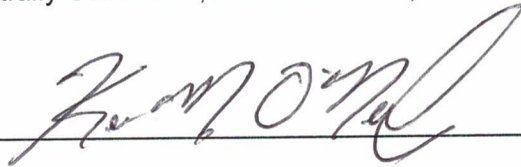
19. Recent and upcoming milestones:

- Friday, October 21st: Homecoming
- Tuesday, October 18th: Building Committee meeting

Adjourned: The meeting was adjourned at 7:42 p.m.

Next Meeting Date: Tuesday, October 18, 2011

Respectfully Submitted, Deborah Marai, Pinck & Co. Inc.



Patricia A. Anzures

