

Owner's Project Manager Selection for the Revitalization of Wayland High School

Part 1: Narrative of the Selection Process

A Selection Committee was formed by the Wayland High School Building Committee (HSBC) to prepare the Request for Services for an Owner's Project Manager. The Selection Committee included the following members:

Lea Anderson :: Anderson, whose appointment to the HSBC was announced by the School Committee December 1, 2003, is a nine-year veteran of the Wayland School Committee. Anderson has served on a variety of town committees, including the Wayland Master Plan Committee, and as coordinator of the 2003 High School Study Committee. Anderson's professional experience includes marketing and finance positions with the former Digital Equipment Corporation.

James H. Howard :: Before his retirement in 2000, Howard was co-founder and president of a regional engineering firm with \$12 million in annual revenues. He is past president of the Society for Experimental Mechanics, an international professional engineering association. Howard also has experience in real estate development, working as an active partner in multiple residential projects with more than 60 units in Natick and Framingham.

Mary Lentz :: Lentz is the Wayland Board of Selectmen's appointee to the HSBC. She is executive vice president of McCall & Almy, a commercial real estate company providing brokerage, tenant representation and advisory services for corporations. Previously she was chief operating officer of Copley Properties, Inc., a publicly traded real estate investment trust. Lentz served on the Wayland Zoning Board of Appeals from 1997 to 2003 and was on the Paine Estate Advisory Committee.

Joseph Lewin :: Lewin is Chief of Staff of Harvard University's Allston Development Group. Earlier he held construction management positions with the City of Boston, serving for seven years as deputy director of the public facilities department. He was responsible for dozens of school design and construction projects, including renovations of the Boston Latin School and Boston Latin Academy.

Eric B. Sheffels :: Sheffels is the appointee of the Finance Committee to the HSBC and is president of Leggat McCall Properties, a Boston-based real estate development and project management firm. He has 23 years of experience in the field supervising over \$1 billion of construction, including hospitals, museums, educational institutions, and private ownerships.

David Lash :: Lash is Finance and Administration Manager for Northeastern University's Nanotechnology Center in the School of Engineering. He has consulted in the health-care, manufacturing, software, and life sciences areas. He has volunteered with the Wayland Warriors Football parent's organization and the MIT Enterprise Forum of Cambridge.

Joy Buhler:: Buhler is the School Business Administrator for the Wayland Public Schools. She is the full-time employee of the Wayland Public Schools who was designated as the procurement administrator for this procurement. Buhler was MCPPO initially certified in March 2000 and renewed twice since, most recently on 9/15/2007.

On June 16, 2008, the Selection Committee presented the Request for Services to the Wayland School Committee which authorized the Wayland High School Building Committee (HSBC) to advertise the request for services for an Owner's Project Manager.

On June 25, 2008, the Wayland Public Schools advertised a Request for Services for an Owner's Project Manager for a school construction project in the Central Register as well as the Metro West Daily News. A voluntary informational meeting and site visit was scheduled for July 2, 2008 and nine respondents attended. Questions were received from respondents and all were directly answered by referring to the RFS at the informational meeting. There was no addenda to the Request for Services..

Twenty-six respondents requested the Request for Services including:

1. Pomroy Associates LLC
2. Ted Gentry Associates, Inc.
3. GLM Engineering Consultants
4. URS Corporation
5. Construction Technology Management, Inc.
6. Joslin, Lesser & Associates
7. Construction Monitoring Services, Inc.
8. Design Technique, Inc.
9. Coast and Harbor Associates
10. NETCO
11. Skanska USA Building Inc.
12. Drummey Rosane Anderson
13. Tarbell Construction Management
14. Lee Kennedy Co.
15. RDK Engineers
16. Daedalus Projects Inc.
17. PMA Consultants
18. Turner Construction
19. PinnacleOne
20. Strategic Building Solutions
21. KVAssociates
22. RF Walsh Project Management
23. Vertex Construction Services
24. Lincoln Consultants
25. Sam Rupolo
26. Echman Construction

Eight firms submitted responses by the original due date of July 11, 2008 as follows:

1. Daedalus Projects Inc.
2. Joslin, Lesser & Associates
3. KVAssociates
4. PMA Construction Services
5. RF Walsh
6. Strategic Building Solutions
7. Turner Construction Co.
8. URS Corporation

The Selection Committee members each received copies of all the responses received. The Selection Committee verified that all responses complied with the minimum requirements set forth in M.G.L. c.149 §44A½ for an “owner’s project manager” and 963 CMR 2.00 *et seq.* One of the eight firms, Strategic Building Solutions, did not meet the minimum criteria. The Selection Committee ranked the remaining seven respondents based on the selection criteria listed in the Request for Services.

The Selection Committee rated the respondents on a scale of 1 (weak) to 5 (strong) on the weighted evaluation criteria:

- Relevant Experience (20%)
- Knowledge of Codes, Procurement, Green Development (20%)
- Project Approach (15%)
- Project Team (25%)
- Firm Qualifications/Capacity (20%)

After each Selection Committee member rated each respondent the results were recorded and tabulated as follows (see supporting document B for detailed scores by each selection committee member):

1. RF Walsh	Score of 4.13
2. Turner Construction	Score of 4.09
3. Daedalus Projects Inc.	Score of 3.47
4. KVAssociates	Score of 3.36
5. PMA Consultants	Score of 3.20
6. Joslin, Lesser & Associates	Score of 3.16
7. URS Corporation	Score of 2.91
8. Strategic Building Solutions	Not qualified

The Selection Committee identified the top four respondents as a short list and decided to conduct interviews of the short-listed respondents. Each of the four short-listed respondents received a letter and outline of topics tied to the evaluation criteria in the RFS to be presented at the interview (See supporting document C). In addition the four respondents were asked the questions also shown in supporting document C.

The Selection Committee conducted eighteen reference checks prior to the interviews as summarized below:

- | | |
|--------------|--|
| RF Walsh | <ol style="list-style-type: none"> 1. Ira Singer, Town Administrator, Middleton Elem. School Building Comm. 2. Michelle Grove, Abby Kelley Foster Charter Public school 3. Tom Ambrosino, Mayor of Revere 4. John Messervy, Partners HealthCare Sys. 5. Scott Dunlap, Ai3 Architects |
| Turner | <ol style="list-style-type: none"> 1. Bill Ryan, Superintendent of Schools in Acton/Boxborough 2. Steve Prendergast, Chair of School Bldg. Comm. for Groton Dunstable 3. Gary Perichetti, Director of Facilities in Chelmsford 4. Heidi Black, High School Construction Manager for Newton Public Schools |
| Daedalus | <ol style="list-style-type: none"> 1. Dr. Richard Robbat, Superintendent of King Philip Reg. Dist. 2. Richard Crowley, Building Comm. Chair, Littleton 3. Jeannette McCarthy, Mayor for the City of Waltham 4. Bob McGuire, Superintendent of Schools in Medfield |
| KVAssociates | <ol style="list-style-type: none"> 1. Chuck Grigsby, Senior VP of The Life Initiative and Board of Trustee Member for the Neighborhood House Charter School 2. Bill Whitney, VP for Real Estate at Berklee College of Music, Wayland Board of Selectmen 3. Paul James, Construction Attorney, Holland and Knight 4. Alyce Davis, Asst. Superintendent of Schools in Salem 5. Kevin Andrews, Headmaster, Neighborhood Charter School |

Based on the interviews and reference checks, the Selection Committee summarized the strengths and weaknesses of each respondent as follows:

KVAssociates

Strengths

KVA meets all criteria

- Project Director, David Saindon, has MCPPO certification
- Relevant firm and team experience in 5 Salem school projects (additions and renovations) and other public projects
- Knowledge of codes, CM at risk experience, Green design
- Project Approach is sound
- Project Team is very strong
- Firm is qualified and has the capacity

References are stellar on the firm and the individuals

Two principals work on the jobs – high level team

Repeat customers

In-house cost estimating

Weaknesses

Small firm of 11 professionals
Not as much high school experience as some other firms

Daedelus

Strengths

Daedelus meets all criteria

- Project Director, Richard Marks, has MCPPO certification
- Relevant firm and team experience in King Philip Reg. High School addition and renovation, Medfield High School (renovations and additions) and many others
- Knowledge of codes, CM at risk, Green design
- Project Approach is sound
- Project Team is strong on paper
- Firm is qualified and has the capacity

Repeat customers

Strong cost estimating

Strong references on the firm and the individuals

Weaknesses

Project Director, Richard Marks, is an unknown. He did not come to the interview.

RF Walsh

Strengths

RF Walsh meets all criteria

- Project Director, Frank Kennedy, has MCPPO certification
- Relevant firm experience in Boston Latin, Everett H.S., Medford Schools and many others
- Knowledge of codes, CM at risk, Green design
- Project Approach is sound
- Project Team has some very strong members (Principal and construction site manager)
- Firm is qualified and has the capacity

References are strong for the firm and some of the team

Weaknesses

Project Director's experience is sales and executive, not project management. References could not assess performance in role as Project Director. He has been with the firm for a short time (1 1/2 years).

References for Project Manager were not as strong as for others.

Turner

Strengths

Turner meets all criteria

Project Director, Rob Juusola, has MCPPO certification

Relevant firm and team experience in Groton Dunstable H.S. (new construction), Acton Boxborough H.S. (addition and renovation), Chelmsford H.S. and Middle Schools and many more.

Knowledge of codes, CM at risk, Green design

Project Approach is excellent

Project Team is very strong

Firm is qualified and has the capacity

References are exceptional for the firm and the individuals

Large company with many resources behind the K-12 Education wing

Weaknesses

Turner's weaknesses are political (Newton North association, perception that rehiring Turner for the WHS project will make it difficult to have a fresh start)

After the interviews, the Selection Committee discussed at length the results of the proposal ratings, the reference checks, and the interviews. The Selection Committee members each ranked the four short-listed respondents from 1 through 4, with 1 being the best. The rankings were added and the scores were as follows:

1. KVAssociates	11
2. Turner Construction	11
3. Daedalus	23
4. RF Walsh	25

The Selection Committee met again to discuss the tied respondents and conducted another ranking to break the tie. The ranking summaries are included in supporting document C. The Selection Committee ranked Turner Construction first based on the following reasons:

1. Turner has the strongest relevant experience in public high school projects, both new construction and addition/renovation
2. Turner has knowledge of codes, procurement process, and Green development
3. Turner presented a clear, straightforward project approach.
4. Turner presented the strongest project team which carried the highest weight as stated in the RFS.
5. Turner has exceptional qualifications and capacity in the K-12 Educational wing and in the larger company.

On July 23, 2008 the High School Building Committee approved the Selection Committee's selection of Turner Construction Co. as Owner's Project Manager subject to Wayland School Committee approval. On July 28, 2008 the Wayland School Committee approved the Selection Committee's and High School Building Committee's recommendation to select Turner Construction Co. subject to a successful fee negotiation after approval by the MSBA.

Conclusion Statement: The Owner's Project Manager and the Wayland Public Schools have reviewed the MSBA Standard Contract for a Design/Bid/Build project and agree to the terms and conditions in the contract and to execute the standard contract without modification.

Pursuant to Section 3.2 of the Contract between the Owner's Project Manager and the Wayland Public Schools, the Eligible Applicant for Wayland has designated Lea Anderson as the individual who shall have the authority to act on behalf of the Owner under this Contract and who shall be responsible for day-to-day communication between the Owner and the Owner's Project Manager.

Based on the information as stated above, the Owner hereby certifies that the Owner utilized a qualifications-based procurement process and recommends the selection of Turner Construction Company as the most qualified respondent to provide Owner's Project Manager services for the Wayland High School. The Owner requests that the MSBA approve its selection as required by 963 CMR 2.11(2).

Chief Executive Officer
(City/Town/District)

Dated

Part 2: Checklist

District:	Wayland Public Schools
School:	Wayland High School
Date RFS issued:	June 25, 2008
Respondent Selected:	Turner Construction Co.

Documentation/Information	Included	MSBA Review
Narrative of procurement process and selection process summarizing the individual components listed below – see sample draft.	yes	
Selection Committee members, titles and background. Identify full-time employee of the Owner designated to be the procurement administrator.	in narrative	
School Committee authorization of members of selection committee, approval of RFS and authorization to advertise	in narrative	
Copy of Procurement documents – RFS and any addenda and questions and answers	supporting doc. A	
Copy of public notice and where it was posted	supporting doc. A	
Briefing session held	in narrative	
How many qualification statements were received and from whom	in narrative	
Copy of the response submitted from the Owner’s Project Manager selected by the District	supporting doc. E	
Name of Project Director and certification	in narrative	
How proposals were scored	in narrative & sup.doc. B	
How decisions were made	in narrative	
How selection process worked	in narrative	
If interviews were conducted, what questions were asked, how information was recorded and what were results.	in narrative and support. doc. C	
Summary of reference checks conducted	in narrative and support. doc. D	
Additional information		

Supporting Documentation

- A. Request for Services (including legal ad at end of RFS)
- B. Rating summary and final ranking summary
- C. Interview information including letter to short list, interview presentation outline, and questions asked
- D. Reference information including questions asked and notes
- E. Turner Construction Co. proposal