

Project Minutes

Project:	Fuller Middle School Feasibility Study	Project No.:	17050
Prepared by:	Joel Seeley	Meeting Date:	1/14/19
Re:	CM Prequalification Committee Meeting	Time:	9:30am
Location:	Building and Grounds Conference Room	Meeting No.:	5
Distribution:	Attendees (MF)		

Attendees:

PRESENT	NAME	AFFILIATION
✓	Richard Weader II	Member of community with arch., eng., and/or construction experience
✓	Michael Grilli, Chair	Member of community with arch., eng., and/or construction experience
✓	Jennifer Pratt	Assistant Chief Financial Officer and SBC Member who is MCPPO certified
✓	Matt Torti	Director of Buildings and Grounds
✓	David Panich	School Building Committee Member
✓	Dr. Dale Hamel	School Building Committee Member
✓	Philip Gray	JLA, Architect
✓	Joel Seeley	SMMA, OPM

Item #	Action	Discussion
5.1	Record	Call to Order, 9:30 AM, meeting opened.
5.2	Record	A motion was made by R. Weader II and seconded by D. Panich to approve the 1/7/19 CM Prequalification Committee meeting minutes. No discussion, motion passed unanimously by those attending.
5.3	Record	J. Seeley distributed and reviewed the CM Reference Call Summary, attached.
5.4	J. Seeley	<p>Each Committee member reviewed their evaluation of the submitted SOQ packages. The consolidated evaluation calculates the CMs scored rank in the following order from highest to lowest: Consigli Construction Company, Gilbane Building Company, Shawmut Design and Construction, Commodore Builders / O&G Industries, a Joint Venture and Agostini Construction Co., Inc.</p> <p>A motion was made by M. Torti and seconded by D. Panich to approve Consigli Construction Company, Gilbane Building Company, and Shawmut Design and Construction as qualified CM firms to be invited into the RFP phase of the CM Selection Process. No discussion, motion passed unanimous.</p> <p>J. Seeley to notify the CMs and issue the RFP package.</p>
5.5	J. Seeley	<p>CM interviews will be on 2/11/19 in the Executive Conference Room in City Hall, starting at 1:00pm. The CM interview order will be random order.</p> <p>J. Seeley to notify each CM of the interview date, location and time slot.</p>
5.6	Record	Next CM Selection Committee Meeting: February 4, 2019 at 6:00 PM at Fuller Middle School Library.

Project: Fuller Middle School Feasibility Study Feasibility Study

Meeting Date: 1/14/19

Meeting No.: 5

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Item #	Action	Discussion
5.7	Record	A Motion was made by M. Torti and seconded by D. Panich to adjourn the meeting. No discussion, motion passed unanimous.

Attachments: Agenda, CM Reference Call Summary

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.

1000 Massachusetts Avenue
Cambridge, MA 02138
617.547.5400

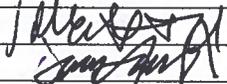
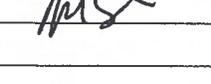
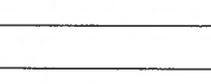
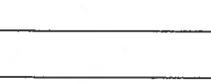
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SIGN-IN SHEET

Project: New Fuller Middle School
 Prepared by: Joel Seeley
 Re: CM Prequalification Subcommittee Meeting
 Location: Building and Grounds Conference Room
 31 Flagg Drive, Framingham, MA

Project No.: 17050
 Meeting Date: 1/14/2018
 Time: 9:30am
 Meeting No: 5

Distribution: Attendees, (MF)

SIGNATURE	ATTENDEES	EMAIL	AFFILIATION
	Richard Weader, II	weaders@aol.com	Member of community with architecture, engineering and/or construction experience
	Michael Grilli	mgrilli@beta-inc.com	Member of community with architecture, engineering and/or construction experience
	Jennifer Pratt	jaf@framinghamma.gov	Assistant Chief Financial Officer and SBC Member who is MCPPO certified, City of Framingham
	Matt Torti	mtorti@framingham.k12.ma.us	Director of Buildings and Grounds
	David Panich	david@panicharchitecture.com	School Building Committee Member
	Dr. Dale Hamel	dhamel@framingham.edu	School Building Committee Member
	Philip Gray	pgray@leviarc.com	Jonathan Levi Architects (JLA)
	Joel Seeley	jseeley@smma.com	SMMA

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Agenda

Project:	New Fuller Middle School	Project No.:	17050
Re:	CM Prequalification Subcommittee Meeting	Meeting Date:	1/14/2019
Meeting Location:	Building and Grounds Conference Room	Meeting Time:	9:30 AM
	31 Flagg Drive, Framingham, MA	Meeting No.	5
Prepared by:	Joel G. Seeley		
Distribution:	Committee Members (MF)		

1. Call to Order
2. Approval of Minutes
3. Prequalify CM Firms
4. Next Meeting: February 4, 2019
5. Adjourn

Construction Management at Risk Firm Reference Checks

Project Name	North Reading Middle/High School	Wilmington Middle/High School
Reference Name and Title	Brad Dore	Don Walter
Company/District	Dore & Whittier Architects	Dore & Whittier Architects
Date Called /Telephone No.	978-499-2999	978-499-2999
1. What was your role in the school project?	Designer	PIC for the architect
2. Who else from the City/Town was involved?		Town Manager, Supt of Schools, School Business Manager, Town Director of Facilities
3. Who was the Project Manager and other key members of from the CM firm? Project Executive, Project Manager and Superintendent.	Joanna Kripp ran the job (Px/PM) and she knows what she's doing. Joe McCoy is a great estimator and helped out a lot during precon and VE.	Dave Morrow, PE (no longer with Gilbane) Mike Marcella , PM Dan Sullivan, Supt
4. How well did the CM participate in the different phases of the work? How well did they do? Constructability?	With respect to Gilbane and North Reading, overall they performed pretty well under challenging circumstances. It was a difficult Owner to deal with. The quality of their work was good, communication was good, they managed their subs pretty well with a couple of exceptions but ultimately got it done.	Gilbane scheduled the project well and provided quality work.
5. Were there any issues with the performance of their work? Compliance with WBE/MBE requirements? Were they proactive? Was there litigation?	None	Overall performance was good, complied with MBE/WBE, coordinated the work well. There is an outstanding gym wood flooring issue that is yet to be resolved.
6. Were there any issues with the budget? Change Orders? Claims for additional services? Documentation?	They had some claims at the end of the job but ultimately settled.	Overall the budget goals were met, no change orders out of the ordinary, no unreasonable additional work requests and documentation was acceptable.
7. Did they meet the schedule?	They were late with the site phase completion and I thought the punch list dragged on longer than it should have.	Yes
8. How well did the CM keep the OPM, Owner and others informed? Day to day and throughout the project?		There was a good working relationship between Gilbane and the OPM/Owner/Architect.
9. How would you rate the CM's ability to work with everybody? Trade Subcontractors? Neighborhood? School system? Overall?		Gilbane had a collaborative working environment with all involved parties.
10. How well did the CM manage the trade contractors (filed subcontractors)?		Well.
11. Would you hire this company again? Strong points? Weak points? Overall satisfaction?	Yes, I would work with Gilbane again although I've had smoother jobs with other CMs.	D&W would definitely consider hiring Gilbane on a future project

Project Name	Winthrop Middle/High School	Dearborn STEM Academy
Reference Name and Title	David Girard	Mark Warner
Company/District	Chair of Building Committee, Northstar Project Management	Jonathan Levi Architects
Date Called /Telephone No.	617-692-0618	617-437-9458
1. What was your role in the school project?	Citizens Committee and Chairman of Construction Subcommittee	Mark: PM for Construction and CDs
2. Who else from the City/Town was involved?	21 people Town councilor, school committee, CFO of town, citizens	Bill Hughes was point person and recently retired.
3. Who was the Project Manager and other key members of from the CM firm? Project Executive, Project Manager and Superintendent.	Joanna Kripp and Walter Kincaid	PE: Mike Marcella ; Sam Nahamkin was Super; Linda Callahan was lead project engineer
4. How well did the CM participate in the different phases of the work? How well did they do? Constructability?	Excellent, 149A. Great job with budget contingencies and did a nice job with rammed aggregate piers and were installing steel structure in the dead winter	Really good... high rankings - high quality people - sensitive to design intent
5. Were there any issues with the performance of their work? Compliance with WBE/MBE requirements? Were they proactive? Was there litigation?	No litigation, definitely proactive. WBE/MBE good faith efforts to get all involved	Very good with Boston jobs and with reporting. Very high rating. Proactive.
6. Were there any issues with the budget? Change Orders? Claims for additional services? Documentation?	No issues.	yes there were issues but well managed and in forefront of vetting change orders.
7. Did they meet the schedule?	Yes, it was delivered a month early	Fell behind on schedule - difficult timing for City of Boston on December 27 - BFD testing for commissioning - sign off from inspectional services. 1 sub underperformed and it was a little struggle due to fabrication and completing project
8. How well did the CM keep the OPM, Owner and others informed? Day to day and throughout the project?	Excellent, open book. Nighttime meetings with committees	Very well informed - Mike Marcella was great and on top of everything.
9. How would you rate the CM's ability to work with everybody? Trade Subcontractors? Neighborhood? School system? Overall?	10 of 10	Very good
10. How well did the CM manage the trade contractors (filed subcontractors)?	Great	Managed them well. Some struggles with complexity of the project but overall good. Work and scope were often addressed.
11. Would you hire this company again? Strong points? Weak points? Overall satisfaction?	Yes. Did hire again for athletic facility. 10 of 10. Communication and laying out job in advance were strong points and setting expectations. When problems in field were brought up there were no surprises and associated costs were addressed at that time.	Yes. Across the board they were really good. Precon had a compressed schedule. Would have taken more advantage of precon if more time was allowed for it. Pricing came in right where it needed to be. Very good.

Construction Management at Risk Firm Reference Checks

Project Name	Sherwood Middle School
Reference Name and Title	Katie Crockett
Company/District	Lamoreaux Pagano Associates
Date Called /Telephone No.	508-841-8508
1. What was your role in the school project?	Project Architect
2. Who else from the City/Town was involved?	Town of Shrewsbury; Bob Cox Facilities Dir (retired); Jane Lizotte principal
3. Who was the Project Manager and other key members of from the CM firm? Project Executive, Project Manager and Superintendent.	Walter Kincaid was PM; Jim Driscoll, Pexec; Danielle Crafford Asst. Supt.
4. How well did the CM participate in the different phases of the work? How well did they do? Constructability?	Well
5. Were there any issues with the performance of their work? Compliance with WBE/MBE requirements? Were they proactive? Was there litigation?	There were some issues that came up during construction that we were able to resolve in an equitable and fair way without litigation
6. Were there any issues with the budget? Change Orders? Claims for additional services? Documentation?	The project came in well under budget - partially due to a favorable bid climate during the recession
7. Did they meet the schedule?	The project came in ahead of schedule
8. How well did the CM keep the OPM, Owner and others informed? Day to day and throughout the project?	Well
9. How would you rate the CM's ability to work with everybody? Trade Subcontractors? Neighborhood? School system? Overall?	Well
10. How well did the CM manage the trade contractors (filed subcontractors)?	Well
11. Would you hire this company again? Strong points? Weak points? Overall satisfaction?	Yes

Project Name	Guilford High School	Orville H Pratt High School
Reference Name and Title	Randall Luther	Bill Mead
Company/District	TSKP Studio	Antinozzi Associates
Date Called /Telephone No.	860-547-1970	203-377-1300
1. What was your role in the school project?	Project Manager	Project Manager
2. Who else from the City/Town was involved?	Building Committee, Board of Ed, Town Council, various others	Glenn Lamontaine, Ret. Asst. Superintendent
3. Who was the Project Manager and other key members of from the CM firm? Project Executive, Project Manager and Superintendent.	Ken Viega, Dan Hetzler; Joint venture with FUSCO	Mark Jefco was Project Manager during design and documentation of project before moving to Project Executive; Dave Cravinzola was PM during construction. Superintendent was Steve Barinello.
4. How well did the CM participate in the different phases of the work? How well did they do? Constructability?	Pretty well. Cooperative bunch and easy to work with. Different opinion to quantify large site especially matter of Classified or Unclassified soil excavation and handling.	Complicated project that was 2 years of design and documentation and 4 years of construction. Was done on time and it opened on schedule in Summer 2017.
5. Were there any issues with the performance of their work? Compliance with WBE/MBE requirements? Were they proactive? Was there litigation?	They were good. No issues.	No issues or problems. Worked well and performed well. Got subs to work well.
6. Were there any issues with the budget? Change Orders? Claims for additional services? Documentation?	No. Project was under budget and change orders were very low	Mechanical came in over budget and we had to do some redesign simplifying systems and rebid - lost 3 months time at start of construction but made up the time later on in the project. They were able to get schedule back on track.
7. Did they meet the schedule?	Yes.	Yes.
8. How well did the CM keep the OPM, Owner and others informed? Day to day and throughout the project?	Owner Rep in trailer had most contact on daily basis. Very good as they attended construction meetings and school building committee meetings, etc.	Very good. Working with the Principal and Staff and the current Superintendent esp. with closing off areas and notification.
9. How would you rate the CM's ability to work with everybody? Trade Subcontractors? Neighborhood? School system? Overall?	Did not see much of their interaction with their trade contractors. They reached out to neighbors before, during and after construction and worked with them as it was a large building project; There was a claim for blasting which was documented and handled well.	Excellent
10. How well did the CM manage the trade contractors (filed subcontractors)?	Trade contracts seemed pretty good. Don't recall any holes where buyouts were not done right.	They did, project came on budget and completed on time. Great crew of trade contractors and some who did need to be managed more than others. Very proactive.
11. Would you hire this company again? Strong points? Weak points? Overall satisfaction?	Yes I would. Working with them now on a middle school project. Easy to get along with.	Organizing the work was really strong. Cravinzola's attention to detail which was very helpful on the project.

Project Name	Waterford High School	Naugatuck High School
Reference Name and Title	Steven Burgess	Scott Pinckney
Company/District	JCJ Architecture	Town of Guilford
Date Called /Telephone No.	860-247-9226	860-882-5614
1. What was your role in the school project?	Project Manager	Chair of the Building Committee
2. Who else from the City/Town was involved?	Superintendent of Schools	Joe Mazza, Selectman, Dr. Paul Freeman, Superintendent
3. Who was the Project Manager and other key members of from the CM firm? Project Executive, Project Manager and Superintendent.	Ken Viega was PM	PM: Dan Hetzler; PE: Ken Viega; Super is no longer with them. Joint venture with FUSCO.
4. How well did the CM participate in the different phases of the work? How well did they do? Constructability?	Good job. Overall did a good job. Worked with them on a couple other projects and they did a good job.	Did well in different phases. Well overall.
5. Were there any issues with the performance of their work? Compliance with WBE/MBE requirements? Were they proactive? Was there litigation?	No issues	No. Dan could have been more firm with subs and driven them a little bit better and pushed them a little bit harder. Mediation but no litigation. O&G dealt with it like gentlemen. Mediation was regarding change order for \$180,000.
6. Were there any issues with the budget? Change Orders? Claims for additional services? Documentation?	Not by O&G	Only one issue stands out which was over the enclosures.
7. Did they meet the schedule?	Yes	Yes. Phased to meet the schedule. Hefty punch list.
8. How well did the CM keep the OPM, Owner and others informed? Day to day and throughout the project?	Continual contact with all in District and Designer on daily basis. Weekly contractor and sub meetings.	They did well. Before meeting I forced communications ahead of time for meetings. They did a good job.
9. How would you rate the CM's ability to work with everybody? Trade Subcontractors? Neighborhood? School system? Overall?	Very good. Can't recall a lot of neighborhood issues. Fair on change orders, etc.	Good. Did not join the sub meetings. Unsure of communications with those meetings.
10. How well did the CM manage the trade contractors (filed subcontractors)?	Standard job. Weekly meetings with trade contractors. Don't recall any litigation or anything out of the ordinary.	Did well.
11. Would you hire this company again? Strong points? Weak points? Overall satisfaction?	Absolutely, have worked on 3 different projects.	Yes I would hire them again. Strong: They say they will do it and they do it. They acted like gentlemen, dependable and trustworthy. Weakness: 1/4 million sf project. They could do better on coordination efforts especially with MEP, ceilings, grid, etc.

Project Name	William J. Johnson Middle School
Reference Name and Title	Steven Melingonis
Company/District	Tecton Architects
Date Called /Telephone No.	860-548-0802
1. What was your role in the school project?	Project Architect
2. Who else from the City/Town was involved?	Arcadis was OPM with Jack Butkus; Director of People Services for Town/City: Kendall Jackson
3. Who was the Project Manager and other key members of from the CM firm? Project Executive, Project Manager and Superintendent.	PM: Mark Jefko , Super: Frank Rubio
4. How well did the CM participate in the different phases of the work? How well did they do? Constructability?	Stellar services involved early on with preconstruction services moving towards bidding. Very involved in the project throughout and client was very happy with their work as they were accommodating
5. Were there any issues with the performance of their work? Compliance with WBE/MBE requirements? Were they proactive? Was there litigation?	No issues. Very proactive. No litigation.
6. Were there any issues with the budget? Change Orders? Claims for additional services? Documentation?	Well, maintained budget and there was a surplus at the end of the project that was good. O&G was good about incorporating Owner changes and expediting pricing to get them done
7. Did they meet the schedule?	Yes
8. How well did the CM keep the OPM, Owner and others informed? Day to day and throughout the project?	They did their best and they had great communication with all parties.
9. How would you rate the CM's ability to work with everybody? Trade Subcontractors? Neighborhood? School system? Overall?	Top rating... they did a great job keeping them in line and accommodating the Owner's requests as well
10. How well did the CM manage the trade contractors (filed subcontractors)?	Very well
11. Would you hire this company again? Strong points? Weak points? Overall satisfaction?	Working with them on another school project as a result of the great experience working with them on this project. Strong points: preconstruction services made it much easier. No weak points.

Project Name	Malden Police Headquarters	Mass Innovation Lab
Reference Name and Title	Vince Dube	John Scott
Company/District	Flansburgh Architects	SMMA
Date Called /Telephone No.	617-368-3970	617-547-5400
1. What was your role in the school project?	Construction Administrator	Principal-in Charge, Project Director
2. Who else from the City/Town was involved?	Ron Hogan (City of Malden), Eric Rubin (City of Malden - Facilities) Captain Glen Cronin (Malden Police) Chief Kevin Molis (Malden Police)	Ed McDonald, Project Manager, Bio-Medical Realty, Landlord
3. Who was the Project Manager and other key members of from the CM firm? Project Executive, Project Manager and Superintendent.	Tom Buie (PM) Mark Purty (Field Superintendent) Wayne Curley (Assistant Field Superintendent) Ben Lane (Project Executive)	Jason Theberge, Project Executive (21 Erie & 40 Guest St.) Jonathan Hirst , Project Manager (21 Erie) Brad Reid, MEP Superintendent (21 Erie) Brad Reid, Superintendent (40 Guest St) Justin Nadolney, Project Manager (40 Guest Street)
4. How well did the CM participate in the different phases of the work? How well did they do? Constructability?	There were contamination issues with the existing site, and an early site package was issued. Commodore was very helpful during the early site package phase as well as subsequent phases and through construction. Constructability was very good.	The CM participated in all phases of the project from design through CA performing full pre-construction and construction services. Project was a complicated interior demolition and reconstruction involving three different structural systems within a joined footprint that included 3 separately constructed buildings. The project was fast-tracked with multiple bid packages.
5. Were there any issues with the performance of their work? Compliance with WBE/MBE requirements? Were they proactive? Was there litigation?	There were no WBE/MBE issues. The work performance was excellent. Issues would come up, and Commodore did respond quickly and were proactive in resolving issues. There was no litigation on this project.	We did not have any issue with the performance of their work during any phases of the project. The private client/owner did not have any WBE/MBE requirements. There was an issue with the performance of the Landlord's existing AHU's and associated moisture in the ceiling plenum space. They were proactive in working with us to resolve the matter for our client and the Landlord. There were no claims or litigation on the project.
6. Were there any issues with the budget? Change Orders? Claims for additional services? Documentation?	There were no budget issues. There were 16 change orders. The project was tracked online with Newforma which kept everyone up-to-date with submittals, changes, RFI, etc.	They tracked cost changes from budget estimates, through bidding, construction, and close out. Open book process with Architect and Owner participation and review. Change orders were primarily due to Owner requests or Landlord directed work related to unforeseen conditions. Each change order was reviewed and agreed to by all parties. No claims were made for additional services beyond those accounted for in the normal work flow. They took over coordination of the BIM model at completion of Construction Documents. They provided all documentation that was required or requested including all close out documents and training.
7. Did they meet the schedule?	Yes. The project opened on time.	The schedule was updated and monitored weekly at the OAC meeting. During construction the Owner requested that the first-floor finish and occupancy be expedited and that the second floor follow. The CM redirected the sub-contractors efforts to meet the Owner schedule change request.
8. How well did the CM keep the OPM, Owner and others informed? Day to day and throughout the project?	Commodore did a very good job of keeping the team informed and working through issues as they came up.	No OPM was involved in the project. The Owner and Architect were informed on a daily basis by the CM throughout the project.
9. How would you rate the CM's ability to work with everybody? Trade Subcontractors? Neighborhood? School system? Overall?	Commodore managed their subs well, and were a team player in the project. They responded well to the OPM, the City and others involved with the project.	The CM worked well with all parties on the project including the Landlord and the City of Cambridge. They kept everything on a positive basis.
10. How well did the CM manage the trade contractors (filed subcontractors)?	Commodore did a good job with the trade sub-contractors. Mechanically it was a challenging project and Commodore was able to get the mechanical sub to respond and resolve issues in combination with the project mechanical engineer.	The CM managed all the sub-contractors well throughout the project. There were no filed sub-contractors on the project. The project was private not public.
11. Would you hire this company again? Strong points? Weak points? Overall satisfaction?	Yes, we would work with Commodore again. Tom Buie (PM) was great to work with.	We would recommend hiring this company again. They kept all communication and interaction between the overall team members positive and goal driven. The individual CM staff were knowledgeable and committed to the project and remained on the project from commencement to completion. Overall, we were very satisfied with their performance. They understand what being a team player entails and they are dedicated to achieving a successful and positive outcome for the entire team.

Project Name	New Billerica Memorial High School	Greenfield High School	Greenfield High School
Reference Name and Title	David Saindon	Paul Griffin	Lee Dore
Company/District	LeftField	Construction Monitoring Services for the City of Greenfield	Dore & Whittier
Date Called /Telephone No.	617-872-5180	508-786-0600	802-863-1428
1. What was your role in the school project?	Project Director	Owner's Project Manager	Principal/Proj. Exec.
2. Who else from the City/Town was involved?	Superintendent, John Current, Town Manager, Principal, Building Committee	Mayor, Finance Director, Engineering Superintendent, Maintenance Director, Principal, Technology Manager, Technology Director.	School Building Committee, Chaired by Mayor.
3. Who was the Project Manager and other key members of from the CM firm? Project Executive, Project Manager and Superintendent.	Ryan Lynch, Bob Joubert, Joe Pollock, David Barksdale during Preconstruction and MVP of Shawmut and instrumental in success of project. Superintendent is John Hartshorn and Lauren Slaven	Michael Kearns Project Executive Josiah Herbert Project Manager Tom Munson Asst Project Manager Debra Carr Project Administrator Matthew Lafond Superintendent Peter Nikki Carpenter Foreman Yanos Nemith Construction Manager Best team ever. Financial reporting was not as he would like but it was a great team	Michael Kearnes – Proj. Exec. Josiah Herbert , PM Matt LaFonde , Supt.
4. How well did the CM participate in the different phases of the work? How well did they do? Constructability?	They did ok. Did not do great but did ok. Challengers with the Designer it might have been easier to shine in other areas.	They were deeply involved in every phase and the day to day activities. This was a very difficult project which was built around the existing school and they were involved from design to the end.	SDC was very involved in every phase of project from SD throughout. They assisted in constructability, providing alternatives for the design team to consider and were very informative during VE decisions.
5. Were there any issues with the performance of their work? Compliance with WBE/MBE requirements? Were they proactive? Was there litigation?	They did their best with MBE/WBE and Billerica did not meet the goals. Typical nothing is perfect in construction - no fault for any negligence. Yes, they were proactive. Incidents happened and give them an A for fixing problem quickly. A few bid protests were not of their fault and won all bid protests. At 75% percent complete with the project	Regarding their performance they finished phase one ahead of schedule and the complete project on-time. The project superintendent was the best at quality control. He would be the first person to tell any of the contractors to fix or repair work he did not like.	No litigation – very smooth project and very well managed by the CM. They actively pursued SDO requirements recruiting local workforce to provide labor on the project.
6. Were there any issues with the budget? Change Orders? Claims for additional services? Documentation?	Very good with change orders, budget, maintenance, CM contingency... no issues or claims.	We completed the project over \$2m under budget. There were a few issues with change orders mainly with the sub-contractors. There was little or no issues with them submitting complete documentation with every request.	They are meticulous record keepers and provided the Owner with continuous budget updates.
7. Did they meet the schedule?	So far met schedule	The superintendent had every day of the months activity layout. It was amazing to see this company in action compared to others we have worked with.	On time and under budget.
8. How well did the CM keep the OPM, Owner and others informed? Day to day and throughout the project?	They have been doing a great job. You want to be informed and not overly informed.	At our weekly meetings everyone had a clear outline of the next weeks work. The Project Manager issued a full monthly report in writing with all the report including budget, buyout log, special activities, etc.	Very good at regular communication with all parties. Were proactive in setting up meetings with subs to stay ahead of work.
9. How would you rate the CM's ability to work with everybody? Trade Subcontractors? Neighborhood? School system? Overall?	A plus	Excellent.	Excellent. They are team players.
10. How well did the CM manage the trade contractors (filed subcontractors)?	Very good. They had some issues but with 15 different trades personnel are going to be perfect.	Excellent.	Very well.
11. Would you hire this company again? Strong points? Weak points? Overall satisfaction?	Definitely would work with Shawmut again. Strengths: David Barksdale during preconstruction; want to please the district and community. Weak: certain problems on site if they were paying more attention it would not have occurred. A plus for fixing the problem when it occurred i.e. freeze up of roof	Yes, excellent management and ability to get things done. Mainly I stated how well the superintendent but it was the entire team that made the superintendent look so good.	Yes. Very well managed. Very personable staff with lots of experience.

Project Name	Coolidge Corner School	Woodland Elementary School	Lexington Estabrook Elementary School
Reference Name and Title	Pip Lewis	Matthew LaRue	Gary Ainslie
Company/District	HMFH Associates	HMFH Associates	DiNisco
Date Called /Telephone No.	617-492-2200 x 236	617-492-2200 x 236	617-426-2858
1. What was your role in the school project?	PD	PM	Project Manager/Principal-in-Charge
2. Who else from the City/Town was involved?	Tony Guigli was OPM for City; Building Commission managed project.	OPM, 3 person review committee from Building Committee	Pat Goddard- Director of Public Facilities (retired) Mark Barrett - Project Manager for Dept. of Public Facilities
3. Who was the Project Manager and other key members of from the CM firm? Project Executive, Project Manager and Superintendent.	PM: Jonathan Hurst was replaced by David Quintal; Jim Hurdlebrink was the PE; Parvese was Superintendent and Jim Villa took over. Major personnel changes half way through the project.	Tim Hurdlebrink; Ludger Baines	Project Executive - Joubin Hassanein Project Manager - Peter LHommedieu Project Superintendent - Steve Ham
4. How well did the CM participate in the different phases of the work? How well did they do? Constructability?	Phased occupied renovation with swing space	Overall very good score. Preconstruction phase wouldn't be rated as high, lacked input on constructability and preliminary pricing.	On scale of 1 to 5, SDC was a 4. Performed minor input on Constructability do in part to Town deciding to proceed with a CM @ Risk in the construction documents phase.
5. Were there any issues with the performance of their work? Compliance with WBE/MBE requirements? Were they proactive? Was there litigation?	Brookline was aggressive with WBE/MBE. Overall the project quality was very good. Commissioning HVAC system is currently being wrestled with and lasting longer than it should.	Quality was good to very good. Couple areas had technical issues that needed quite a bit of attention to work through. Proactive in some areas but in others not so much.	No problems with work. Compliant with SDO. Yes, they were proactive. No litigation.
6. Were there any issues with the budget? Change Orders? Claims for additional services? Documentation?	Team first half were not good with paperwork and some of the requisitions were confusing. Change 1/2 way through was to compensate for that and put in a responsive group and cost Shawmut a lot of money to do and pushed the project to be done on time. Pursuing claims for lots of additional money at the end of the project due to delays, additional personnel which were not mentioned and not supported by their schedules. Shawmut alleges it was a delay that just happened not due to the owner or designer but due to CM in the millions of dollars. Project accounting is unnecessarily confusing. Made it difficult to know where things were in the project. They combined costs that the owner is responsible for with all sorts of internal changes which was them moving money around in ways you cannot follow.	Overall they were on budget and they were able to give a portion of GMP back to the Owner. Missed LEED documentation and did not get credits for several items.	Had difficulties on reaching a fair GMP. They were about 10-12% higher than our cost estimate until the Owner threatened to go Chapter 149. There were change orders, but less than 2%. On a scale of 1 to 5, they were a 4 on documentation.
7. Did they meet the schedule?	Yes. Busy at the end. Missed SoC by 1 month and was complete school when open. Work done in evenings while school in session for punch list.	Yes	Yes
8. How well did the CM keep the OPM, Owner and others informed? Day to day and throughout the project?	Good. Confronted with a lot of claims way after the fact, 18 months later, and not at the time it occurred. Communication could have been better.	Very good	On a scale of 1 to 5, they were a 4.
9. How would you rate the CM's ability to work with everybody? Trade Subcontractors? Neighborhood? School system? Overall?	Pretty great. Good relationship with the neighborhood, large school building in a dense neighborhood	Excellent	On a scale of 1 to 5, they were a 5.
10. How well did the CM manage the trade contractors (filed subcontractors)?	Very well. Some masonry issues that were unnecessary - unresponsive mason that led to delays.	Very good	On a scale of 1 to 5, they were a 5.
11. Would you hire this company again? Strong points? Weak points? Overall satisfaction?	Yes. Strength: Delivery of Project. Weakness: Paperwork and Requisitions	Yes. Strength: Adherence to schedule, making sure Owner is abreast of progress and organizing construction. Weak point: not anticipating subtrade constructability issues that could have been tracked better.	Yes, if project is a Chapter 149A. There were some personnel changes early on with PE and PM. On a scale of 1 to 5, they were a 4.

Project Name	Caleb Dustin Hunking School
Reference Name and Title	Jim LaPosta
Company/District	JCJ Architecture
Date Called /Telephone No.	860-240-9326
1. What was your role in the school project?	Principal-in-Charge/Design Principal Architect of Record
2. Who else from the City/Town was involved?	James F. Scully, Superintendent of Schools Jared Fulgoni, Assistant Superintendent of Schools Tom Geary, Supervisor of Facilities
3. Who was the Project Manager and other key members of from the CM firm? Project Executive, Project Manager and Superintendent.	Ryan Lynch, Project Executive Robert Joubert, Project Manager Megan Macpherson, Assistant Project Manager John Hartshorn, Superintendent Lauren Slaven, Assistant Superintendent Joe Pollock, Assistant Superintendent Andrew LaRosa, Assistant Superintendent
4. How well did the CM participate in the different phases of the work? How well did they do? Constructability?	Excellent team player from pre-construction through construction completion including resolution of post-occupancy/post-warranty issues. Delivered high quality results without any constructability issues.
5. Were there any issues with the performance of their work? Compliance with WBE/MBE requirements? Were they proactive? Was there litigation?	Project team was proactive and professional at all times; no performance issues. No known issues with WBE/MBE compliance. No known litigation.
6. Were there any issues with the budget? Change Orders? Claims for additional services? Documentation?	Project inclusive of all change orders was delivered \$400K under GMP.
7. Did they meet the schedule?	Project was delivered six (6) months ahead of schedule.
8. How well did the CM keep the OPM, Owner and others informed? Day to day and throughout the project?	Project team was effective and timely with all of their communication inclusive with the Owner, OPM, local agencies and architect from Day 1 to close-out.
9. How would you rate the CM's ability to work with everybody? Trade Subcontractors? Neighborhood? School system? Overall?	Excellent team players who fostered an environment of collaborative problem solving. CM served as strong team ambassador when working with the property abutters to keep them apprised of the construction activity.
10. How well did the CM manage the trade contractors (filed subcontractors)?	Excellent; no known issues with filed subcontractors.
11. Would you hire this company again? Strong points? Weak points? Overall satisfaction?	We look forward to partnering with Shawmut in the future. Strong points include proactive and collaborative, effective communicators, organized and team builders. Extremely satisfied after working with the Shawmut team.

Project Name	Roger L. Putnam Vocational Technical Academy	Holbrook New PreK-12 School
Reference Name and Title	Vladimir Lyubetsky	Kent Kovacs
Company/District	DRA	Flansburgh Architects
Date Called /Telephone No.	617-964-1700	617-367-3970
1. What was your role in the school project?	Project Manager	Principal
2. Who else from the City/Town was involved?	Mr. Richard Sitnik - ARCADIS - OPM Ms. Rita Coppola - City of Springfield	Daniel F. Moriarty PSBC Chair/Building Inspector Julie Hamilton HPS Superintendent of Schools Matthew Moore Board of Selectmen Timothy Gordon Town Administrator Beth Tolson School Committee, Chair
3. Who was the Project Manager and other key members of from the CM firm? Project Executive, Project Manager and Superintendent.	Sean Ditto - Project Manager Chuck McWilliams - Superintendent	Christian Riordan PE Matteo Batista PM John Laperle Super Andrew Malian Assistant Super Chris Kavanaugh PEngineer
4. How well did the CM participate in the different phases of the work? How well did they do? Constructability?	Strong performance during Pre-construction Services. Provided detailed estimates and advised on constructability of the proposed building systems. Worked with local construction community to increase participation of the local workforce during construction phase of the Project.	Consigli was excellent to work with through all phases. No issues with constructability.
5. Were there any issues with the performance of their work? Compliance with WBE/MBE requirements? Were they proactive? Was there litigation?	No issues. No litigation.	No issues.
6. Were there any issues with the budget? Change Orders? Claims for additional services? Documentation?	All changes were well documented. There were no significant cost disputes.	No issues.
7. Did they meet the schedule?	Yes	Yes
8. How well did the CM keep the OPM, Owner and others informed? Day to day and throughout the project?	Weekly meetings. Well prepared reports and detailed schedules.	Excellent communication - daily face to face and emails
9. How would you rate the CM's ability to work with everybody? Trade Subcontractors? Neighborhood? School system? Overall?	The CM exhibited cooperative attitude and was well regarded by the Client.	Excellent
10. How well did the CM manage the trade contractors (filed subcontractors)?	The CM had prior significant experience with Ch. 149A construction delivery method.	Excellent
11. Would you hire this company again? Strong points? Weak points? Overall satisfaction?	Yes. Good attention to details and good Quality Control process.	Absolutely. Excellent

Project Name	Medway Middle School	Dedham Avery Elementary School
Reference Name and Title	Tim Bonfatti	Brad Dore
Company/District	Compass Project Management	Dore & Whittier Architects
Date Called /Telephone No.	508-359-6111	978-590-8306
1. What was your role in the school project?	Owners Project Manager/Project Director	Designer
2. Who else from the City/Town was involved?	School Building Committee, Business Manager and Town Facilities Manager	
3. Who was the Project Manager and other key members of from the CM firm? Project Executive, Project Manager and Superintendent.	Christian Riordan Jim Herval Dan Geary Mike O'Brien	Todd McCabe was the PE, Christian Riordan was the PM. Good team and they pushed the job.
4. How well did the CM participate in the different phases of the work? How well did they do? Constructability?	Project was a phased project and CM participated actively and recommended during Value Engineering to adjust the phasing of the project in the general conditions to save 5-6 months of schedule and translated to money savings. Great constructability ideas to make it happen in less time. Very good during file sub prequalification. Closeout was great. Commissioning – went well and stayed ahead of issues.	Consigli did a great job in all phases.
5. Were there any issues with the performance of their work? Compliance with WBE/MBE requirements? Were they proactive? Was there litigation?	No issues with performance of work on this project. CM is proactive and in compliance with WBE/MBE requirements. No litigation.	None.
6. Were there any issues with the budget? Change Orders? Claims for additional services? Documentation?	No issues.	On time and under budget.
7. Did they meet the schedule?	Yes.	Yes
8. How well did the CM keep the OPM, Owner and others informed? Day to day and throughout the project?	Very well informed. Whenever an issue arose they would let us know. Great job with lots of collaboration.	Communication was very good, no claims, no litigation.
9. How would you rate the CM's ability to work with everybody? Trade Subcontractors? Neighborhood? School system? Overall?	They were excellent. They really worked well with everyone.	Precon was effective, overall construction quality was good, they finished on time and under budget. The Owner was very happy.
10. How well did the CM manage the trade contractors (filed subcontractors)?	They managed them very well.	Well
11. Would you hire this company again? Strong points? Weak points? Overall satisfaction?	Yes. Solid organization with the capability to handle a project of this size and complexity in CM@Risk. We have hired them again on other projects. Cannot think of any weak points.	I have, and would be willing to work with Consigli again. They are a good CM.

Project Name	John R. Briggs Elementary School	Winchester High School Renovation & Expansion
Reference Name and Title	Katie Crockett	David Fanuele
Company/District	Lamoureux Pagano Associates	SMMA
Date Called /Telephone No.	508-752-2831	617-520-9225
1. What was your role in the school project?	Project Architect	Construction Administrator/onsite rep
2. Who else from the City/Town was involved?		Engineering department staff, Town Manager and staff, DPW staff, Water department staff, Police and Fire departments, building and local inspectors and school building committee
3. Who was the Project Manager and other key members of from the CM firm? Project Executive, Project Manager and Superintendent.	Jeff Navin, Project Exec.; Jody Staruk, Project Manager	Proj Exec: Jeff Navin PM: John LaMarre Super: Dave Gorman
4. How well did the CM participate in the different phases of the work? How well did they do? Constructability?	Well	The CM performed very well with coordinating with such a difficult existing building while managing the multi phased nature of the project. They also performed constructability reviews during precon and construction on a regular basis including problem solving sessions with the OPM and Architect.
5. Were there any issues with the performance of their work? Compliance with WBE/MBE requirements? Were they proactive? Was there litigation?	A few subs had sub-par work, but we worked out an equitable agreement for the owner in this regard.	No issues
6. Were there any issues with the budget? Change Orders? Claims for additional services? Documentation?	Budget was tight and required constant monitoring. In the end, the project was on budget	No issues
7. Did they meet the schedule?	Schedule was tight, but was met.	Yes
8. How well did the CM keep the OPM, Owner and others informed? Day to day and throughout the project?	Well	Information was shared as soon as it became available, daily and at weekly owner, architect contractor meetings.
9. How would you rate the CM's ability to work with everybody? Trade Subcontractors? Neighborhood? School system? Overall?	Well	High overall rating
10. How well did the CM manage the trade contractors (filed subcontractors)?	Well with exceptions as noted in Item 5	Well
11. Would you hire this company again? Strong points? Weak points? Overall satisfaction?	Yes	Yes, excellent preconstruction services, proactive with existing site conditions, very good change order management, good oversight and management with subcontractors.

Project Name	Beverly High School	Rockland High School & Rogers Middle School	Higgins Middle School
Reference Name and Title	Daren Sawyer	Don Walter	Gary Ainslie
Company/District	Ai3	Dore & Whittier Architects	DiNisco
Date Called /Telephone No.	508-358-0790	978-499-2999	617-426-2858
1. What was your role in the school project?	Project Architect	PIC for the Architect	Project Manager/Principal-in-Charge
2. Who else from the City/Town was involved?	OPM, Facilities Mgr, Superintendent, Principal	Supt of Schools, Building Committee Chair, High School Principal, Middle school Principal	Todd Bucey - Principal of School OPM was DPI
3. Who was the Project Manager and other key members of from the CM firm? Project Executive, Project Manager and Superintendent.	Bob Gilchrist , EPM Rob Lanzieri Bill Edge , Super	Steve Agostini, PE Bob Gilchrist, PM Can't remember who the supt was. It's been a while!	Project Manager - Bob Gilchrist Asst. Project Manager - Rob Lanzieri Superintendent - Bill Edge
4. How well did the CM participate in the different phases of the work? How well did they do? Constructability?	Excellent - helpful, proactive, knowledgeable	Agostini was good to work with throughout all phases of the project. They built a quality facility. There were challenges working through the renovations of a 1950's high school building and they did this well.	Not a CM@R project.
5. Were there any issues with the performance of their work? Compliance with WBE/MBE requirements? Were they proactive? Was there litigation?	No issues, No litigation.	No performance issues, MBE/WBE requirements met, no litigation.	Not aware of any issues.
6. Were there any issues with the budget? Change Orders? Claims for additional services? Documentation?	No issues, easy to work with	Project came in under budget and there were no unreasonable claims for additional work.	No issues with the budget, Numerous Change Orders, but many were Owner requested. None.
7. Did they meet the schedule?	Yes	Yes	Yes, but the completion of the punch list was extremely slow.
8. How well did the CM keep the OPM, Owner and others informed? Day to day and throughout the project?	Very well, weekly meetings were well attended. Community Forums involved	Provided daily, weekly and monthly updates as work progressed.	Not a CM project On a scale of 1 to 5, they were a 4 as the GC.
9. How would you rate the CM's ability to work with everybody? Trade Subcontractors? Neighborhood? School system? Overall?	Very good	Excellent to work with and seemed to maintain good relationships with all trades, the neighborhood and the Owner.	On a scale of 1 to 5, they were a 4 as GC. There were some issues with the Filed Subbid Subcontractors. They were a 5 with neighbors and school personnel.
10. How well did the CM manage the trade contractors (filed subcontractors)?	Very good	Filed sub trades performed well for Agostini	On a scale of 1 to 5, they were a 3 managing Filed Sub-Bidders.
11. Would you hire this company again? Strong points? Weak points? Overall satisfaction?	Absolutely; Good company to work with. Difference of opinions but everything works out well in the end.	Would definitely work with Agostini again.	Yes. PM was proactive. Very weak in completing the punchlist.

Project Name	Scituate Middle School	Plymouth South High School
Reference Name and Title	Don Walter	Daren Sawyer
Company/District	Dore & Whittier Architects	Ai3
Date Called /Telephone No.	978-499-2999	508-358-0790
1. What was your role in the school project?	PIC for the Architect	Project Architect
2. Who else from the City/Town was involved?	Supt of Schools, Business Mgr, Director of Facilities for Town and the Schools Facility Director	OPM, Facilities Mgr, Superintendent, Principal
3. Who was the Project Manager and other key members of from the CM firm? Project Executive, Project Manager and Superintendent.	Steve Agostini , PE Shirlie Lapiere, PM Don Maver, Supt	EPM: Rick Rueter Laura Lawrence Joe Costa, Superintendent
4. How well did the CM participate in the different phases of the work? How well did they do? Constructability?	Not a CM@R project.	Excellent - helpful, proactive, knowledgeable
5. Were there any issues with the performance of their work? Compliance with WBE/MBE requirements? Were they proactive? Was there litigation?	Excellent performance, MBE/WBE compliance and no litigation.	No issues, No litigation.
6. Were there any issues with the budget? Change Orders? Claims for additional services? Documentation?	Project came in substantially under budget. There were some renovation challenges but all went well, so there were no unreasonable claims for changes in the work.	No issues, easy to work with
7. Did they meet the schedule?	Yes	Yes
8. How well did the CM keep the OPM, Owner and others informed? Day to day and throughout the project?	Daily, weekly and monthly updates kept the entire team well informed.	Very well, weekly meetings were well attended. Community Forums involved
9. How would you rate the CM's ability to work with everybody? Trade Subcontractors? Neighborhood? School system? Overall?	Very easy to work with.	Very good
10. How well did the CM manage the trade contractors (filed subcontractors)?	No issues with management of the filed subtrades.	Very good
11. Would you hire this company again? Strong points? Weak points? Overall satisfaction?	Yes, a solid working relationship occurred throughout the entire project. Could push changes in the work pricing from subtrades a bit harder to be more timely.	Absolutely; Good company to work with. Difference of opinions but everything works out well in the end.

Construction Management at Risk Firms
Credit Reference Checks

Gilbane Building Company

Trade Reference

Chris McPherson, COO, Central Ceilings 508-238-6985

Favorable

Peter Labbe, GM, Cives Steel Company 207-622-6141

Favorable, Quality Company

Gary Hodlin, CFO, Sullivan & McLaughlin Companies 978-660-8586

Favorable

Bank Reference

Oliver H. L. Bennett, SVP, Bank of America 401-741-7532

Favorable, long standing client

O&G Industries

Trade Reference

Bruce Dykty, Suzio York Hill, 203-562-3940

Favorable, top notch

Doug Hanson, W.I. Clark Co., 203-265-6781

Favorable

Bank Reference

Matt Hummel, Bank of America, 860-952-7483

Favorable

Edgar Auchincloss, People's United Bank

Most Favorable

Commodore Builders

Trade Reference

Mike McDonald, McDonald Electric, 781-340-0008 x2203

Favorable

Jim Pergamo, Pavilion Flooring, 781-933-8500 x5414

Favorable

Bank Reference

Robert Foley, Salem Five, 978-745-5555

Favorable

Kenneth Brennan, The Village Bank, 617-527-6090 x201

Very Favorable

Shawmut Design & Construction

Trade Reference

Jay Leydon, CFO, J.C. Higgins Corp. 781-886-1045

Favorable

George Scharfe, President, John A. Penney 617-547-7744

Per Alex Legocki, Acct. Dept

Favorable

Dan Sweeney, Sweeney Drywall, 978-635-1516

Favorable, 1 of best contractors

Bank Reference

Bradley L. Maddox, VP, Citizens Bank, 617-725-5774

Favorable

Robert Anastasio, SVP, Citizens Bank 617-725-5754

Favorable

Consigli Construction

Trade Reference

John Fairhurst, Harris Rebar, 401-312-2129

Favorable

Bob Tresca, Tresca Bros. 781-235-1101

Very Favorable... Amazing

Bank Reference

Karen E. Dumas, Peoples United Bank 508-767-8853

Very Favorable

James T. Curran, Peoples United Bank 978-807-2861

Very Favorable

Agostini Construction

Trade Reference

Jeff Arruda, Colony Drywall Inc. 508-294-7757

Favorable

Jim Marguerite, Marguerite Concrete, Inc. 508-482-0060

Favorable

Bruce Bookbinder, Delta Mechanical 401-737-3500

Favorable

Bank Reference

Robert Kent, Jr., Washington Trust 401-654-4855

Favorable

Ned Power, Charles Schwab, 617-210-7415

Favorable