



**TOWN OF MAYNARD
SCHOOL BUILDING COMMITTEE
12 Bancroft Street
Maynard, MA 01754
www.maynardschools.org
978-897-2222**

REQUEST FOR OWNER'S PROJECT MANAGER (OPM) SERVICES (RFS)

1. Introduction

The **Town of Maynard School District**, ("Owner") is seeking the services of a qualified "Owner's Project Manager" as defined in Massachusetts General Laws Chapter 149, Section 44A½ and as further defined by the provisions of this RFS, to provide Project Management Services for the selection of an architectural firm to perform a feasibility study of the school building needs and/or possible regionalization. In addition the project may lead to project management services for design, construction, and addition to and /or renovation of the **Maynard High School ("MHS")** ("School") in Maynard, Massachusetts ("Project").

The Owner is requesting the services of an Owner's Project Manager to represent the Owner during the feasibility study and schematic design phases of the project initially. Subject to the approval of the Project by the Massachusetts School Building Authority (the "MSBA") and further subject to continued funding authorized by the Town of Maynard School District, the contract between the Owner and the Owner's Project Manager may be amended to include continued Project Management Services through design development, construction documents, bid and award, construction and final closeout of the potential Project. Potential solutions may include regionalization or a renovation of the existing School, a renovation and addition of the existing School and/or new construction. The estimated total project costs of an approved potential Project may range from \$35,000,000 to \$50,000,000 depending upon the solution that is agreed upon by the Owner and the MSBA and that is ultimately approved by a vote of the MSBA.

2. Background

Maynard High School opened in 1962, and totals about 84,000 sq. ft. In the fall of 1992, the cafeteria and the auditorium were rebuilt due to a fire the previous summer. Forty + years of service many systems in the facility have now outlived their expected service life. The following provides a summary of Maynard High School's facilities related issues and studies conducted to date, as well as a brief overview of regionalization efforts to date.

New England Association of Schools and Colleges

Maynard High School had its ten-year NEASC site visit in the spring of 2002. The Commission's report issued the following Fall placed MHS on 'warning' status for a range of facilities and curriculum issues. In a series of standard follow-up reports over the next four years, the MHS Principal outlined resolution of the curricular concerns. Maynard High School met the initial concerns but then more facilities related issues were added. In February 2006 NEASC notified the District that due to inadequate facilities to meet teaching and learning the High School was placed on 'probation', i.e. in danger of losing Accreditation.

Deficiencies identified by NEASC include poorly designed science labs, limited guidance space, limited storage space, inadequate locker rooms that are not ADA compliant, a cafeteria in need of upgrading, the need to have separate bathrooms for special education students, heating, ventilation and plumbing issues, cracks in the exterior of the building, and electrical issues, to name a few.

Facilities Studies to Date

In February 2007 Tappe Associates, Inc. completed a School Facilities Strategic Planning Study for the Green Meadow (Pre-K through third grade) and MHS. One of the goals of the 2007 study was to better understand the current facility-related issues at MHS. (This assessment only considered maintenance and operational issues and did not address any of the educational requirements.) It was evident from the Tappe study that MHS had serious deficiencies in its physical plant, including systematic problems with heating, plumbing, and electrical.

Given the substantial issues, an analysis of potential options to solve the facilities issues at MHS as well as a space analysis study to determine which facilities might most efficiently be renovated/rebuilt. That contract was given to the Merrimac Education Center (MEC) last winter to consider a range of options.

Maynard is considering grade restructuring at all of its schools and would like to evaluate this option as part of the feasibility study.

History of the Districts Regionalization Efforts to Date

The School Committee pursued preliminary regionalization discussions with all the surrounding school districts, which include Acton-Boxborough, Concord-Carlisle, Lincoln-Sudbury, and Nashoba Regional. All of these school districts have formally rejected Maynard's overtures, which are reflected in various letters which are available at <http://www.maynardschools.org/reports.html>

3. Project Description, Objectives and Scope of Services

On or about January 2007, the Owner submitted a Statement of Interest (Attachment A) to the MSBA for Maynard High School. The MSBA is an independent public authority that administers and funds a program for grants to eligible cities, towns, and regional school districts for school construction and renovation projects. The MSBA's grant program is discretionary, and no city, town, or regional school district has any entitlement to any funds from the MSBA. On April 2, 2008, the MSBA invited the Maynard School District to conduct a feasibility study for this Statement of Interest to identify and study possible solutions and, through a collaborative process with the MSBA, reach a mutually-agreed upon solution. The MSBA has not approved a Project and the results of this feasibility study may or may not result in an approved Project.

It is anticipated that the feasibility study will review the problems identified in the Statement of Interest at Maynard High School. Project Objectives under consideration by the Owner include but are not limited to:

- Identification of the long term optimal scenario for the district. If the attainment of that optimal scenario is not currently in reach, gauge each schemes ability to support progress toward the long term goal.
- Life cycle costs of operating the School as it relates to future operational budgets. Evaluate options within the frame work of a "unified budget" approach whereby the bond service of capital expense as well as operational budgets are assumed to draw from the same source.
- Long term viability in terms of energy and transportation as well as flexibility regarding grade configuration, teaching methods, and characteristics of the student population
- Identification of specific milestone requirements and/or constraints of the District – e.g. Town votes and occupancy issues, regionalization choices, etc.

- Identification of community concerns that may impact study options.
- Identification of the most cost effective solution that solves the current deficiencies at Maynard High School. Options to be studied include, but are not limited to, regionalization, repair, renovation/expansion, and rebuild. In addition, reconfiguration of the grades will be considered.
- Analysis of enrollment trends and projections.
- Integration with the larger Maynard community
- Creative energy efficiency solutions
- Innovative alternative “Green” solutions such as active/passive solar, geothermal, etc.

The required scope of services is set forth in Article 8 of the standard contract for Owner’s Project Management Services for a Design/Bid/Build project that is attached hereto as Attachment B and incorporated by reference herein. The work is divided into the Project Phases as listed in Attachment A of this contract. The durations of the Phases shown below are estimates only, based on Maynard’s experience. Actual durations may vary depending upon the Project agreed upon by Maynard and the MSBA. The total duration of the Contract is estimated as follows:

1. Feasibility Study/Schematic Design Phase;	10 months
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NOTE: If regionalization is selected items 2 & 3 will not be required!

2. Design Development/Construction Documents/Bidding Phase; and	18 months
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3. Construction Phase.	18 months
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4. Minimum Requirements and Evaluation Criteria:

Minimum Requirements:

In order to be eligible for selection, each Respondent must certify in its cover letter that it meets the following minimum requirements. Any Response that fails to include such certification in its response, demonstrating that these criteria have been met, will be rejected without further consideration.

Each Respondent must designate an individual who will serve as the Project Director. The Project Director shall be certified in the Massachusetts Certified Public Purchasing Officer Program as administered by the Inspector General of the Commonwealth of Massachusetts and must also meet the following minimum requirements:

- The Project Director shall be a person who is registered by the Commonwealth of Massachusetts as an architect or professional engineer and who has at least 5 years experience in the construction and supervision of construction and design of public buildings with a particular emphasis on school buildings:
or,
- if not registered as an architect or professional engineer, the Project Director must be a person who has at least 7 years experience in the construction and supervision of construction and design of public buildings, with a particular emphasis on school buildings.
or,
- consultant with 12 years relevant experience involving capital projects, building construction, educational assessment, and municipal government.

Evaluation Criteria

In addition to the minimum requirements set forth above, all Respondents must demonstrate that they have significant experience, knowledge and abilities with respect to public construction projects, particularly involving the construction and renovation of K-12 schools in Massachusetts. The Owner will evaluate Responses based on criteria that shall include, but not be limited to, the following:

The evaluation committee will use the following ranking system during the initial individual review and the same ranking system for the face to face interview process:

Meets or exceeds evaluation criteria (3)

Meets all minimum evaluation criteria (2)

Does not meet one or more of the evaluation criteria (1)

- 1) Past performance of the Respondent, if any, with regard to public, private, DOE funded and MSBA-funded school projects across the Commonwealth, as evidenced by: **(10 points)**
 - a) Documented performance on previous projects as set forth in Attachment C, including the number of projects managed, project dollar value, number and percentage completed on time, number and dollar value of change orders, average number of projects per project manager per year, number of accidents and safety violations, dollar value of any safety fines, and number and outcome of any legal actions;
 - b) Satisfactory working relationship with designers, contractors, Owner, the MSBA and local officials.
- 2) Thorough knowledge of the Massachusetts State Building Code, regulations related to the Americans with Disabilities Act, and all other pertinent codes and regulations related to successful completion of the project. **(9 points)**
- 3) Thorough knowledge of Commonwealth construction procurement laws, regulations, policies and procedures, as amended by the 2004 Construction Reform laws. **(9 points)**
- 4) Management approach: Describe the Respondent's approach to providing the level and nature of services required as evidenced by proposed project staffing for a potential (hypothetical) proposed project for new construction of 90 K square feet or addition/renovation of 90 K square feet; proposed project management systems; effective information management; and examples of problem solving approaches to resolving issues that impact time and cost. **(9 points)**
- 5) Key personnel: Provide an organizational chart that shows the interrelationship of key personnel to be provided by the Respondent for this project and that identifies the individuals and associated firms (if any) who will fill the roles of Project Director, Project Representative and any other key roles identified by the Respondent, including but not limited to roles in design review, estimating, cost and schedule control. Specifically, describe the time commitment, experience and references for these key personnel including relevant experience in the supervision of construction of several projects that have been either successfully completed or in process that are similar in type, size, dollar value and complexity to the project being considered. **(9 points)**
- 6) Capacity and skills: Identify existing employees by number and area of expertise (e.g. field supervision, cost estimating, schedule analysis, value engineering, constructability review, quality control and safety). Identify any services to be provided by Sub-consultants. **(9 points)**
- 7) Identify the Respondent's current and projected workload for projects estimated to cost in excess of \$1.5 million. **(9 points)**
- 8) Familiarity with Massachusetts-CHPS (MA-CHPS) High Performance Green Schools Guidelines. Demonstrated experience working on high performance green buildings (if any), green building rating system used (e.g., MA-CHPS or LEED), life cycle cost analysis and recommendations to Owners about

- building materials, finishes etc., ability to assist in grant applications for funding and track Owner documentation for MA-CHPS prerequisites. **(9 points)**
- 9) Thorough knowledge and demonstrated experience with life cycle cost analysis, cost estimating and value engineering with actual examples of recommendations and associated benefits to Owners. **(9 points)**
 - 10) Knowledge of the purpose and practices of the services of Building Commissioning Consultants. **(9 points)**
 - 11) Financial Stability: Provide current balance sheet and income statement as evidence of the Respondent's financial stability and capacity to support the proposed contract. **(9 points)**
 - 12) Experience working on community development while understanding the technical and educational needs of a school district. **(9 points)**
 - 13) Should have a familiarity with technical and financial assistance programs offered by natural gas and electric utilities serving Maynard as well as those sponsored by the Massachusetts Technology Collaborative. **(9 points)**
 - 14) Past experience assessing the potential impacts on teaching and learning resulting from managed structural change within a school district such as consolidation, reconfiguration, or regionalization. and potential impacts on teaching and learning. **(9 points)**
 - 15) Working knowledge of municipal financing as well as demonstrated appreciation for the impact of school operations on both the tax burden and property values of residents **(9 points)**

In order to establish a short list of Respondents to be interviewed, Maynard will base its initial ranking of Respondents on the above Evaluation Criteria. Maynard will establish its final ranking of the short-listed Respondents after conducting interviews and reference checks.

Maynard reserves the right to consider any other relevant criteria that it may deem appropriate, within its sole discretion, and such other relevant criteria as the MSBA may request. Maynard may or may not, within its sole discretion, seek additional information from Respondents.

This Request for Services, any addenda issued by Maynard, and the selected Respondent's response, will become part of the executed contract. The key personnel that the Respondent identifies in its response must be contractually committed for the Project. No substitution or replacement of key personnel or change in the Sub-consultants identified in the response shall take place without the prior written approval of the Maynard and the MSBA.

The selected Respondent(s) will be required to execute a Contract for Project Management Services with Maynard in the form that is attached hereto as Attachment B and incorporated by reference herein. Prior to execution of the Contract for Project Management Services with Maynard, the selected Respondent will be required to submit to the Owner a certificate of insurance that meets the requirements set forth in the Contract for Project Management Services.

Prior to execution of the Contract for Project Management Services, the fee for services shall be negotiated between Maynard and the selected Respondent to the satisfaction of Maynard, within its sole discretion. The initial fee structure will be negotiated through the Feasibility Study/Schematic Design Phase. The selected Respondent, however, will be required to provide pricing information for all Phases specified in the Contract at the time of fee negotiation.

5. Selection Process and Selection Schedule

Process

- 1) The Town of Maynard School Building Committee will be evaluating all RFS responses. The committee will have written criteria to use as a guideline for the initial review in order to see which respondents make the interview list.
- 2) Identified reviewers must rank the Responses based on the weighted evaluation criteria identified in the RFS and must short-list a minimum of three Responses.
- 3) The reviewers will follow the evaluation rubric, confer pp.21-22, creating a rank-order of proposers.
- 4) During the interview process the reviewers will probe the proposed positions, e.g. engineer, project manager, principal, etc. evaluating the hours for each, alternatives if any and other information that the owner will require to negotiate a final fee w/the chosen company.
- 5) The Owner will commence fee negotiations with the first-ranked selection.
- 6) If the Owner is unable to negotiate a contract with the first-ranked selection, the Owner will then commence negotiations with its second-ranked respondent and so on, until a contract is successfully negotiated.
- 7) First-ranked selection will be submitted to the MSBA for its approval.
- 8) The first-ranked selection may be asked to participate in a presentation to the MSBA and/or submit additional documentation, as required by MSBA, as part of the MSBA approval process at no cost to the Owner or the MSBA.
- 9) The Owner may include its provisions to re-advertise if less than three responses are received or to re-advertise if fee negotiations fail.

The following is a tentative schedule of the selection process, subject to change at the Owner's and MSBA's discretion.

- 03/4/09 Advertise RFS in Central Register of the Commonwealth of Massachusetts and *the Beacon Villager*.
- 03/12/09 Voluntary informational meeting at 11AM at the Coolidge School, 12 Bancroft St., Maynard, 01754
- 03/13/09 Last day for questions from Respondents
- 03/25/09 Bid responses due.
- 04/03/09 Respondents short-listed
- 04/8&9/09 Interview short-listed Respondents
- 04/15/09 Negotiate with selected Respondent
- 04/24/09 Final selection submitted to the MSBA for review and approval
- 05/8/09 Execute contract

Requests for Services may be obtained from:

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