

# 14 CONSTRUCTION METHODOLOGY



## PROPOSED CONSTRUCTION METHODOLOGY

At the May 14, 2019 and May 28, 2019 School Building Committee Meetings, Leftfield (LF) presented at length the pros and cons of Construction Manager at Risk (CM-R) and Design Bid Build (D-B-B) methodologies/utilization in the public construction market sector. CM-R vs. D-B-B options were presented again at the March 24, 2020 School Building Committee (SBC) meeting in which the SBC voted to proceed utilizing the CM-R methodology for the project. This presentation, given on the two aforementioned dates, explained and provided data on the following topics:

- History of M.G.L. Ch. 149 (D-B-B) and Ch. 149A (CM-R)
- Design-Bid-Build Explained
- CM-R Explained
- The role of the OPM on a Ch. 149A project
- D-B-B vs. CM-R – Advantages and projects best suited for Ch. 149 or Ch. 149A
- D-B-B vs. CM-R – Disadvantages and projects best suited for Ch. 149 or Ch. 149A
- Filed Trade Contractor and Subcontractor selection process, similarities and differences based on the construction methodology utilized
- Filed Sub-Bid categories explained
- Key Differences Between D-B-B and CM-R
- General Project Risks regardless of delivery used
- How CM-R Can Help Mitigate Project Risk
- Higher Risk Projects Appropriate for CM-R
- Other considerations and views
- Contractor pool/selection differences between D-B-B and CM-R
- Pre-construction differences between D-B-B and CM-R
- Schedule / early release – fast track differences between Design-Bid-Build and CM-R
- Cost and Accounting differences between D-B-B and CM-R
- Change Orders and RFI's differences between D-B-B and CM-R
- Additional Factors
- Snapshot of Similar Projects in the MSBA pipeline that choose CM-R
- Inspector General (IG) CM-R approval timeline

**Key factors and differentiators** that lead the School Building Committee to overwhelming approve proceeding forward with utilizing Ch. 149A (CM-R) [in no particular hierarchy]:

- Team-oriented process with the CM involved in design and planning of the project
- Utilizing CM means and methods knowledge during the design and planning process
- Ability to vet the design and budgeting of the

- project before subcontractor/filed trade bidding
- Ability to hold the CM in an accountable manner based on early involvement
- Ability to interview and select a specific CM team to work with
- Consideration of early bid packages to secure scope as early as possible to hedge against continued construction inflation
- OPM having vast experience in CM-R processes and protocols on public projects
- Benefit of involving the CM in the process as early as possible and releasing early scopes of work
- Ability to work with higher caliber contractors (we understand this is a subjective comment)
- Ability to have more control of the selection of non-filed trade contractors
- Comfort level from a committee member that is in the construction industry moving forward with the CM-R delivery option as well as comfort level from the OPM and Designer
- Prior experience with past Ch.149A projects

### Other points made during CM-R vs. D-B-B discussion:

- CM-R project typically costs more; based on a correlation of fees and additional staffing
- There are risks on ALL projects regardless of the use of CM-R or D-B-B
- Explanation of CM-R holds, allowances and contingency use
- Explanation that there are still 18-filed bid scopes of work regardless of use of CM-R or D-B-B
- Both models (CM-R and D-B-B) work in the industry

### Inspector General Application Time-Line

Leftfield will submit, on behalf of the project and project team, the Inspector General (IG) CM-R application before Town Meeting and the Town Meeting/Debt override in April/May 2021. This timeline is depicted in the project schedule attached to this submittal in Section 19.

Please note that the cost estimates, proposed project schedule, estimated reimbursement rate, and Total Project Budget Spreadsheet reflect a CM-R construction methodology.

