



TOWN of BROOKLINE

Massachusetts

BUILDING DEPARTMENT

Daniel F. Bennett
Building Commissioner

To: Select Board, School Committee, Building Commission

From: Anthony Guigli, Project Administrator *T.G.*

Date: 6 January 2022

Re: John R. Pierce School MSBA Project
Vote to approve Construction Manager at Risk (CMR) delivery method for
pre-construction and construction

The John R. Pierce School Massachusetts School Building Authority (MSBA) project is currently in the feasibility and schematic design phase. It is one of the largest and most complex projects undertaken by the Town in recent years. As you know, we already have the designer and Owners' Project Manager (OPM) as part of the team and work continues to advance the design and gain necessary approvals from both the Town and the MSBA.

As you can see from the attached correspondence, the OPM is recommending the Town approve the M.G. L. Chapter 149A delivery method for construction and apply to the Office of the Inspector General (IG) for approval to do so. In summary, the 149A delivery method includes the procurement CMR services in lieu of the traditional design-bid-build methodology of construction. Chapter 149A is now routinely used in the Commonwealth for larger and more complex projects like the Pierce School. The Town has successfully used this delivery method for the now completed Florida Ridley School and is currently underway on the High School and Driscoll School projects in the same manner.

It is respectfully requested that the three boards and commissions vote to approve the Chapter 149A delivery method (CMR) for the John R. Pierce School MSBA project, subject to the recommendation of the John R. Pierce School Building Committee, and authorize the Town Administrator to sign all related documents on behalf of the Town of Brookline and that the OPM proceed with the preparation and submission of the relevant application to the IG office for approval.

Please call or email with questions. Thank you for your consideration of the above.

Cc: D. Bennett S. Rippin M. Gillis File

MEMORANDUM

To: Town of Brookline
From: Lynn Stapleton, LeftField, LLC
Date: January 11, 2022
Re: John R. Pierce School – CM at Risk Construction Delivery Method
Cc: Jim Rogers, Jennifer Carlson, LeftField, LLC

Leftfield, LLC recommends that the Town of Brookline choose a CM at Risk construction delivery method for the new John R. Pierce School project, which is currently in the Feasibility and Schematic Design phase. To pursue CM at Risk, the Town will need the three boards and the School Building Committee to vote in favor of this delivery method and in favor of Leftfield submitting an application for approval on behalf of the Town to the Office of the Inspector General. Once approval is granted, Leftfield will develop and submit the application to the OIG and work with the Town's Procurement Department to start the prequalification process.

There are many reasons for choosing the CM at Risk construction delivery method for the new John R. Pierce School, the primary reasons identified were:

- a. Project Size and Cost: Due to the size and projected cost of the project, bonding capacity will most likely be an issue for General Contractors under a Design-Bid-Build construction delivery method. Most of the General Contractors in the area with school experience do not have the bonding capacity for a project the size and projected cost of the Pierce School. It is highly likely that in a Design-Bid-Build procurement that there would be less than three bidders.
- b. Complex Construction Logistics: Construction of the new Pierce School Project will occur on an extremely tight, occupied site in an urban mixed-use environment. The Project entails new construction on the site of the existing school of which the historical portion of the school will remain as well as a portion of the underground parking garage. The adjacent public Library, Town Hall, Municipal parking and commercial buildings will remain operational throughout construction. The location of the new school is situated directly on the site of the existing school. The close proximity to the surrounding buildings, the tight site and the fact that the construction will occur in a high-density urban neighborhood will require close coordination, scheduling and monitoring of all construction activities.
- c. Construction Phasing: Construction will need to be closely coordinated with the Town to maintain the use of the parking garage and municipal parking throughout construction due to the limited availability of parking to support the municipal and commercial needs. Phasing and numerous relocations of parking will need to be accomplished to maintain existing parking counts. Likewise, to minimize impacts to traffic, construction phases will need to be planned carefully and coordinated with the Town's Transportation Board in advance of construction.
- d. Existing Site Conditions: Due to the underground parking garage that will remain and the steep slope of the site, the Structural and Geotechnical Engineers will be challenged with the phasing of operations to keep the existing garage structurally stable and the surrounding grade supported during demolition and construction of the project. The ability to discuss and work with a

construction professional to strategize and plan for the most appropriate means and methods and logistics to accurately represent the scope of work to bidders will benefit from the CM at Risk construction delivery. Early enabling work to benefit demolition and foundations could potentially commence prior to completion of the construction documents to mitigate any scheduling impact of the site conditions and to better reflect the actual conditions in the bid set.

- e. Construction Schedule: The ability to jumpstart construction through the potential release of an early abatement and demolition package would help reduce the overall construction duration and thereby construction costs due to escalation.

- f. Preconstruction Services: Due to the complexities of the Project, the ability to work with the Design, OPM and CM Teams to plan for and coordinate as the design is developing will be beneficial to the Project. The CM will be intimately familiar with the Project prior to the start of construction and will have been able to provide design phase assistance with budgeting, planning, constructability and detailing throughout the design process. Having the CM on board during the preconstruction timeframe allows the CM to pre-plan construction activities and logistics so that the Bid Documents can include a more realistic and well thought out construction master plan and schedule which aids in bidding. The CM would also provide a Schematic Design estimate to ensure confidence in pricing ahead of a Town Meeting vote to approve the project.

In summary due to construction activities on the urban site, the complications of the aforementioned adjacencies and the existing site conditions, special construction logistics will be a necessity. The Project Team plans to take advantage of being able to bring on a CM during the design phase of the project to plan for and include in the design process the coordination and phasing of the construction activities around the operations of the adjacent buildings. A potential Early Release Package for abatement and demolition can also be utilized to align construction with the most advantageous calendar months, to more accurately inform the design and to accelerate completion of the new building as close to the start of the 2026-2027 school year as possible but it is likely the students will not occupy the new school until at earliest January 2027.