



TOWN OF WEYMOUTH  
**TUFTS LIBRARY CONSTRUCTION**  
JANUARY 8, 2018 | PRESENTATION



**Hill International**

# AGENDA

- 1 Weymouth
- 2 Your Team
- 3 What Hill will do as part of Weymouth's team
- 4 Questions 1- 9
- 5 Closing



Tufts Library Project

# Your Team



## PROJECT DIRECTOR

Paul Kalous, AIA, MCPPPO



## DESIGN MANAGER

Allyson Toner LEED AP, MCPPO  
Emily Sarazin, EIT, LEED, MCPPO



## CONSTRUCTION MANAGER/ PROJECT REPRESENTATIVE

Jim Devol, LEED AP

## RESOURCES



Library Planner  
Anders Dahlgren  
*Library Planning Associates, Inc.*



MEP Review/Archives  
Climate Control Specialist  
Rick Anderson



Scheduler  
Mark McDowell, RA, CCM



Estimator  
Frank Murphy, MRICS



# Management Philosophy

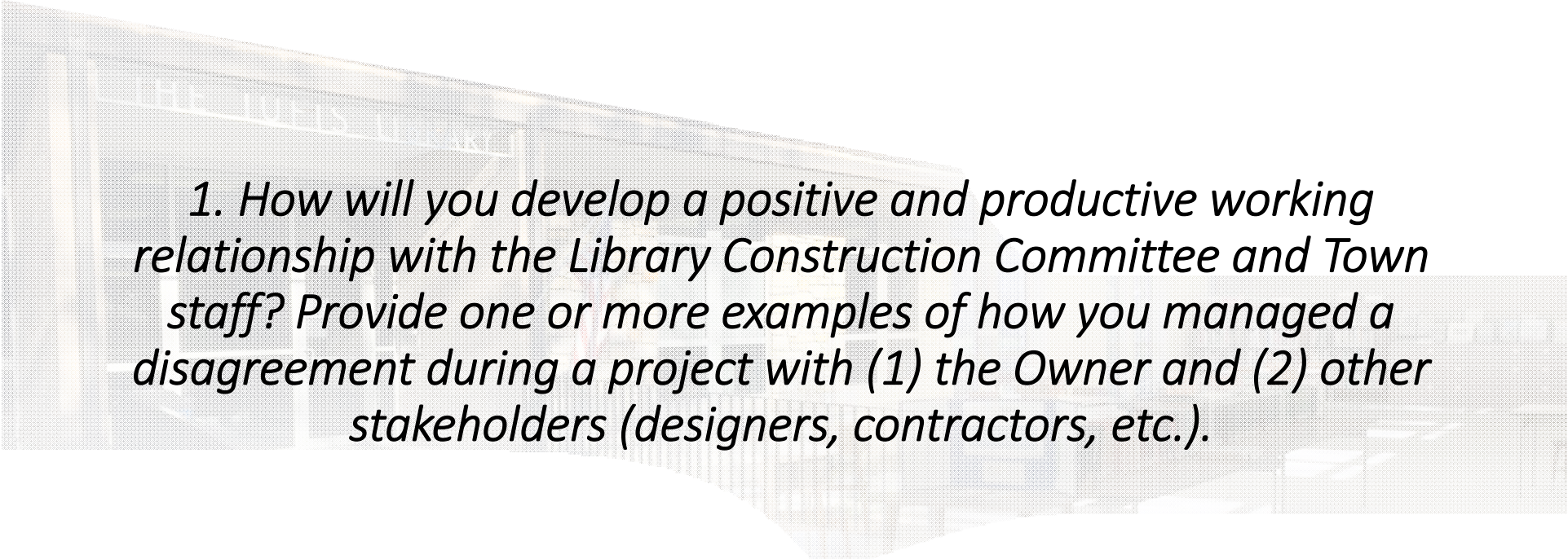
To deliver project successfully, we will:

- ✓ Focus on the what the Town wants
- ✓ Control budget
- ✓ Control schedule
- ✓ Enforce High Quality Standards
- ✓ Keep the stakeholders/community informed and aware at all times
- ✓ Maintain a safety-focused implementation
- ✓ Work closely with the Town and the MBLC



## Question 1: Working Relationships

---



*1. How will you develop a positive and productive working relationship with the Library Construction Committee and Town staff? Provide one or more examples of how you managed a disagreement during a project with (1) the Owner and (2) other stakeholders (designers, contractors, etc.).*



# Question 1: Achieving goals and Objectives

---

DJ5



*1. How will you develop a positive and productive working relationship with the Library Construction Committee and Town staff?*

# Development of a productive working relationship

## Caritas Christi Health Care

University of Massachusetts Amherst

**PROJECT: South College Academic facility (SCAF)**

### Project Charter

The project will provide home to a number of academic departments and classrooms from Bartlett Hall and South College by renovating South College and building new construction that attaches to it. The project budget, \$50 million, will determine the level of renovation, the size of the new construction, and the mix of program that can be accommodated from Bartlett.

The project will follow the Campus Master Plan of 2012, supporting view corridors and reinforcing pedestrian links. The new construction will face, enhance and help to develop the Hicks Way mixed use corridor. The new construction will be a “buddy building” to South College, contributing systems and support to this heritage building without overwhelming its scale & style. The project will include a loading/delivery dock and corridor link to Dubois Library, associated utility relocations, as well as accessibility & life safety renovations to South College’s 30,000 gsf.

The project’s design will build upon the work of the South College Existing Building Assessment Scenario 3 Plus New Addition (2012)

The project will attain MA LEED Plus and LEED Silver certification, be both sustainable and durable, minimize lifecycle costs, and make reduction of energy use a priority.

The building will provide a positive experience to its users, promoting collegiality and encouraging professional learning relationships.

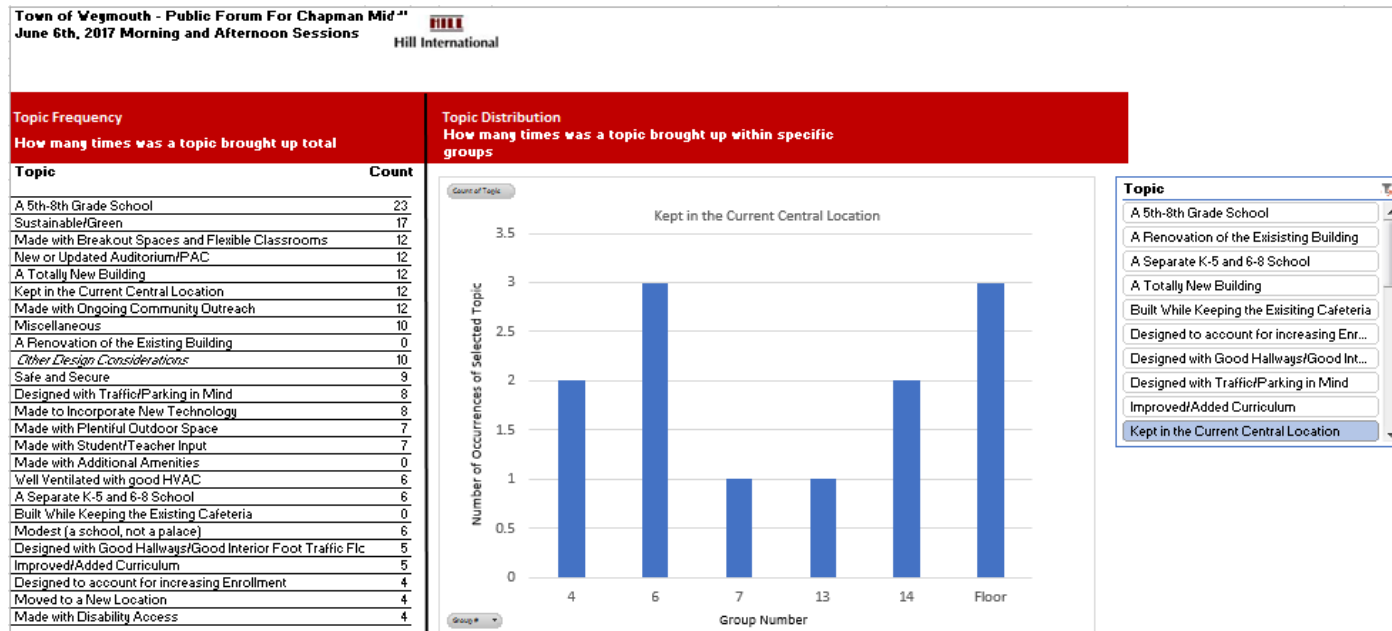
The building will obtain temporary Certificate of Occupancy on or before June 1, 2016, and be available for the fall 2016 semester.

The project will give great value to the University, forwarding its mission and enriching its campus fabric.

# Achieving goals and Objectives

## ■ Town of Weymouth Public Forum


### Public Forum Findings





## Question 1: Working Relationships

---



*1. How will you develop a positive and productive working relationship with the Library Construction Committee and Town staff? Provide one or more examples of how you managed a disagreement during a project with (1) the Owner and (2) other stakeholders (designers, contractors, etc.).*

# Facilitating Solutions to Disagreements





# Facilitating Solutions to Disagreements





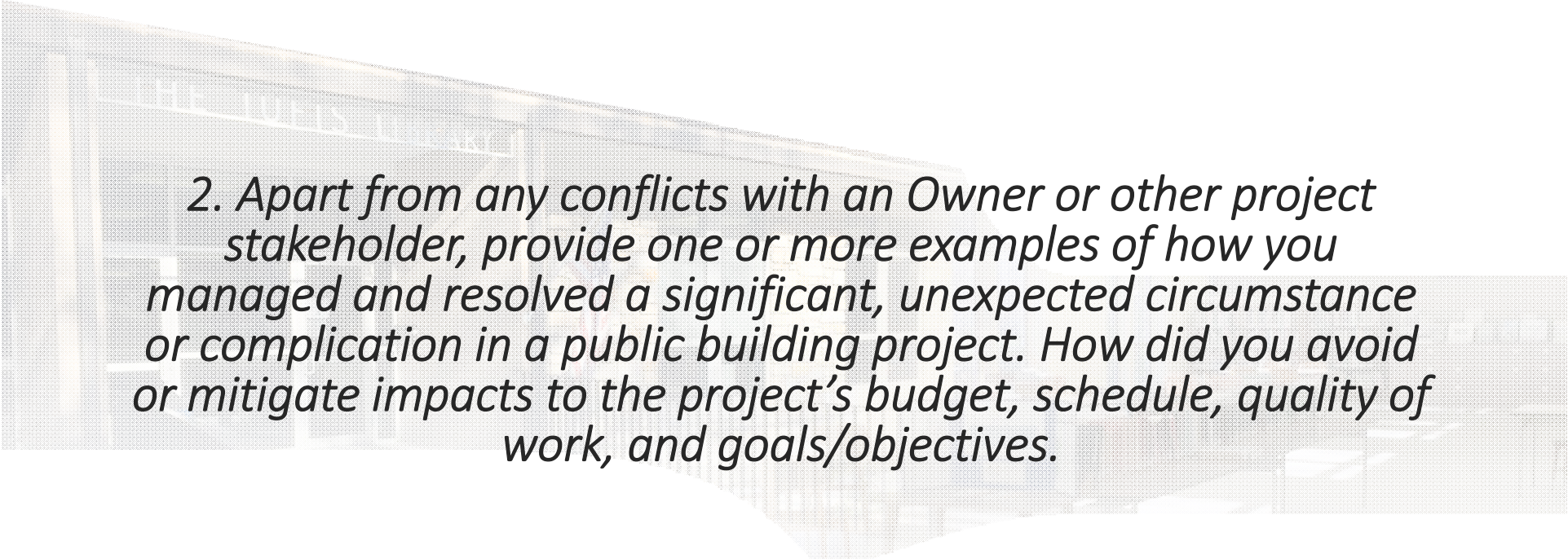
## Resolving Conflicts with Designer

- Architect recommended extensive facade removal and replacement
- Hill recommended a scope to fit the project
- Cost/benefits evaluated
- Town changed design direction



# Resolving Complications

---



*2. Apart from any conflicts with an Owner or other project stakeholder, provide one or more examples of how you managed and resolved a significant, unexpected circumstance or complication in a public building project. How did you avoid or mitigate impacts to the project's budget, schedule, quality of work, and goals/objectives.*

# Mitigating Unexpected Changes

## UMass Amherst | John W Olver Design Building *Amherst, MA*



### PROJECT INFORMATION

Project Value \$52 Million

87,500 SF

New academic center for Architecture,  
and Landscape Design and  
Building Construction Technology.

### CHALLENGES ADDRESSED

Stakeholder Coordination

Innovative Construction Technology

International Design and Construction Team

Budget and Schedule Development

LEED Platinum Certification Planned





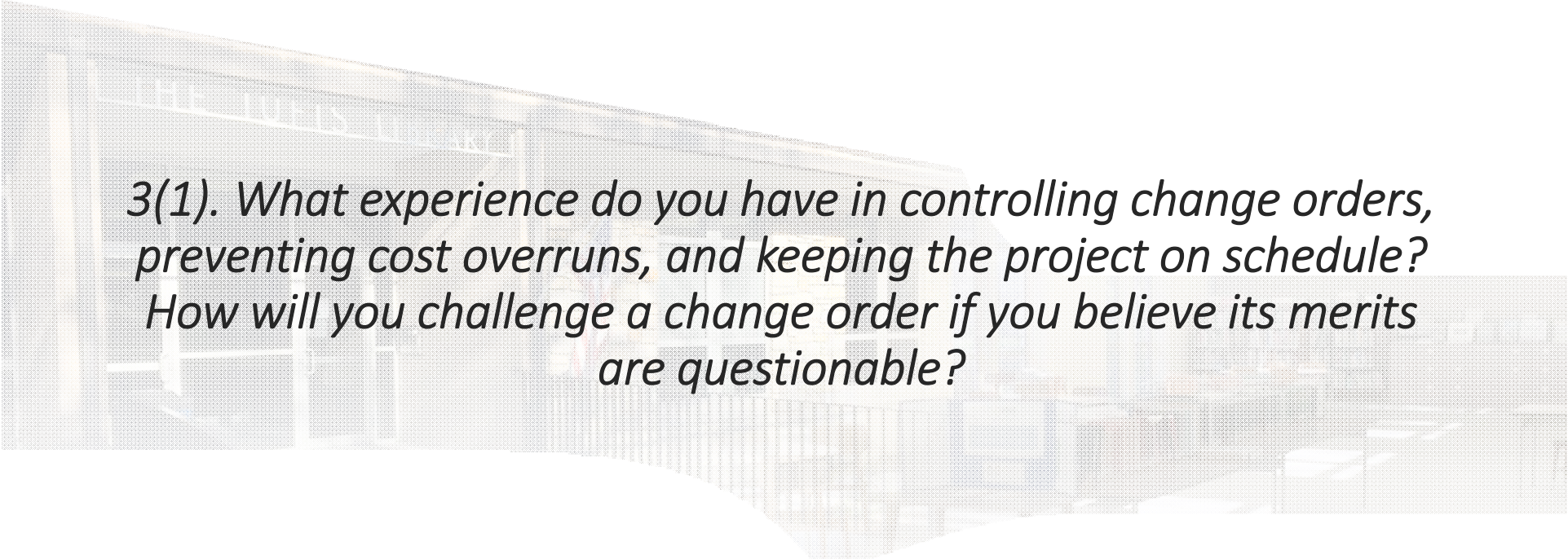
# Mitigating Unexpected Changes

- University of Rhode Island New College of Engineering
- Swing Space not Planned For
  - Identify Locations
  - Inventory and Account for all materials
  - Plan and execute relocations



# Change Orders | Keeping Project Budget and Schedule(1)

---



*3(1). What experience do you have in controlling change orders, preventing cost overruns, and keeping the project on schedule? How will you challenge a change order if you believe its merits are questionable?*

# Resolving Conflicts: Quality Control Wall Foundation



**Hill International**  
**Contractor Nonconformance Report**

PROJECT NAME: St. Al's School NO.: Non-Conformance Report No. 8  
 CONTRACTOR: CTA CONTRACT NO.: W0300000  
 DOCUMENT: Project Specifications  
 SPEC: SECTION 05100  
 DRAWING: 401-7A  
 OTHER: Reference from Day 1-2-2

**DESCRIPTION OF NONCONFORMANCE:**  
 On July 8, 2015, NAC installed rebar and placed footings for the site wall extending from the adjacent project. The (2) horizontal #4's at the bottom of the footing are in place. Details 40A-1 and 40A-2 are not installed according to section - 2 on site rebar drawing 7A-7a. They are not sticking straight #4 rebar instead of the foot 40A-1.

**PHOTOGRAPHS:**

(1) #4 rebar, section 2

(2) #4 rebar, section 2

(3) #4 rebar, section 2

(4) #4 rebar, section 2

OPERATOR: Frederick M. Scibelli DATE: 7/8/15 TIME: 10:00 SIGNATURE: Frederick M. Scibelli

**CONTRACTOR RESPONSE:**

☐ REWORK ☐ WILL SUBMIT SUBSTITUTION REQUEST  
☐ OTHER: \_\_\_\_\_

PROJECT MANAGER: \_\_\_\_\_ DATE: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_



# Change Orders

## Keeping Project Budget and Schedule(1)

- Avoid Owner changes.
  - Review the design as it progresses
  - Have the architect use 3D images of spaces to help understanding of design
  - Tight documents = low bids and less changes.
  - Assist the design team to “scrub” the documents for potential issues
- Manage Construction Changes:
  - Verify merit
  - Require detail with all change order requests.
  - Follow the contract terms
  - Reasonable cost for scope added
- Manage Soft Costs changes the same way



# Change Orders

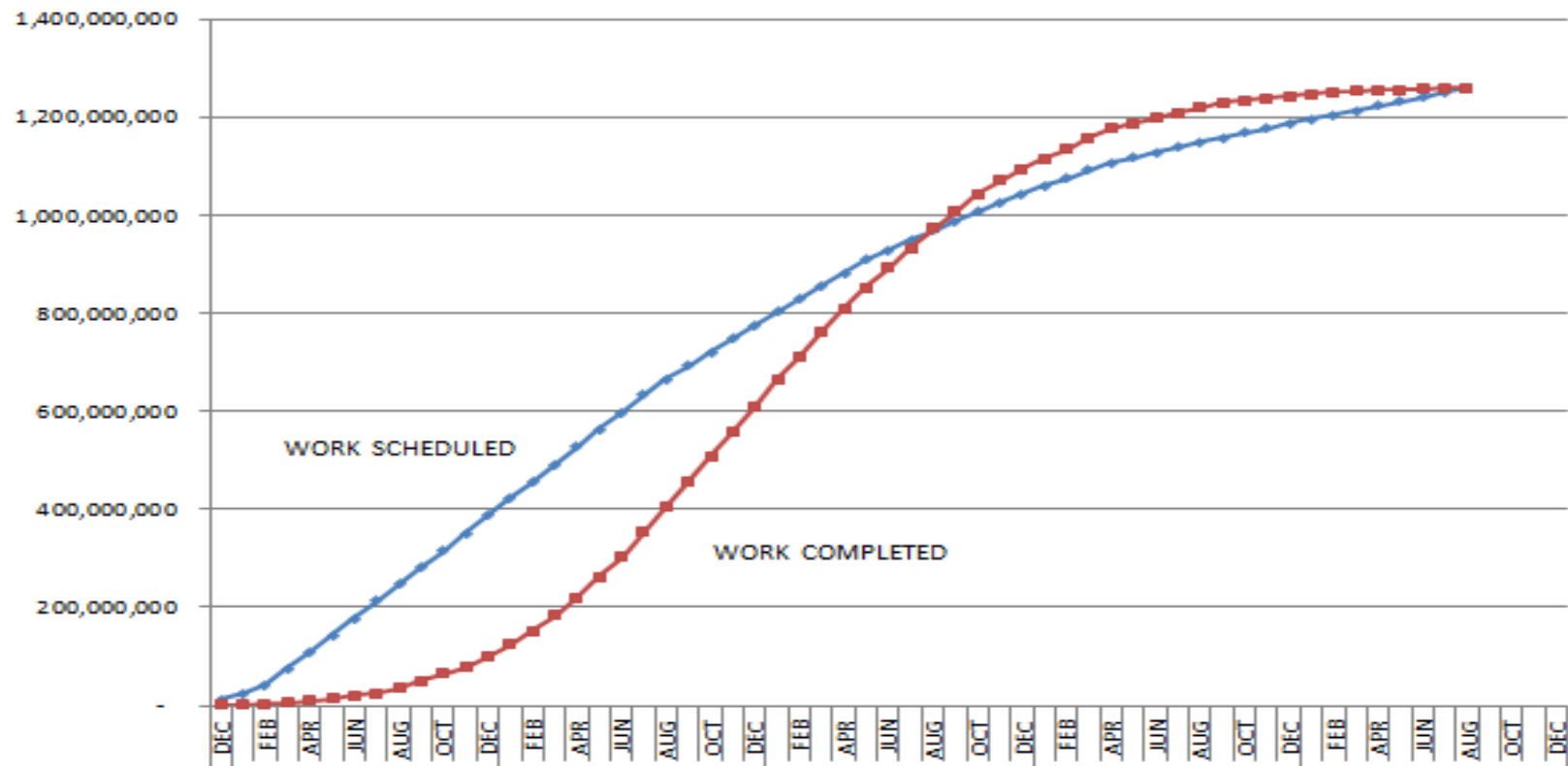
## Keeping Project Budget and Schedule(1)

### ■ AVOIDANCE

Date:		
Drawing Set and Date: 100% Design Development (set dated 10/17/2008)		
Architectural Package		
		Comments
A. FLOOR PLANS		
<b>1. General Plans</b>		
<i>Data required:</i>		
a. Building perimeter (footprint) and exterior wall type, thickness and composition fixed	X	Existing Building and new addition
b. Structural grid or system fixed and dimensioned	/	New grid shown but not dimensioned.
c. Major mechanical/electrical systems determined and shown to size on plans	/	AHU's shown, Basement equip not shown
d. All internal partitions of appropriate thickness indicated	X	Keyed and detailed
e. Door swings indicated	X	
<i>Plan information:</i>		
a. 1/8"=1'-0" scale (or other agreed upon scale)	X	1/8"=1'-0"
b. Adequate internal and external dimensions	/	Partitions shown, but not all dimensioned
c. Floor elevations for reference	/	Some shown, more would be helpful
d. Typical door types	X	Schedule in project manual
e. Typical partition types	X	Detailed and keyed to plans
f. Building core element—well worked out with dimensions		
-Stairs	/	Shown, but not yet dimensioned
-Elevators	/	Shown, but not yet dimensioned
-Major shafts	/	Not Yet detailed (shaft wall edge conditions 13/A603)
g. Built-in furniture items indicated and keyed to details		
-Reception desk	NA	None indicated
-Counters	X	Shown @ kitchen only
-Cabinets	X	Shown @ kitchen only
-Worktops	NA	None indicated
-Lockers	NA	None indicated
-Special furniture and equipment (early clarification of what is "NIC" and "by owner")		Appliances by G.C. or owner needed
<b>2. Enlarged Plans</b>		
a. Larger scale (e.g., 1/4"). Key areas, lobby, entries, public plaza, major corridors, special spaces, etc.	X	Enlarged plans to kitchen and toilet rooms shown
b. Keys to plan details	X	Keyed
<b>3. Plan Details</b>		

## Keeping Project Budget and Schedule(2)


- Schedule –
  - Payment held if schedule does not meet minimum standards
  - Track cash flow predicted vs actual to look for signs of non-execution
  - Track man power vs what required to meet schedule





# OPM Services for Public Building Projects

---



*4. What is your experience with providing OPM services for public building projects of similar size and cost, particularly library projects financed through the MBLC's Massachusetts Public Library Construction Program? What are the similarities and difference between MBLC-funded projects and MSBA-funded projects*

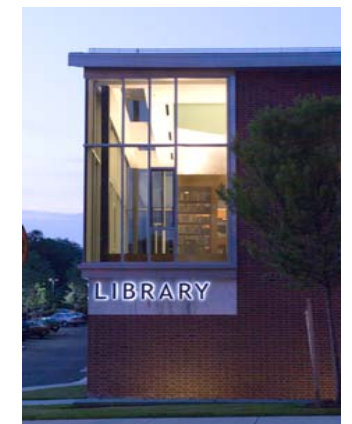
# OPM Services for Public Building Projects

- Hill projects of similar size and cost:
  - Several listed in the proposal.
  - Needham Public Library



# OPM Services for Public Building Projects

- Similarities between MBLC and MSBA funded projects
  - Pay and then be reimbursed by State
  - Bid Process, Construction Laws, and Contracts
  - Communication and Reporting Process essential
  - Savings may not be available for enhancements
  
- Differences
  - Payment Schedule (5 each vs. monthly)
  - Eligible and Ineligible costs (furniture and computers, etc.)
  - Designer Selection
  - Commissioning Agent Selection
  - Not fixed to an academic calendar





# Assisting with Decision Making (1)

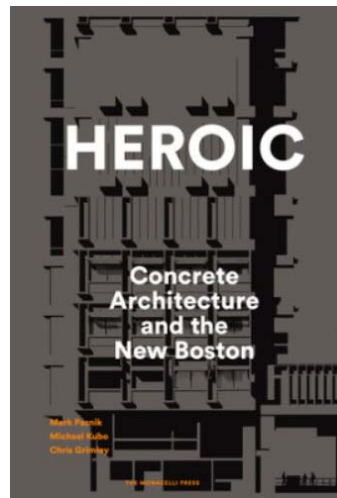
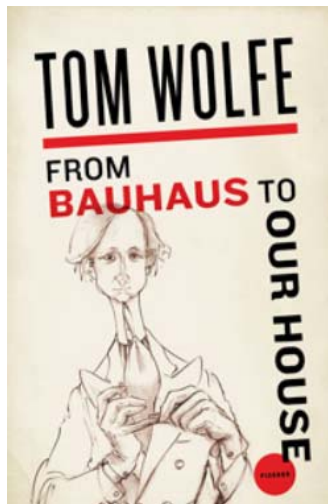
---



*5(1). How will you assist the Library Construction Committee in selecting a designer who will meet our project's goals and objectives?*


# Assisting with Decision Making (1)

- Follow Chapter 7 Designer selection process
- Set the Criteria
  - Experience
  - Proven Ability to design to budget
  - Flexibility
  - Chemistry
  - References
  - Demonstrated communication techniques - 3 D imaging and fly through



## Assisting with Decision Making (2)

---




*5(2). How will you assist the committee and Town staff in making informed decisions throughout the project?*



# Assisting with Decision Making (1)

- Present data in an orderly comparison for informed decision making
- Leveling Proposals: Apples to apples/pros and cons

Designer Selection Sub Consultant/Application Review Matrix						
Town of Weymouth, Maria Weston Chapman Middle School						Hill International
4/20/2017						
<i>RFS Required Categories of Work</i>	Dore & Whittier Architecture, Inc.	Flansburgh Architects	HMFH Architects	JCJ Architecture, P.C.	Raymond Design Associates, Inc.	Tappe Architects, Inc.
Architecture	Dore & Whittier Architecture, Inc.	Flansburgh Architects	HMFH Architects	JCJ Architecture, P.C.	Raymond Design Associates, Inc.	Tappe Architects, Inc.
Educational Programming / Planning	Frank Locker Educational Planning & Dore & Whittier	New Vista Design	HMFH Architects	New Vista Design	New Vista Design	Frank Locker Educational Planning
Civil Engineering	Nitsch Engineering, Inc.	Nitsch Engineering, Inc.	Samiotes Consultants, Inc.	CDW Consultants, Inc.	Nitsch Engineering, Inc.	Nitsch Engineering, Inc.
Landscape Architecture	Horiuchi Solien, Inc.	Crosby Schlesinger Smallridge, LLC	Crosby Schlesinger Smallridge, LLC	Horiuchi Solien, Inc.	BSC Group	Warner Larson, Inc.
Structural Engineering	Engineers Design Group, Inc.	Engineers Design Group, Inc.	Foley Buhl Roberts & Associates	Engineers Design Group, Inc.	Engineers Design Group, Inc.	Engineers Design Group, Inc.

## Assisting with Decision Making (2)

- Leveling Interviews and check the “chemistry” and communication skills.

### *Presentation, Questions and Evaluation*

#### *Requested Topics to Incorporate into the Presentation*

- |    |   |
|----|---|
| 1  | Please present a brief case study of a project your firm has completed that is most comparable to the South College Academic Facility project. This case study should describe the challenges that were encountered and how your firm addressed these challenges. Also describe the similarities and differences of these challenges to the SCAF project.   |
| 2. | Describe your approach to the UMass “buddy building” concept for South College in terms of function and appearance with respect to South College architectural and campus context.  |
| 3. | Attached is the draft conceptual program to SCAF. It will be a project requirement to include the departments and spaces that are indicated in the column on the left hand side of the program diagram, at a minimum, within the budget. Describe a strategy or concept to achieve as many of the additional departments or increased classroom quantities shown on the right hand side of the program diagram as possible without sacrificing quality and how tradeoffs would be presented so decisions can be made. |

## Assisting with Decision Making (2)

- *Objective comparison, leveling: apples to apples, for designer selection and through the project.*

### FEE PROPOSALS AS SUBMITTED: construction cost \$36.5 million

Programming	SD	DD	CDs	Bidding	Record Draw	CA	Extra	Total
\$ 324,850	\$ 465,400	\$ 789,000	\$ 1,252,650	\$ 114,000	\$ 185,000	\$ 736,500	\$ 182,400	\$ 4,049,800
11.1%								

Includes suveys (inside and site) and environmental. Does not include traffic. No filing or permit fees included. Includes \$15K unspecified reimbursables.

\$ 291,257	\$ 505,542	\$ 649,352	\$ 920,537	\$ 75,798	\$ 809,826	\$ 3,252,312
8.9%						

Landscape limited to 50 ft. perimeter, no stormwater management, no parking, no permitting, no survey. Silent on environmental.

\$ 28,700	\$ 480,615	\$ 640,820	\$ 1,121,435	\$ 160,205	\$ 801,025	\$ 85,000	\$ 3,317,800
9.1%							

No FF&E design, no survey, no traffic, no alternative energy, no permit fees. Environmental and hygienist included.

### DS/KH FEE PROPOSAL REVISED and compared to LEVELED proposals

Programming	SD	DD	CDs	Bidding	Record Draw	CA	Extra	Total
\$ 135,000	\$ 428,500	\$ 703,500	\$ 1,155,000	\$ 102,500	\$ -	\$ 825,500	\$ 287,400	\$ 3,637,400
\$ (189,850)	\$ (36,900)	\$ (85,500)	\$ (97,650)	\$ (11,500)	\$ (185,000)	\$ 89,000		10.0%

Includes suveys (inside and site) and environmental. Does not include traffic. No filing or permit fees included. Includes \$15K unspecified reimbursables. Includes FF&E design, procurement, install management.


\$ 291,257	\$ 505,542	\$ 649,352	\$ 920,537	\$ 75,798	\$ 809,826	\$ 287,400	\$ 3,539,712
9.7%							

\$ 28,700	\$ 480,615	\$ 640,820	\$ 1,121,435	\$ 160,205	\$ 801,025	\$ 236,500	\$ 3,469,300
9.5%							



# Capacity for Undertaking the Project

---



*6. What is your firm's capacity for undertaking this project? How much of your attention will be committed to the Tufts Library?*

# Capacity for Undertaking the Project

- Key Staff availability

70%



PROJECT DIRECTOR

Paul Kalous, AIA, MCPPO

10% *Design Phase* / 100% *Construction Phase*



CONSTRUCTIONMANAGER/  
PROJECT REPRESENTATIVE

Jim Devol, LEED AP

100%

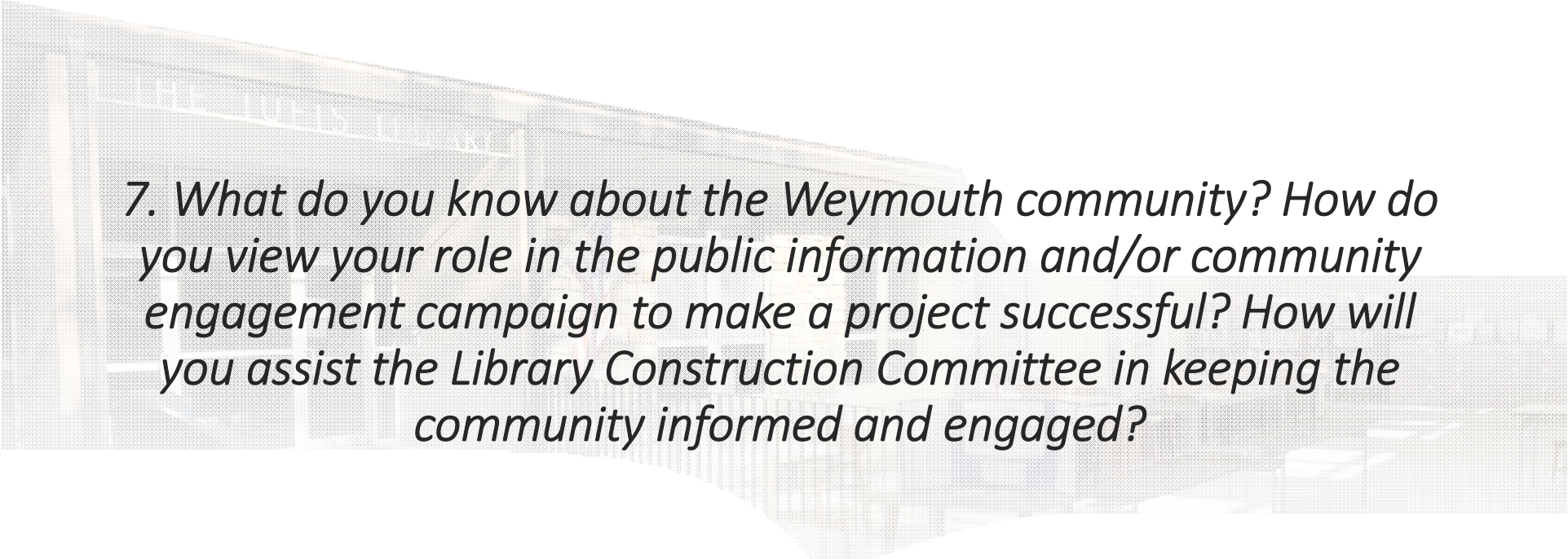


DESIGN MANAGER

Allyson Toner LEED AP, MCPPO  
Emily Sarazin, EIT, LEED, MCPPO

# Community and Local Knowledge

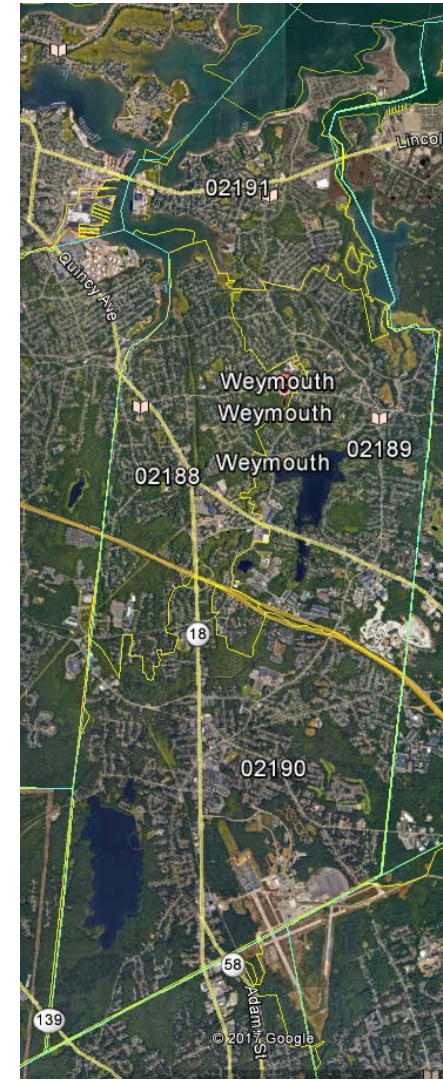
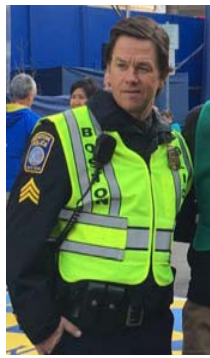
---



*7. What do you know about the Weymouth community? How do you view your role in the public information and/or community engagement campaign to make a project successful? How will you assist the Library Construction Committee in keeping the community informed and engaged?*

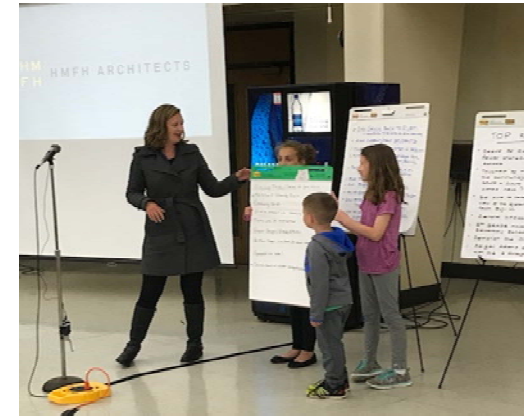


# Weymouth Community



# Community and Local Knowledge

- Community Engagement
- For the Library:
  - Utilize the Town Web site to share information
  - Facilitate any public design charrettes
  - Work with the Building Committee, Library Staff and Mayor's office





# Project Success

---



*8. In your judgment, what conditions or decisions contribute most to a project's success?*



# Project Success

- Set goals early.
  - Develop a project charter
    - Budget, program, standards of quality, schedule, commitments
    - Check progress against those throughout the project.
- Develop an achievable schedule
  - Do this as a team
- Have a group that has the ability and authority to make decisions.
  - Right sized for responsible decision making

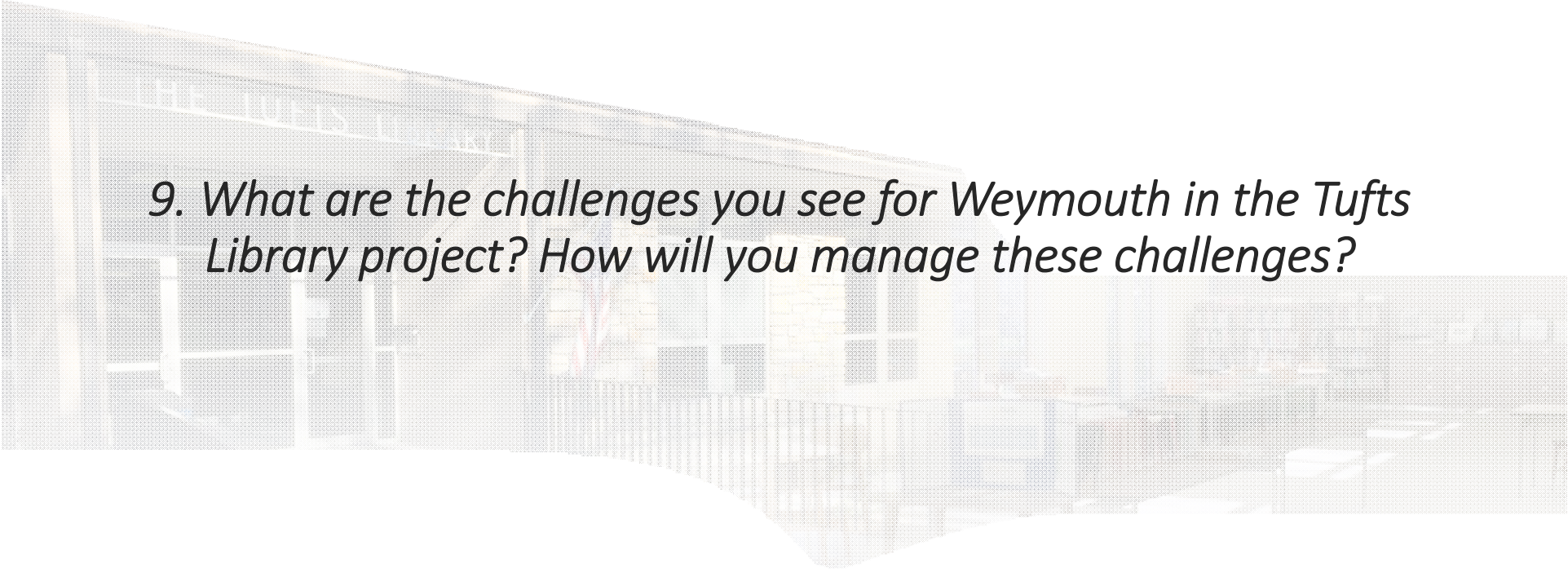


# Addressing Project Challenges

---

*Demonstrate a commitment to the project  
Always be open and responsive to requests, suggestions, and all options*

---



*9. What are the challenges you see for Weymouth in the Tufts Library project? How will you manage these challenges?*

# Addressing Project Challenges

- Get the “RIGHT” building for the site and the Town:
  - hiring an engaged, creative and clever design team
- Build a 50+ year building for the Town
  - Hire a competent and experienced contractor for the project
    - Prequalification of the General Contractor’s (or Construction manager) and subcontractors
      - Capacity
      - Right staff
      - Known for quality and schedule successes
- Swing space:
  - Find a solution that allows the programs to continue
    - Early planning – engage all the stakeholders
    - Establish a schedule and execute it
    - Identify spaces and associated costs





## Closing

---

*A Successful Library Project could be one deserving of the following letter from Mark Twain to the community of Fairhaven, MA in 1894:*

*“It is the ideal library, I think. Books are the liberated spirits of men and should be bestowed in a heaven of light and grace and harmonious color and sumptuous comfort, like this, instead of the customary kind of community library, with its depressing austerities and severities of form and furniture and decoration. **A public library is the most enduring of memorials, the trustiest monument for the preservation of events or a name or an affection;** for it, and it only, is respected by wars and revolutions, and survives them. Creed and opinion change with time, and their symbols perish; but literature and its temples are sacred to all creeds, and inviolate. All other things which I have seen today must pass away and be forgotten; but there will still be a TUFTS MEMORIAL LIBRARY when by the mutations of language the books that are in it now will speak in a lost tongue to your posterity.”*

Thank You

