

Oswegatchie Fire Station Building Committee Meeting
Minutes June 6, 2023

Meeting called to order at 6:35pm by Chairman Robert Tuneski

Pledge of Allegiance

Members Present: Robert Tuneski, Elizabeth Sabilia, Mark Parker, Rocco Bracciale, Wayne Gilpin, Michael Rocchetti, Ted Olynciw

Guests: Director/Chief Michael Howley, First Selectman Rob Brule, Town Attorney Nick Kepple, Director Gary Schneider, Twig Holland

- Public Comment: None
- Opening Remarks: Attorney Kepple introduced building consultant Twig Holland
- Approval of May 16, 2023 minutes tabled until next meeting
- Review Action Items from 5/2/23:
 - ✓ Ted Olynciw was unable to locate information on the septic system
 - ✓ Director Bartelli was unable to attend due to personal reasons.
 - ✓ Director Howley presented underground tank information.
 - ✓ Director Schneider shared opinions with building the Municipal Complex Building. Director Schneider indicated that he is mostly familiar with the Design Bid Build process which he has customarily used. He explained that you have greater control using this process as everything is described in detail via specifications and drawings. In contrast to Design Bid Build, Director Schneider cited some minor shortcomings associated with the Municipal Complex Building resulting from the Design Build process employed for that building.
 - ✓ Twig Holland explained three different building project delivery methods: Design Bid Build, Design Build, and Construction Management at Risk including a summary of pros and cons for each. The information was presented via Power Point and a hard copy was distributed to each committee member. This presentation is provided as Attachment 2.
- Chairman Robert Tuneski provided a printed summary of lessons learned solicited from and compiled by Cheryl Larder and Glenn Patterson (Building Committee Members, Municipal Complex Building) regarding his experience with the Design Build process. These lessons learned were distributed to each committee member and are attached to these minutes as Attachment 1.
- Discussion ensued regarding the three different building methods.
- Discussion ensued regarding possibility of moving forward with the existing RFP.
- Motion by Robert Tuneski to hire Twig Holland as consultant for 20 hours to start.
Second by Michael Rocchetti
Vote - Unanimous

- Follow-up Actions for next meeting:
 - 1) Robert Tuneski will request legal to look into continuing with previous contract.
 - 2) Decide to use existing drawings if able.

Motion to adjourn - Michael Rocchetti

Second – Wayne Gilpin

Vote - Unanimous

Meeting adjourned at 8:09pm

Respectfully submitted by:

Linda Finnegan, Recording Secretary

Municipal complex building committee

Met as many times as needed and as long as needed to keep any particular aspect on track and moving forward, whether it was preliminary updates from contractor to keep the committee to make a decision or to keep contractor moving forward.

We reviewed dept needs with key staff / compared to other studies done to assess whether they were the same or different and why

Reviewed actual equipment with fleet plan against building size/needs

We tracked the appropriations needed in accordance with the BOS, BOF and RTM meetings to keep requests on track

Informed the BOS, BOF and RTM at key moments in process

Corresponded with Planning and Environmental engineer to ensure they knew project was moving forward (surprised to learn they were not aware)

Can't assume depts coordinating with following your progress IT needs! Should be better now that the Town has it's own IT group

During construction

- We received weekly updates from staff

- Anchor provided monthly updates

- Contractor O&G provided timelines of construction completion with milestones – reviewed each meeting – on track, behind, ahead, why

- Anchor reviewed O&G bill submissions – our eyes and ears on pay apps, etc.

Ask, ask, ask

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Glenn Patterson

On Jun 5, 2023, at 10:00 PM, Glenn Patterson <gpatters512@gmail.com> wrote:

Bob:

Per our telecon

Unfortunately I didn't get the email last week and I can't attend on the 6th. I've put together some thoughts in this email for you to share with the OFD committee which hopefully will add value to your discussion.

We had a great committee with complementary skill sets and Dan Matheson from DPW was a knowledgeable and effective staff contact. We all had a learning curve on various aspects of the project but the folks put in the collective effort. I'd encourage you to query the following folks to hear their perspective as long-standing committee members if you haven't already:

Cheryl Larder (You noted she's weighed in)

Beth Sabilia

Tom Dembek

Ken Kirkman

Ray Valentini

Town Attorney Nick Kepple also attended a large number of meetings and may have observations to share.

What follows are the (3) major take-aways that come to mind about what the MCBC got right and a couple of hiccups we encountered.

The Municipal Complex Building Committee (MCBC) hired a Representative to Deal with the Contractor

Ours was a design/build project with O&G Industries and they took the lead on the project. They were the lead for getting the design, ordering the material, and executing construction and certification. IMO The smartest thing we did as a group was hire Anchor Engineering (now Barton and Logiudice) to repres the committee. From my perspective they did a great job of both looking out for OUR interests as the customer AND facilitating communication between the building committee, O&G, the design firm, and the town staff as issues arose.

Having them involved eased the burden on town staff and the MCBC for day-to-day project oversight and we were able to engage *them* to run down issues and keep any one issue from getting out of hand.

Essentially, at MCBC meetings Anchor reported out their opinion of whether O&G was proceeding per the contract, whether their cost and schedule estimates were reasonable, and any other concerns they had. I do believe the presence of a third party professional Technical Services company helped keep O&G on task.

Engage Town IT and Emergency Management Early in the Process

The MCBC had some issues with getting timely info from the Town IT department that caused some scrambling as the project proceeded. My sense is given the realignment of the IT resources

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in town this is unlikely to be an issue for the OFD project. I'd expect that the OFD committee will also be able to engage the Emergency Management Department to assist on the IT and communications requirements for the project. They should be in the loop early.

Use of Allowance Items in the Contract

In the contract with O&G there were dollar allowances for certain items e.g furnishings, certain equipment, etc. The committee asked town staff to determine the items needed from these categories and provide a dollar estimate for those items. The committee then vetted the staff requests and set a dollar amount for the allowance.

One equipment item given an allowance line was the large vehicle hydraulic lift in the garage bays. Long story short, the dollar amount provided by staff and approved by the committee was off by a factor of 7 for the necessary equipment. It was a \$200K miss....

IMO there were (3) lessons learned from our use of allowance items:

- a) staff needs to be clear to the committee about what they are asking for to be funded as an allowance
- b) the committee needs to ensure they understand what staff is asking for and what a typical example of the item(s) cost.
- c) this was a major equipment item that, in retrospect, should never have been an allowance item. It should have been its own line item in the specifications for the building and price-estimated accordingly by the contractor--it actually affected the foundation and floor of the building!!!

Finally, I'd observe that there were occasions where we met twice a month to keep the ball rolling; and it's important to ensure the committee's actions recognize the normal meeting schedules of the other town Boards whose involvement/approvals the committee may need. Nothing worse than missing a regular meeting and either having to request a special meeting of that Board or lose a month until the next meeting.

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Town of Waterford

Fire Station

Project Delivery Methods

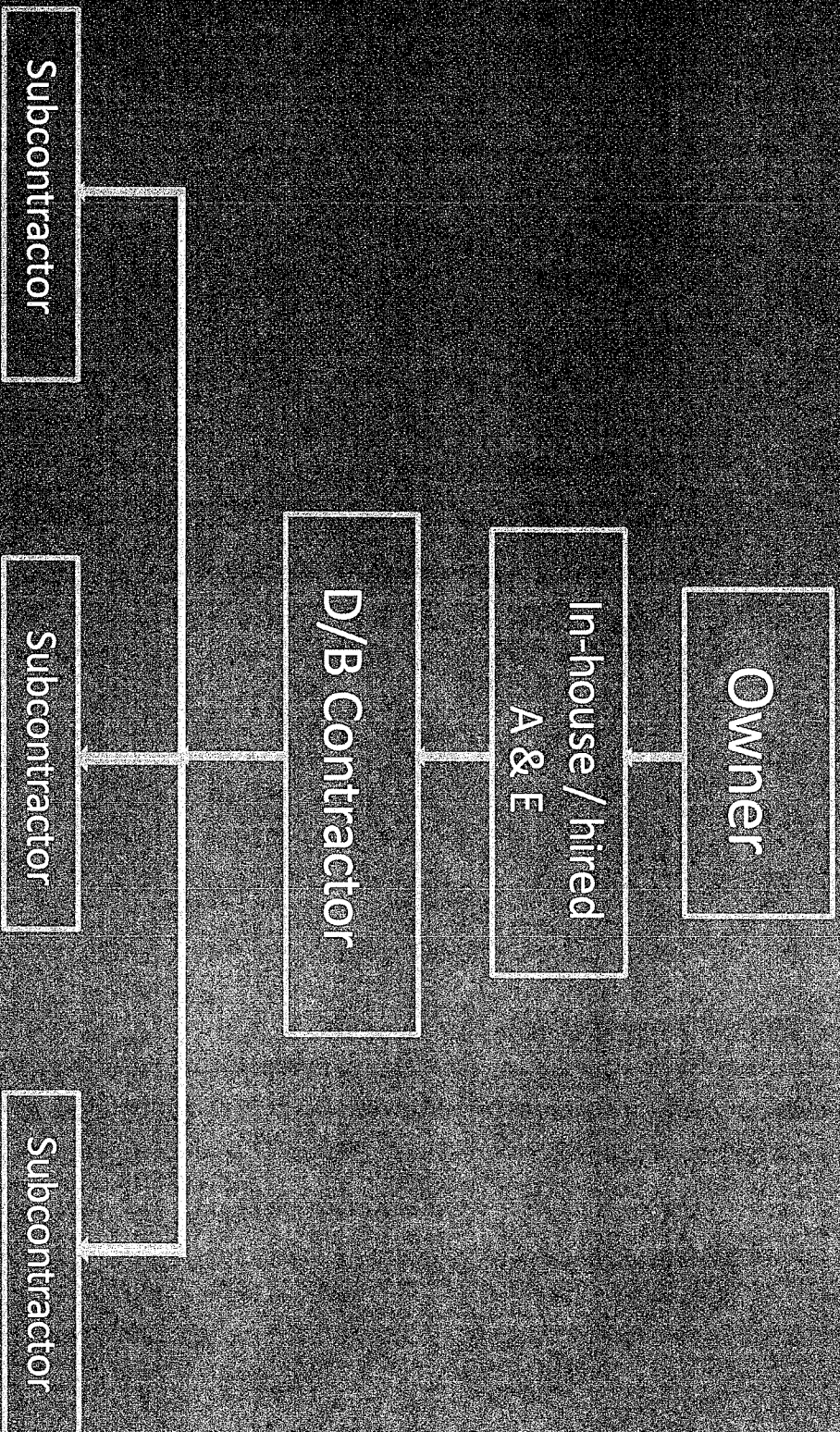


Town of
Waterford, CT

Project Goals

- Within budget
- Completed on schedule
- Quality
- Used and useful
- Safety / zero accidents

Design – Build



Design – Build: Schematics ... Build

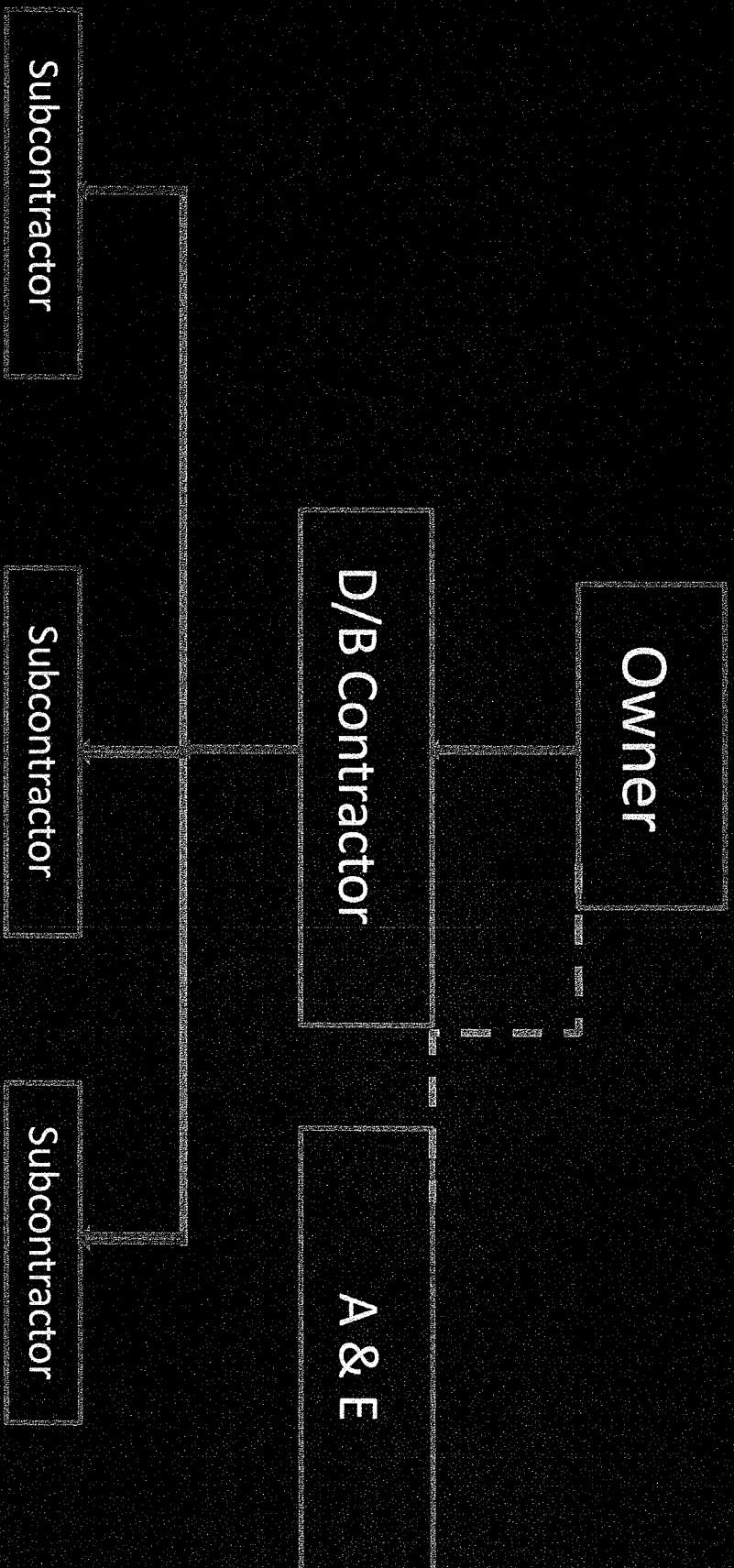
Advantages

- Cost, schedule, quality
- Merger = time
- Specs @ schematics
- Direct communications
- \$1 - \$5M

Concerns

- Owner = scope & complexity
- No detailed design at selection
- No checks and balances
- Owner = risk; oversight
- \$\$\$ for pre-bid schematics
- \$ risk built-in

Design – Bid – Build



Design – Bid – Build

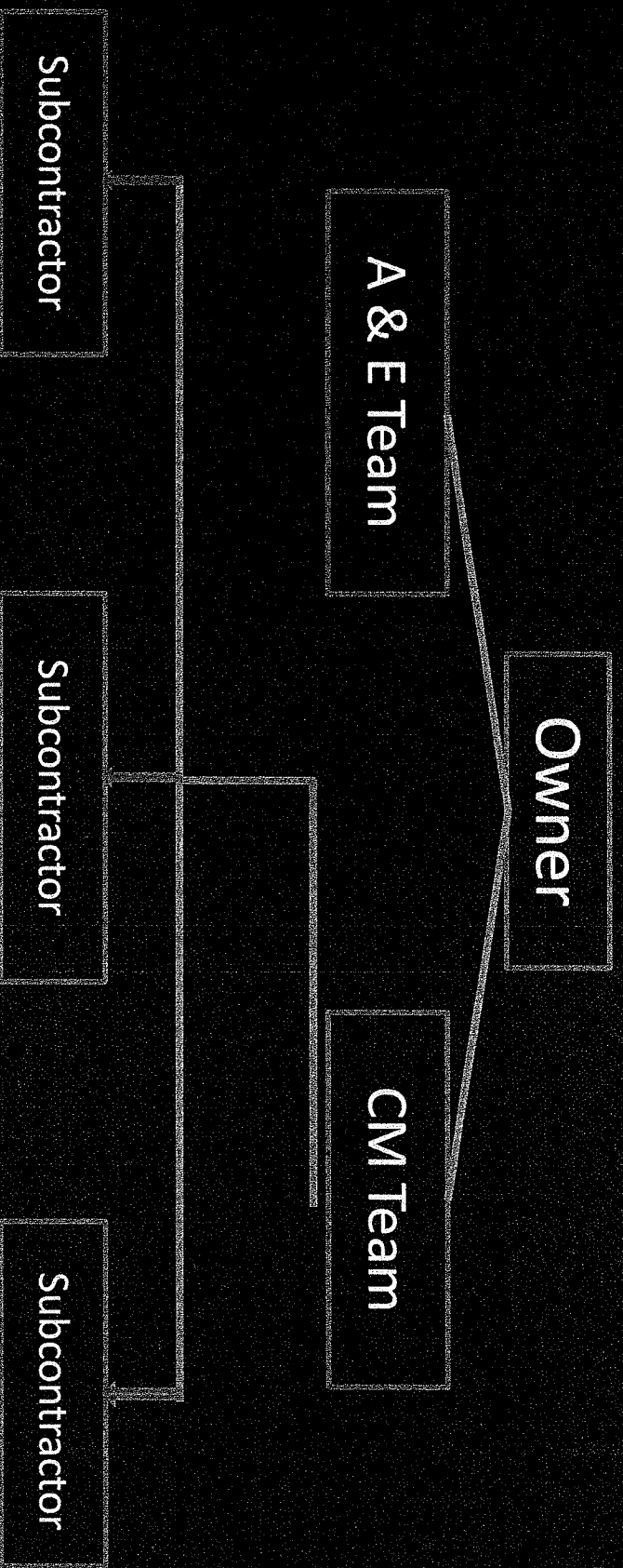
Advantages

- A&E docs
- Cost = early
- GC = cost, schedule, quality
- A&E quality oversight
- \$5M - \$15M

Concerns

- Estimate accuracy
- Bids high
- Complexity
- Rock-solid contracts
- Competing goals:
 - Owner = lowest cost
 - A&E = aesthetics
 - GC = price & time

Construction Management at-risk



Construction Management at-risk

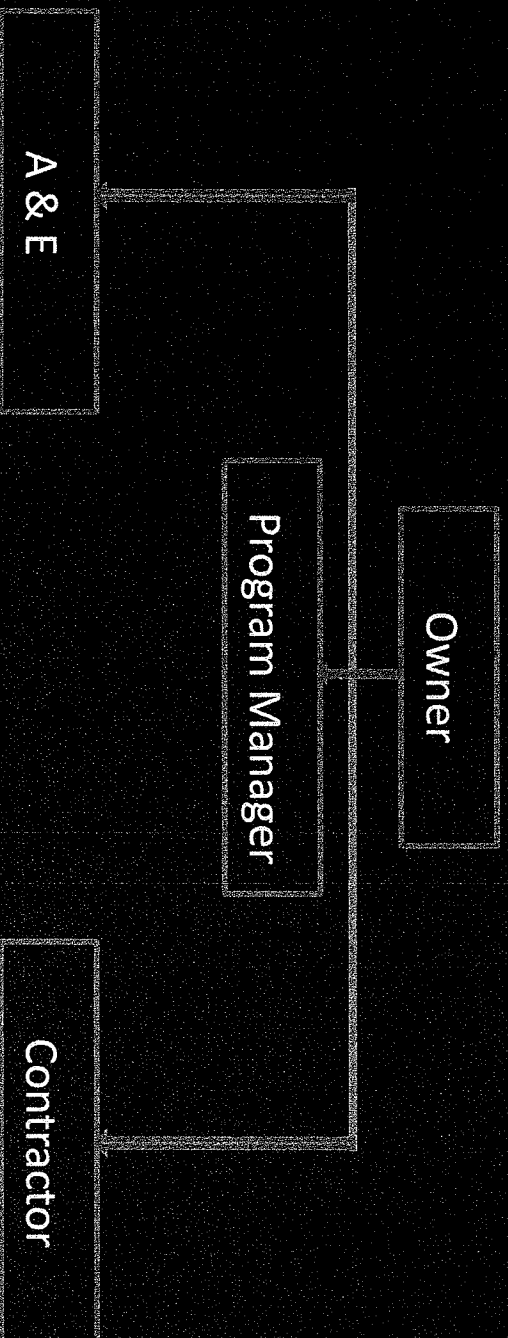
Advantages

- Constructor
- One contract
- Experience w/utilities, town & state agencies
- Pre-con value added
- Current market conditions
- GMP after bidding
- Coordinate, schedule, equipment procurement
- Delivers cost, schedule, quality, safety

Concerns

- Scrutinize allowances
- CM-controlled contingency
- Owner-controlled contingency
- COs increase GMP
- E&O = owner's cost
- > \$5M - \$B

Program Management



Program Management

- Owner's agent
- Supplements staff
- Single point
- Front-end planning
- Scope: feasibility to E&O

Advantage Comparison

Design – Build

- Cost, schedule, quality
- Merger = time
- Specs @ schematics
- Direct communications
- \$1 - \$5M

Design – Bid – Build

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Concern Comparison

Design – Build

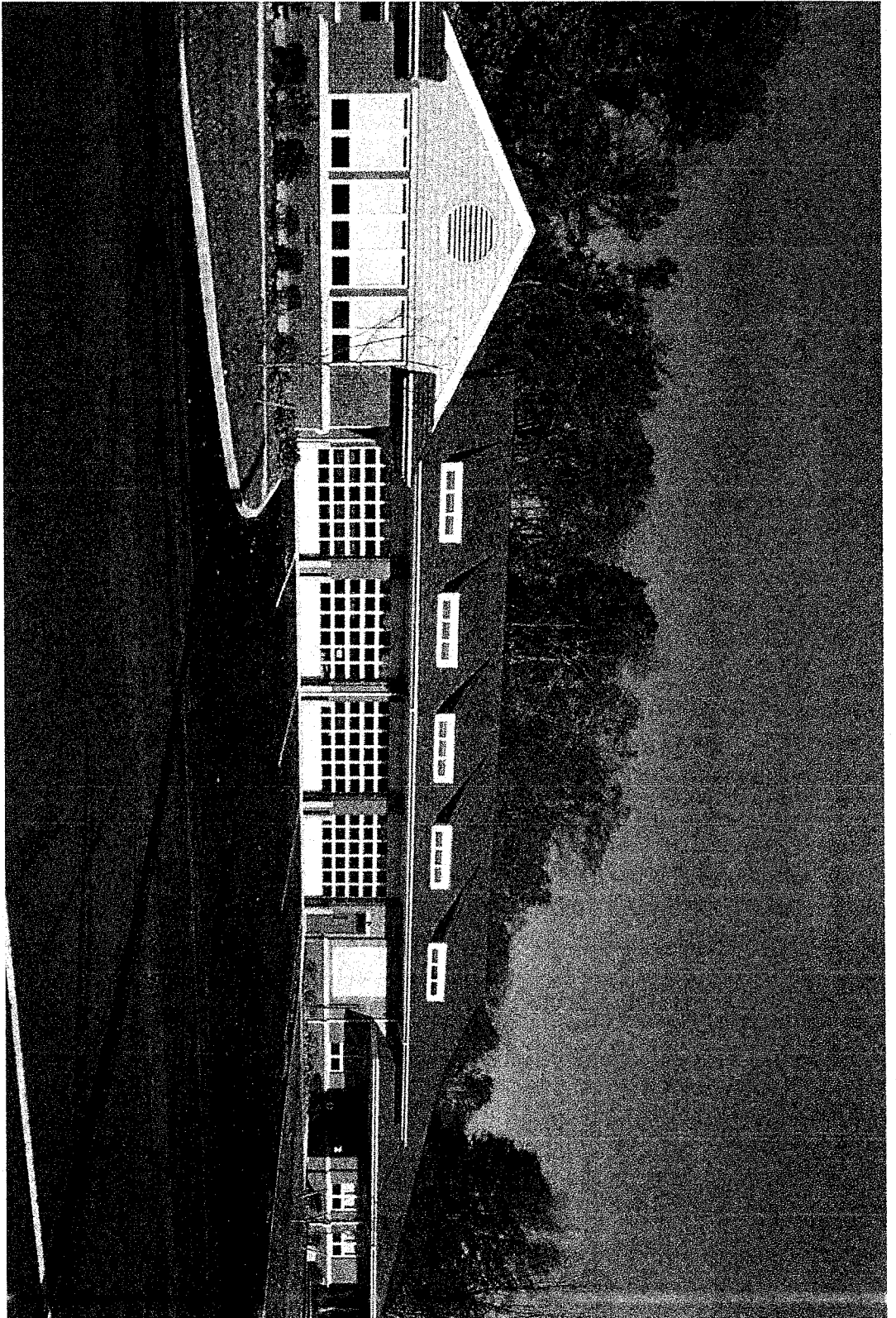
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Design – Bid – Build

- Estimate accuracy
- Bids high
- Complexity
- Rock-solid contracts
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Criteria

- Time: A&E, construction
- Complexity
- Owner's staffing / resources
- Qualified contractors / CMs
- Bidding requirements
- Budget and cash flow
- Special use / design expectations / aesthetics
- Owner's risk tolerance
- Experience and success



East Shore Fire Station; \$4M; 2013