

## JOINT BUILDING COMMITTEE-MAPLE WOOD PROJECT

Date: December 7, 2018

Time: 9:00 a.m. start

Present: Councilor Marty Pepin, Councilor Marty Dumont, School Board Member Mark Richardson, School Board Member Tom McCallion, Superintendent Robert Gadomski, Asst. Superintendent Lori Lane, Business Administrator Katie Krauss, Devin McNelly, Maple Wood Principal, Karl Ingoldsby, Facilities Director, Cris Solomon, Architect from Samyn-D'Elia Architects, P.A.

Pepin called the meeting to order at 9:00 AM.

### **BONNETTE, PAGE & STONE**

Keith McBey introduced himself and stated that they love building schools and only work in the State of New Hampshire. He stated that they want to make construction fun and fulfilling. He stated that they are looking to build confidence and solidify their reputation. He stated that they do this by instilling confidence, innovation and teamwork. He stated that they are good at building schools because they listen. He stated that we put aside preconceived notions and listen to what you want. He stated that this is the baseline through which everything is judged. He stated that we will provide accurate estimates. He stated that they will provide a timely response and will be back to you within 24 hours with a resolution. He stated that safety is key and Wayne Blais will be on things right through the project. He stated that they need to know the unique parts of the site. He stated that they have a "Fix it Now" attitude with Blais on site. He stated that they provide monthly reports. He stated that it summarizes the project every month. He stated that they have changed some things since being in Somersworth last. He stated that under Innovation they now feature a web based project management. He stated that it helps the flow of information.

Barry Salta introduced himself and stated that team is not created through email. He stated that it is face to face, and we have coordination meetings with our contractors before our weekly owner's meetings. He stated that they talk about the schedule because time is money. He stated that the web-based project management system is available to the entire team. He stated that you do not need any software for it. He stated that you can access the Daily Log, Documents, Minutes of the meetings, a Punch List with photos and any submittals. He stated that all information is centrally located and holds us accountable. He stated that it helps when they go out for bidding because all the information is there along with the designs. He stated that it allows us to do more with less as we do not have a large overhead. He stated that it frees us up to build buildings. He stated that at the completion of the project, we provide you with a disk with all of the information on it. McBey stated that they take financial security very seriously. He stated they want to be sure that your money is going to your project. He stated that Blais is on site and he will make sure that the contractors are getting paid. He stated that Salta is a schedule tiger and he is good at it. He stated that this should be fun. He stated that mechanical and electrical systems are enormously complicated now. He stated that they will offer a 2-year warranty for these systems. He stated that he likes the 2-year warranty because it allows you to build a relationship with the folks who built the building. He stated that owner's vendors will be fit into the schedule. Lane asked about the potential moving parts of this project. McBey stated that if State Funding was not available it would reduce the size of the project. He stated that they may be nimbly able to juggle the things that would be able to be completed. He stated that you may peel off the music room if you got in trouble. He stated that it's easier to have that piece in the estimate. He stated that they need to be prepared to move quickly if they do get the funding. Gadomski stated that the front entrance is about 2.4 million dollars. He stated we have funding for that and it is happening. He stated that with the infrastructure money committed to this it will be starting in the May/June area. He stated

in addition to that, the grey area, is the music room and the renovations to the library that we will be waiting for State Building Aid for. He stated that we have a project that we have funding and will start. He stated that we will know if we are in or out in January and then final funding in June. He stated that we need to know your flexibility to starting a project and expanding the project after that. He stated that separate from that is the elevator project at the Middle School. Salta asked if the elevator was a definite and would it come with funding? He stated that the reason he was asking was because elevators come with a tremendous amount of lead-time. He stated we need to be mindful of that. Gadomski stated that we should know about the funding of this in the January-February timeframe. He stated that they are 90% sure that they will move forward with this project. Salta stated that we need to communicate these things as a team. Gadomski stated that even if they do the whole project it is not a huge project for BPS. He asked if they could speak to where we fall in the pecking order if they were doing an 80-million-dollar project? McBey stated that they cannot do an 80-million-dollar project. He stated that their bonding limits are \$35 million for a single project. He stated that their sweet spot are the \$3-\$10 million dollar projects because there is more school work in this range. He stated that this project is a great size for them. Solomon asked if it would be a problem with Blais with the first part of the project and then perhaps being on another project when we get word of funding for the second part of this. He stated that you would not have to remobilize. McBey stated that this was pretty typical. He stated that it is the natural ramping up of a project. Salta stated that there would be no change in personnel. He stated that Blais will be coming off a project in April so this will be perfect timing. He stated there is work to do on both ends but I see no lead time on the entrance project. Ingoldsby stated that the project is the main entrance. He asked how you would maintain the security and safety of this? Salta stated that logistically it is a challenge but we enjoy that challenge. He stated that it is obvious that school activities need to be separated from construction activities. He stated that they realize that they are guests. He stated they would put up chain link fencing and coordinate the changeover for security. McBey stated that prior to this they will be pulling in the Administration, Facilities Director, Fire and Police to discuss the options for this. He stated that it takes all of these people to put it all together. Solomon stated that the budget estimate had been done by Enesco. He asked what their thoughts were on the estimate that had been done and how would you work with us with the scope having been defined? McBey stated that they are pretty conservative on the numbers. He stated he had not seen anything in the estimate that stood out as a scary number. He stated he likes to peel the building apart and put real numbers to it. He stated that they will start out with a cost out estimate. He stated that they will do a scope outline which goes along with the estimate so that you will understand our thoughts. He stated after this you work through the schematic design and after being checked, the work drawings. He stated that they will be providing the estimates as you work through the drawings. He stated that if we are floating a number that is too conservative, you are making decisions on a number that is not real. Solomon stated that the opposite is also true if the number is too low. Salta stated that he has watched McBey do the estimates and they are incredibly accurate. McBey stated they like to get out to the subs as the drawings progress so there are no surprises with increases with market fluctuations. Lane asked McBey to speak to the process of hiring subcontractors. She asked if the owners have a part in the selection? McBey stated that they will put something out to bid and they look for at least three bidders. He stated that typically there are vendors that the district likes or doesn't like. He stated they analyze the numbers that come back on the bids. He stated that Salta will check with them for schedules and ability to perform. He stated that at that point we will put a bid analysis together and we will put a bid recommendation out to you. He stated that sometimes there is someone who does all the work for the district, and he does not know that. At that point you can request that we call that person and discuss the project. Gadomski stated that this is an important piece that he keeps hearing about over and over is being able to look at the subcontractors and using local ones. McBey stated that they know a lot of the subcontractors in this area. Lane stated that team is important. She stated that this project is

going to move fast. She stated when you talk about monthly reporting we will need reports more often. McBey stated that there are weekly meetings. He stated that the pace of the job has more to do with Salta checking on subs ahead of time and their understanding where we are going. He stated that it will not only be Solomon's plans and specifications but Salta will also have graphics of where we are going and timelines. Lane stated that were times that the CTC project was challenging and there needs to be a lot of trust. She stated that she was amazed how many decisions need to be made. She stated that the pace is going to force all involved to be on the same page. Salta stated that the weekly meetings are well thought out and planned out. He stated that he would not come into a meeting and state there's a problem. He stated that he should have been talking about that a month ago. He stated that if you plan it out properly you reduce a lot of the stress because you are moving through the project thoughtfully and being reactive. Dumont asked that if we decide to hire a Clerk of the Works, what would be the qualifications that this person should have? McBey stated that the old school Clerk of the Works is on site and watching actual work, an extra set of eyes and ears for Blais. He stated that he has done it a lot with a full time Clerk but I have a hard time thinking that you need full time services on a project this size. He stated it could be a local person who is familiar with the industry who could come in and check on it a few hours a day. He stated that they would welcome the extra set of eyes and ears but to have a Clerk full time would be a lot of money. He stated that for qualifications he would suggest a person who is singularly focused, familiar with HVAC or structure. He stated it is hard to get a person who has the whole package. He stated that a former Superintendent would be good. He stated that someone who is local would help so that they can stop by and check on the project easily. He stated that a retired carpenter with some commercial experience would be good. He stated he would not push all the way to an engineering degree as that is not what they typically see. Salta stated that you need someone for quality control because you will have a list of inspections that independent testing companies handle. McBey stated that special inspections are no longer on the Clerks shoulders. He stated they are more about the esthetics of the building and the nuts and bolts. Richardson asked how Blais would feel about various JBC members dropping into the site occasionally. Blais stated that they are very accommodating with that. He stated that a heads up would be nice so I know to look for them. Gadomski asked if there was anything in the timeline that gives them concern? He stated that students will be back to school in September. He stated that as far as the elevator and the front entrance go, any concerns with getting it done and ready for September? McBey stated that we need to be checking on the parts and pieces to make sure that they are easily available. He stated that it is manageable from the frontend. Salta stated that they need 12-16 weeks for the elevator after shop drawing and approval. Solomon stated that if we get the funding and can start on the roof and mechanicals at Maple Wood, and the elevator is ready to go, is this a concern to you that all those, plus the front entrance, need to be finished in those two months? McBey stated that it's brisk, isn't it? He stated that we will work through that. He stated that every summer of their lives they are building and we are used to it. He stated that with mechanicals we just need to know we have equipment that is available. Salta stated that they may need to find a product that can be manufactured in six weeks. He stated that they are out there and we need the flexibility of working with the engineer. McCallion asked what the worst project that they had to fix was? McBey stated that they had a job in Lebanon and it came out nice but took a lot of effort. He stated that the owner had hired a mechanical, electrical and site contractor. He stated that they were absent from the job. He stated that it cost some money to make it right. He stated it was not problems with systems but Salta walking through and not being satisfied with what was there. Salta stated there was a lack of cohesiveness because they were not our subcontractors. Blais stated that its difficult when the subcontractors think they work for the owner and not the Construction Manager. McBey stated that another one is Hopkinton Fire. He stated the south wall was set up with a metal Z and insulation and the clapboards attached to the Z. He stated that something is going on with that

system. He stated he called the manufacturer and it is only on the south wall and the boards are expanding and those Z's will not move and the cement cracked.

## **MERIDIAN**

Pepin asked the team from Meridian to introduce themselves. Tim Long introduced himself as President of the Company. He stated next was Rob Stewart who has worked for the company since 2000. He was a Marine and has worked in schools for a number of years. He stated that the training you receive as a Marine, that get it done attitude is what he brings to the company. He stated next is Jans Wayne. He was a navy seal and has been in this business for forty years. He stated he's worked with him for the past four years coming from Bonnette, Page and Stone. He stated that Wayne had done a number of serious school projects throughout the years, while they were occupied, additions and renovations. He stated next was his son Kyle Long. He grew up on job sites and learning the process of construction at a young age and from the ground up. He stated the company has been working for twenty-five years primarily in public work. He stated that the school projects are all between \$1,000,000 to \$5,000,000. He stated that they are bondable up to a \$25,000,000 project but this is not the market we are looking for. He stated that they have worked in almost every district in New Hampshire. He stated that recently they did two projects, one in Newmarket and one in Exeter adding an addition to the Main Street Elementary School while it was occupied. He stated that they have been asked to come back on a no bid situation to do some work this summer. He stated that they have been working at the Spaulding High School in Rochester installing fire alarms and sprinklers throughout the whole school. He stated about 10 years ago people migrated towards Construction Management making the process transparent. He stated that they put everything on the table and work as a team about who they are going to hire and at what price. He stated that their job is to educate people who they are and what they do and what they are capable of. He stated that over the twenty-five years he has formed strong relationships and he can hire five to seven of the best mechanical contractors, the best masons, the best roofers. He stated that he has these relationships because in any given year he attends 15-20 networking events with the Association of Builders and Contractors of New Hampshire and Vermont. He stated that all of the time spent with these people you create a relationship with them. He stated that he has the relationships in place to serve our clients well. He stated that he is a community player. He stated that it is nice to see the tangible results of their work. Lane stated that after looking at the documents received by the JBC they generated some questions which I sent to you to give you a heads up what we would be looking for. She stated that the schedule and complexity of this project is somewhat unique. She stated that there are a lot of moving parts on this project. She asked if they see any challenges with this? Stewart stated that the ultimate goal is to see if these projects can get done by the end of the summer. He stated that the secure main entry gets done no matter what and gets started this spring. He stated that mechanical replacements, roof replacements have been City approved but we are waiting for State Funding to start on July 1. He stated that the Library renovation, Music Room and bathroom renovations cannot be started until the State Funding is approved. He stated that they do not know how much work is going to be in the area of the bathroom renovations. He stated they looked at that and thought it could potentially push into the school year. He stated that they did not know the extent of the renovations although it is to be made ADA compliant. Solomon stated that it was to be a full gut. Stewart stated that if it did extend into the school year, since there are two gang bathrooms, you could potentially close one off to work on. He stated that he knows that the addition can go into the fall and is not an issue in the schedule. Solomon asked that if they do get the funding, would you rather do the continuous work or prefer a work stoppage and shove it into the next summer? Long stated that the biggest challenge is the money issue. He stated that assuming they will not start until July 1<sup>st</sup>, that all of the submittal process will be done beforehand. He stated that they need the entire summer. Richardson stated that the other piece is

the elevator at the Middle School. Long stated that an elevator would take 20-25 weeks to get after approval. He stated that would be important to get right on early out of the gate. Gadomski asked if they were talking on completing it in 20 weeks or getting it on site in 20 weeks? Long stated to get it on site in 20 weeks. He stated that it would take about 8 weeks to get the shaft work done and then once the elevator is delivered, go back to the project which would take 2-3 weeks to finish. Solomon stated that the main entry can start in the spring. He stated that the roof and mechanicals may or may not be able to start before July 1<sup>st</sup>. He asked how this affects your staffing? Long stated he had wondered how to handle this if they needed to be flexible. He stated that resource wise it is not an issue. He stated that he brought two Superintendents today so that you can see their faces. He stated that if they need, both can be working on this project, especially if there are different projects going on at once in two different places. He stated that Wayne is the Superintendent that he put in the package. He stated that if and when it becomes a \$4,000,000 project we will assess if we can do it with Wayne and a Foreman or will it require another Superintendent. He stated that because they do such versatile work we need to have subcontractors that self-perform. He stated that he does not like to take the chance that subcontractors will not show up so we have the ability to do framing, drywall, ceilings, concrete work, and cutting. He stated that the biggest trades that they have to rely on is the plumbers, HVAC people and carpenters. He stated when we have to be sure that our schedules are on time, we are not waiting around. He stated that he is not a huge company and does not hire more than he needs as far as subcontractors go. He stated that he is involved and works with his team to make sure everything that needs to occur does. He stated that if there is an issue, he is the one making a phone call. Gadomski asked what the JBC's role in reviewing the subcontractors and having some input into who works on the job? He stated that it is important with the City that we utilize local subcontractors that bid and offer a quality product. Long stated that he advertises in various contractor publications for the project. He stated that brings interest from a host of trades that are interested and we will ask for their qualifications. He stated that they have a meeting in the office and will put together a list of 3-5 subcontractors and get on the horn to get them to bid. He stated that due to the relationships we have we always get a response from 2-5 subs. He stated that they are open to local businesses getting involved, if they are qualified. He stated he is all for creating new relationships and finding new talent but the buck stops with me. He stated that he has to know that who we are hiring will be making team decisions. He stated that if we don't complete the job, I am accountable. He stated that he wants the JBC to know that there are sometimes reasons that I won't go with a local vs. somebody who I have had a 20-year relationship with. Richardson stated he wanted to hear about communications and keeping us informed of progress and budget. Long stated that they have regular job meetings weekly. He stated that as far as the schedule they do a bar graph using Sure Track which is updated at least once a month. He stated that he is the GM and he does all the budget up front work. He stated that he notifies the JBC of what's happening and what the budgets are at least once a month. He stated that all the subcontractor's bids and notations that come in we put in front of you and give you a scope analysis. He stated that part of their job is to equalize what's happening on the numbers. He stated that they will take photographs weekly, after the job meeting. He stated that his guys, the team, have been trained to pick up the phone. He stated that it is all about relationships. Gadomski stated that we will be starting the front entrance while school is still in session. He stated that it is our bus drop-off, our parent drop-off, and a main hallway. He asked how are you going to insure that it will be safe and secure? Long stated that they will put up barricades. He stated that sometimes there is another entrance that you can use. He stated that this is something that we will have to sit down and talk about and work with the staff. Lane stated she learned a lot on the CTC renovation project. She stated she learned the importance of team and trust and how critical it is to make quick paced decisions. She asked how the JBC will be involved in this process? Long stated that it is all about people. He stated that everywhere that they have gone they have made friends. He stated that he could give a list of educators, Superintendents, teachers

and staff that would give a good reference on Meridian. He stated we are good people and care about people. He stated that if you do not find that caring nature in the people sitting across the table from you, then potentially you'll have a problem. Solomon asked what preconstruction services would look like? Long stated that they would do a round of budgeting when the drawings were at 35% complete, 65% and 100%. He stated that you will bring in one of the subs on the first round of estimates. He stated that the rest of that process is an internal process. He stated they have the Timberline System so that we have in-house ability to do a full estimate of the budget without going out to the whole world and without getting all the subcontractor companies involved. He stated that some Construction Managers have gotten lazy and rely on the subs. He stated that they do not have to rely on them. He stated that they will probably spend \$12,000 of their money for the estimates. Solomon asked what they thought about the estimate that had been done by Enesco? Long stated that it is a very unorthodox way of coming up with estimates. He stated that Enesco is using a 59% markup number. He stated that maybe in the end it will all wash out but it is not the way that contractors go about doing estimates. He stated that until they get the plans and make an attempt at it, he cannot say how close the Enesco estimate is. Richardson asked how they would feel to have periodic drop-in visits from JBC members. Long stated that they love it. McCallion asked how they feel about a Clerk of the Works for the project? Long stated that with this size project and having a good contractor, a Clerk is something you will not need. He stated that there are Clerks that bring people together and there are Clerks that stir things up. Stewart stated that in doing the Exeter School it was the custodians and facilities staff that were helpful if we had questions. Long stated the only projects where he has seen a Clerk are multi-million dollar projects, right out of the ground.

## **MILESTONE**

Pepin welcomed the staff from Milestone. Frank Lemay introduced himself as the president. He then introduced David Baer, the General Superintendent and Brian Gehris, the Project Manager. He stated that he stays active and involved in every project that Milestone builds. He stated that every one of the guys at the table this morning will be dealing with the owners on a daily basis. He stated that they have been in business for over 30 years. He stated that they work as a team along with the owners and the architect. He stated that they like difficult projects. He stated that the difficulty can be from the complexity of the work, the logistics of accomplishing the work or dealing with a space that will be occupied while work is in progress. Gadomski asked about the safety of the students in that the front entrance is the bus drop off and parent drop off. How will you accomplish making sure everyone is safe? Baer stated that their aim is to keep everyone happy and safe during construction. Lemay stated that the key with this is to develop a game plan and day to day communication. He stated that they may have to construct a tunnel which could be done over April vacation. He stated that they may have to stop work for a period in the morning and again in the afternoon as students and staff are coming and going. He stated that they will want staff/team input about getting everyone into the school and out of the school. He stated that they could construct another entrance but the school is designed around that front entrance. He stated that they want to keep everyone comfortable and if we can keep that main entry way active that's the way to do it. He stated this is important, as it is your house, you or students and staff. He stated that an important piece of paper for them is the school calendar and we will plug it into the master schedule. Gadomski stated that there are many layers to this project depending on State Funding. He stated that right now they have the infrastructure money for the front entrance but the remaining pieces cannot begin until July 1<sup>st</sup>. He stated that whether or not they have funding for the Middle School elevator will be known in the January-February timeframe. He asked if they see any issues in scheduling all of this? Lemay stated that the elevator would take 13 weeks. Gehris stated that the HVAC mechanicals may be a tricky piece just in the ordering of the systems. He stated that it would be key to have subcontractors lined up for when the materials arrive. Solomon stated he wanted to go back to the elevator. He asked if they could complete the

elevator in 13 weeks? Lemay stated it was 13 weeks to order the elevator. Solomon asked what their projection was for the elevator? Gadomski stated start to finish. Lemay stated it would take about a month. He stated you are looking at late June to early July to build the shaft and late July to late August to have the elevator company come and they take about a month for their portion of the job. Gehris stated you would have all the work done prior to installing the elevator. He stated that, including ordering the elevator, the timeframe would be 12-16 weeks. Lemay stated that what he got from the walk through is that it has not been defined where the elevator is going to be located. Solomon stated that there are two options which lead to two different schedules. Lemay stated that he thinks keeping it where it is would be good but I'd turn it 90 degrees so you can create an alcove so that anyone walking off the elevator won't be coming right into the traffic lane. He stated that once you get into exterior construction it leads to additional work. Baer stated that when you get to that step we can spend time with you doing some exploratory work. He stated they can do this upfront so that when you get there that day and open it up and find something you were not expecting. He stated that there is big value in scoping it out. Lemay stated that you need to get the trades in there. He stated that it is a busy construction market right now but he does not know how long it will last. He stated that getting subs on board early will be key. Gadomski asked how they get their subcontractors? He stated there has been a lot of discussion at the City and School Board level of trying to tap into some local subcontractors. Gehris stated that this would run through him during the bidding process. He stated he would put together a bid list based on subs that they work with a lot. He stated that list would be shared with the JBC. He stated that you could remove anyone the district would not want to work with or any to add. He stated we would be in communication with ones you add and they would have a fair opportunity to bid. He stated that local people may be very energetic to work on the project. Lemay stated that it is important that it goes through them so there is no confusion as to who the subs are working for and that we are in charge. He stated that we need to be sure they have Workman's Compensation Insurance. Baer stated that they will walk through the bids with the committee along with the scope. He stated that we'll get your feedback and then the decisions will be made. Lemay stated that it is not always the low bidders that they go with. He stated that a low bidder may not be able to perform. Baer stated if they do not show up for several days you are impacting the entire project. Dumont asked to have the change order fee explained? Lemay stated that the change order fee 3.95% Dumont stated that was listed as the Construction Management fee. Lemay stated it is the same fee. Gehris stated that there is the contingency and he will keep a change order log. He stated that he applies the contingency to the change orders. He stated monthly the contingency value will be adjusted. He stated that there could also be credits. He stated that they like to provide all the numbers and all the files and reports. He stated the same goes for requisitioned items and we log that and keep the backup. Solomon asked how they would work on the pre-construction services and estimating? He stated that the estimate that was included with the proposal tells us we are in the ballpark. Gehris stated that they monitor this throughout the process to know that they are on track. Lemay stated that if they are not in line with the budgets we need to tell you that. He stated they do not want to end up with a bunch of drawings for a building you can't afford so they do a Design Development estimate and ferret out issues if it comes in too high. Baer stated that sometimes we can say that you'll get 100% of what you wanted and just find ways to make adjustments. He stated they are good at digging into the nuts and bolts on this. Lane asked how the owner's priorities factor into the design when adjusting the budget? Lemay stated that it is really just a process. He stated they will make a yes/no list and review it and find other things to cut. Baer stated that it comes down to communication. Gehris stated that the main item would be the focus item and how can we simplify this process. He stated that there are always other options available to get it built. He stated if there is no wiggle room, we then look at some of the bigger items such as mechanical and electrical and see if there are simplifications in that area. Baer stated that they sometimes ask the owners to make a list of priorities. He stated if they get out of the ground and there are no

contingencies then maybe you can put back one of the priorities. Gehris stated that if it looks like they will not use all the contingency they will use it for other priorities wanted. He stated that it is your money. Lemay stated that everyone on the job wants to do what is the easiest for them. He stated that easy is not always the best. Baer stated they enjoy what they do. He stated that when they come back to visit they want to be able to walk through the front door. McCallion stated that the library renovation involves making it look more updated with new tiles or carpet. He asked if they foresee some of these things when they look forward. Gehris stated that they keep getting things done. Baer stated that goes along with the list that they have. He stated that if they know they have money remaining we can pick what we can do with that money. He stated that it does not change the overall budget because it is either in the base budget or it is in the contingency. He stated that they do not want the owner saying that they wish they'd known there would be extra money because they may have added something in. He stated that you will have a list of alternates expenses with trigger dates, which is the latest to notify us regarding ordering materials. He stated that this all goes back to the communication and lining everything up front. Richardson asked about the process of communication as the project is going on and how do you feel about us dropping in on the job site now and then? Baer stated that if you did drop by just go to the Superintendent at the trailer. He stated that if you show up with 20 people and want to do a tour we would like to know ahead of time. Lemay stated that it just needs to be managed. Gehris stated that the committee would be welcome to attend their weekly meetings. Solomon asked if they use any online programs for project management and communication management? Baer stated that they have Fox and Cloud Storage and we dump everything into one file where everyone can have a log in. He stated he uses Pro-Log for all of his project management. Lemay stated that since this is a fast track project he thinks it is just timely decision making. Gehris stated they can get all of the submittals approved and over to Solomon's office so we can get things ordered and delivered. Ingoldsby asked if they thought we needed a Clerk of the Works? Baer stated he liked to have a Clerk of the Works. He stated he likes having another set of eyes and ears. He stated that he welcomes it on the site if it is done right. He stated that Milestone does not need a Clerk but it does ease a lot of nerves. Lemay stated that there will not be a lot of work for a Clerk to sit around eight hours each day. Gehris stated that the Clerk would work with the Superintendent, would know the schedule. He stated that they have seen good ones and bad ones. He stated that a good Clerk is worth his weight in gold. He stated that some "point people" in the district could be checking in also. He stated that they will be bringing in a Testing Company to do the special inspections that are required. Lemay stated that they do what is on the drawings and the biggest reason to have a Clerk is for people who do not want to follow directions. Gadomski asked if the money does not come through would they still be interested? Lemay stated yes they would. He stated that they have started the process and they do all sizes of jobs.

## **DISCUSSION**

Dumont stated that we should go around the room and each person list their preference at this point. He stated that we may be closer than we think. Pepin stated that he prefers BPS. He stated that he worked with them in the past. He stated that he liked their presentation. He stated that they did a very formal presentation. He stated that he liked the last group from Milestone better than Meridian. McCallion stated that he liked the BPS presentation. He stated they did build Idlehurst and although it may be things not in their realm, we are dealing with problems with Idlehurst. He stated that BPS and Meridian both were not fully in favor of a Clerk of the Works. He stated that he was impressed with Milestone with some of the things that they try to do with budgeting and they actually were for having a Clerk of the Works. He stated Milestone is his number one pick. McNelly stated that he liked Meridian. He stated that they were not as precise in their presentation but I believe that they have the experience and they are going to show up and we will be able to talk to them. He stated that he liked that they have great relationships with subcontractors. He stated that Milestone would be his second choice as they seemed more precise



in their presentation. Dumont stated that BPS was the first one so they were easier to listen to. He stated that Meridian impressed him because of the military background so they carry a lot of credibility. He stated that Milestone were good old boys and easy to talk to. He stated that the company that could deliver the product and make our job easier was BPS. He stated that issues with the Idlehurst project are things that a Construction Manager would hope would last longer. He stated that they came to the table with communication systems. He stated that we will get a disk at the end of the project. Richardson stated that he was impressed by the packet from BPS and he was impressed with the presentation. Meridian comes across like their packet comes across. He stated that they are very friendly people and they do their business that way. He stated that he has spent many years going in and out of Horton Hall at UNH and I went back last fall after Milestone spent the summer working on it. He stated that they turned that building into something that it wasn't in the 90's. He stated that he has different feelings about face to face, phone calls and emails. He stated that BPS is his first choice but he would be perfectly happy going with Meridian. Gadomski stated that he liked BPS as the size they are and the kinds of projects they have done around the State, especially with our disjointed schedule. He stated that he thinks that they bring a lot of detail and organization to their presentation. He stated that he had a hard time with Meridian. He stated that he wanted more details from them but it was more that they are friendly and want us to trust them. He stated if he was going away on a social weekend, they'd be great. He stated that BPS made him more confident in the product so I'm leaning towards them with Milestone being second. Ingoldsby stated that he liked BPS because in the past few days he has been working with them on the Idlehurst issues and they have been very receptive to getting them taken care of. He liked that Meridian has a background of the military, particularly the Marines. He stated that BPS is definitely his choice. Krauss stated that BPS has all the bells and whistles and disks. She stated that her second choice would be Milestone. She stated that she was actually disappointed in all three because we had sent them the questions ahead of time and asked them to address them in their presentation and none of them did. She stated that Milestone talked more about our specific project than the others. She stated that Milestone remembered things from the tour. Lane stated that anyone would be fine. She stated that she felt that she was being sold a company with BPS. She stated that she is not sure how much detail they really knew about this project. She stated that she was disappointed that she did not hear more from the guy who is going to be the Superintendent of this project. She stated that he is the person that we need to develop a good relationship with early on. She stated that Meridian seems like a great group of guys. She stated that Milestone has a more matter of fact style. She stated that she sensed a genuineness. She stated that they had dug into this project a lot more than the other two. She stated that because of that they are in a better place to hit the ground running. Solomon stated that he liked BPS presentation even though he has seen it four or five other times. He stated that they have that sophistication. He stated with that level of management, you'll get your project done on time. He stated that the people in charge are upper level and they are relying a bit more on technology right on down to the Superintendent who really didn't know anything at all. He stated that Meridian was a bit loose coming into this. He stated that none of the numbers that they proposed have to be the actual ones. He stated that his first choice was Milestone. He stated that they will work the hardest for us. He stated that he liked that they did an estimate even though they did not have to. He stated that they use the same reporting software as the others. He stated that there are so many different software choices out there because they are so convenient. Krauss asked if all of them have the computer software that BPS showed us? She asked if Milestone can do what BPS showed us? Solomon stated that they do. Krauss stated she'd change her choice to Milestone. She stated that the reason she chose BPS was the bells and whistles of the software. Solomon stated that he believes that Milestone will put in the extra work. Pepin stated that Milestone and BPS are the two top choices. He stated that he is basing his facts on having worked with BPS. He stated that he is confused as to the problems at Idlehurst but he did hear that they are working on fixing them. He stated that if there were issues why would he

want to put them on another project so I am willing to change my vote. Richardson stated that the person who makes a difference for me is Solomon. He stated that we are relying on him and his values and his opinions are important. He stated that he would be happy to change to Milestone. Pepin agreed. Dumont stated that he could agree with the statement that all three are capable otherwise they would not be able to be bonded. He stated that he has to go with people that I have had lifetime experiences with. He stated that when he looks at references he did not know anyone who Milestone mentions. He stated that he knew one reference with Meridian and that was Dan Bisson. He stated that Bisson wrote a reference letter for both Meridian and BPS. He stated that Colin Patterson's name is tied to BPS. He stated that he has the utmost respect for him and comes to the table as someone who had to come with creditability. He stated that Tom Argue carries a lot of weight and runs a care facility in Hampton. He stated with the references and working with BPS in the past, there is a known. He stated that even though they were trying to sell the company they have the ability to bring the subcontractors, not only of their desire, but more of an ability to listen to us. He stated that they were all tighter on the timeline of the elevator. He stated that he thought with Milestone the explanation of the work order change fee and how that worked, was confusing. He stated that the other two were at 3.25%. He stated that if he was a contractor he would not want a Clerk of the Works on site. He stated that the CTC results were because we did not have a Clerk. He stated that he will not change his mind and its BPS all the way. Pepin stated that the four members of the JBC would vote. Richardson stated Milestone. Pepin stated Milestone. McCallion stated Milestone. Lane asked if you want us to call references? McCallion asked if we could negotiate with Milestone for a 3.25% change order? Solomon stated that you could. Gadomski stated that the next thing will be to have Milestone come in and meet with the JBC. Lane asked if they should do any further vetting? Dumont stated that you should get some finance reports for Milestone. He stated that you need to focus your background check and finance check on Milestone. Solomon stated that he was very excited to be working with any of them. Richardson stated that it was Solomon who said at our last meeting why would we not want to interview all three? He stated that he thought at the time that Solomon has a reason. He stated that when you are talking references they are sitting right here and he values Solomon's opinion. He stated that Solomon works with these people all the time. Pepin stated that it is very important that the architect can work with the Construction Manager. Gadomski stated that they can call around for references. He stated that the JBC may want to schedule their next meeting and invite Milestone to attend to talk the contract and financials. He stated they can come to the meeting as the sole contractor. He stated that you can ask them any final questions you have. Lane stated that we heard today that there is time sensitivity around the elevator. She stated that he has a few proposals that he wants to share about the elevator. Solomon stated that he wants to meet with Ingoldsby prior to the holidays regarding the mechanicals. Gadomski stated that we need cost estimates sooner rather than later on the elevator which as of right now is in our budget.

Solomon stated that he had gone back and looked at two different scenarios for the elevator. He stated there is an inside option and an exterior option. He was happy to hear Milestone say that the interior option would be less expensive. He stated that with the exterior version it is you can build off the side of the school. He stated that the drawback is that you have to build exterior walls which is time consuming. He stated on the outside it will go up above the roof. He stated that if you build on the inside, you are only dealing with cinder blocks and no insulation. He stated that the outside option can be put by the end stairwell but we need to make sure that stairwell meets code. He stated that just down the hall from the present elevator there is a storage closet. We would take that as part of the new elevator shaft and above, upstairs, is a janitor's closet and we can use that to make up the elevator shaft upstairs. He stated with the outside elevator you cannot have an egress into an egress pathway. He stated there would have to be an enclosed dedicated space so you would have to build another vestibule. He stated that it is more than just the shaft that you are building for the exterior elevator. He stated that they need the

Construction Manager to come on and let us know the complexities. He stated that once the CM is on board we can start picking apart the price. Richardson asked if Solomon wanted an estimate for both options? Solomon stated it is up to the JBC. He stated that they are looking for some direction as to which they prefer. Richardson stated that an outside vestibule is fine for a person just coming in but we are doing this for the students. He stated that he prefers the inside option. Krauss stated that we have always been told it had to be built on the outside of the building. Solomon stated to make it ADA accessible and fit a stretcher in it, there is no way we are using the existing shaft. Gadomski stated that it comes down to which one we can pay for. He stated that we should know where the money is coming from by February. Solomon stated that there are really only three elevator companies. He stated we can get a price from each, then we can finish up the shop drawings. Gadomski stated that they are in the process of discussing and finalizing the budget so he was hoping to be able to go to the Finance Committee and School Board and be able to tell them what it will cost. Pepin stated that the Finance Committee was meeting that afternoon. He stated that he does not know how much of an appetite there will be for this. He stated that there are a lot of things coming down on the City side. He stated that they look to see how much the district could fund from their budget and then the shortfall could be requested from the City Council. Gadomski stated that he thinks it makes sense to have a JBC Meeting the week prior to vacation. He stated that we can have Milestone come in and ask any final questions we have. He stated that this would allow them to start working on this project and getting the estimates sooner rather than later. Lane stated they have a ballpark figure of around \$300,000. She asked if that is what it is going to be? She stated that they need some sense on the type of money we are talking about. Gadomski stated that we may want to have our projections from \$300,000 to \$500,000.

A JBC Meeting was scheduled for December 17<sup>th</sup> at 2:00 at the SAU.

Melinda Sullivan  
JBC Recording Secretary