



December 28, 2022

Mr. Erik J. Larson
Purchasing Agent
City of Stamford
888 Washington Boulevard
Stamford, CT 06901

**Subject: *New Westhill High School, RFP No. 887
Pre-Interview Questions***

Dear Mr. Larson:

Per your email dated December 14, 2022, Colliers Project Leaders offers the following responses to each question. Please feel free to reach out to me should you require any further information regarding our answers.

1. *Describe the role and scope of the owner's representative and the most critical tasks they perform.*

The owner's representative serves as a highly qualified, trusted advisor to the owner of a project. We compare our role in the construction industry to that of an attorney in the legal realm. We represent our client, and only our client, by leading and assisting them through the complicated and technical process of major capital projects. Our role is not one of neutrality between the owner and the project vendors, but also one of support and advocacy of our client and our client's goals. We are fully on the side of our client and their interests.

As the owner's representative, we do not design the project nor do we build it. Our role is to lead, manage and facilitate the project to ensure the project is completed on time, within budget, and to the quality that the owner requires. We do not, unless contractually authorized, have the authority to make decisions on the owner's behalf nor authorize work or reject work. We are responsible for preparing, gathering and reporting valid, factual information to the owner for them to make such decisions in a timely and informed manner.

With respect to other contracted entities of the project (design team, contractor, commissioning agent, special inspector, etc.), our job is to **lead** the process and ensure they are fulfilling their contractual obligations on behalf of the owner. Should we discover one of these team members

is not fulfilling their contractual obligations, we will advise the owner and make recommendations on how to remedy such issues.

As the owner's representative, we are also responsible for facilitating solutions and ensuring the project is consistently moving forward to meet the milestone dates and deadlines. That, at times, may consist of pulling the entire team together to address a challenging issue on the project or meeting with the owner to advise on difficult budgetary or programmatic decisions. Regardless of the issue, we as the owner's representative need to be the one pushing for the best solution possible for the project and the client.

With respect to the most critical tasks for the owner's representative, we offer the following:

- *Serve as an expert with the OSCGR (Office of School Construction Grants and Review) process:* This may sound obvious but having a thorough understanding of how the full project process works with the OSCGR is vital to not only executing the project but also closing out the project towards an audit. Ensuring that all the required submissions, approvals, and other correspondence are procured and properly saved so that when the final audit occurs, the project files are in good standing. Many times, districts do not properly store vital documents necessary for a successful audit.
- *Budget Management/Forecasting:* Managing the total project budget and forecasting anticipated costs are vital to the success of any project. But in the public sector where funding approval of projects is difficult, exceeding authorized funding is extremely painful to all parties. Managing a budget is not just tracking costs. It's anticipating upcoming risks and exposures, possible change orders, and other costs that may arise and encumbering those potential costs in the budget so that the owner completes the project within the approved budget.
- *Assistance with Reimbursement Requests:* The reimbursement request process is one that is not clearly defined on how to execute by OSCGR. An owner's representative with extensive experience with OSCGR will draft the request on behalf of the district and ensure the proper amount of ineligible costs are encumbered in the request to avoid paybacks by the district after final audit. The owner's rep will also prepare these on a bi-monthly basis so that the district receives the reimbursement in a timely and consistent manner.
- *Review of Contract Documents/Change Orders:* The owner's rep is the only independent entity other than the owner that reviews the contract documents and change orders. The owner is typically busy with their day-to-day responsibilities that may limit the amount of

time they can spend on reviewing documents and change orders. As such, they rely on the owner's rep to complete this task. In many cases, the owner's rep should not only have the capacity but also the expertise in construction to properly review construction documents and change orders. We need to ensure that change orders are in fact valid change orders and that the cost is reasonable and fair.

- *Simply being a dedicated advocate and representative of the district:* The owner's rep is not a neutral party for the project. We are dedicated solely to the owner's best interests and concerns. We have no other interest or stake in the project other than it being successful and meeting the client's expectations.

2. *From the key staff identified in your proposal response, what percent of time will these members be working on the WHHS project versus other projects your firm is working on during the timeframe of the WHHS project in the pre-construction phase and in the construction phase? Please describe their daily, weekly, and monthly activities.*

As the director for the project team, I will be overseeing and managing the team throughout the life of the project ensuring that all deliverables are met. Mr. Adam Levitus (Project Manager), Ms. Judy Denny (Assistant Project Manager), and Mr. Mark Schweitzer (Construction Rep) will serve as the day-to-day team providing the vast majority of our services for this project as outlined in our fee proposal letter.

Pre-Construction Phase:

During the pre-construction phase, Mr. Levitus would be assigned to the project an average of 16 hours per week and Ms. Denny will be assigned an average of 8 hours per week in support of Mr. Levitus. I have assigned myself an average of 4 hours per week for management and oversight of the project. Additionally, we have hours dedicated for Mr. Mark Schweitzer and Mr. Blair Richardson for completing design reviews at the schematic design, design development and construction documentation phases.

Mr. Levitus' Duties: Mr. Levitus will serve as Colliers' primary point of contact (as well as myself) with the city and other team members. He will be the funnel point for communication with the building committee chair, city staff, and school administration. He will also be the point of contact with the design and construction teams as well OSCGR. During pre-construction he will be responsible for preparing the consultant solicitations (RFQ/RFP/Contracts), scheduling and attending all working group meetings, preparing building committee information packets (invoices, proposals, etc.), preparing design reviews, attending commissioning meetings, managing the project macro and milestone schedules, managing the total project budget,

reviewing invoices from vendors, coordinating all meetings with OSCGR and compiling documentation for submission to OSCGR. Mr. Levitus will also perform design reviews, facilitate the cost estimate reconciliation process, and manage the value management process through all phases of design. Furthermore, Mr. Levitus will also attend all building committee meetings. Note, we are highlighting the major efforts of Mr. Levitus as there are many others that could be listed.

Ms. Denny's Duties: Ms. Denny will be responsible for assisting Mr. Levitus on the items noted above. Ms. Denny will be tasked with preparing the bulk of the documentation required for the project with final review being the responsibility of Adam and myself. Judy will also review design documents as well as gather all city and school administration review comments for incorporation into the Colliers design review form. Judy will also attend the building committee meetings as needed. Furthermore, Judy will also be responsible for ensuring that all project documentation compiled during the pre-construction phase is properly named (digitally) and saved to allow expedited transmission to the city at the end of the project.

Construction Phase:

During the construction phase Mr. Levitus is slated for an average of 16 hours per week and Ms. Denny will be assigned an average of eight hours per week with the exception of moving the school operations at the completion of the new school and when furniture and equipment is delivered. We have scheduled Ms. Denny for an average of 24 hours per week for a three-month period for these efforts. Once construction commences, Mr. Schweitzer will be brought on to serve as our construction representative and would be assigned an average of 24-hours per week.

Mr. Levitus' Duties: Mr. Levitus will continue to serve as the primary point of contact for the project with the city and school administrators as well as the building committee. In lieu of attending working group meetings, Adam will attend all Owner-Architect-Contractor (OAC) meetings, typically with our construction representative as well. Adam will also attend all FF&E design meetings that typically start once construction commences. Adam will continue to manage the total construction budget that will now include managing the contingency log (change order log) with support from Mark. Adam will also assist Mark in the review of change orders from the contractor/CM. With Judy's assistance, Adam will prepare change order-packets for review and approval by the building committee. This is in addition to the invoice packets mentioned in the pre-construction phase.

Ms. Denny's Duties: During construction, Ms. Denny will continue to team with Mr. Levitus on the overall management and oversight of the project. Judy will attend OAC's but will primarily be



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responsible for document management ensuring all requests for information (RFIs) change orders are properly saved to our files for the future auditing of the project. Note: Although the construction manager (assumed) will have these documents on file, our experience with these projects is that in order to ensure the project is fully auditable, as well as ensuring that the client will have a comprehensive set of project documentation, that we should file these as well.

Judy will also be leading our move management and FF&E oversight as the new building starts to near completion. Judy will, with oversight from Adam, meet with district and school administration and staff to coordinate the move from the existing school to the new school. She will be responsible for coordinating with the moving company (or district personnel if that is applicable) and the furniture vendors to ensure all contents, furniture, equipment and other items are located in the proper locations. This will be a major task for a high school of this size.

Mr. Schweitzer's Duties: Mr. Schweitzer will serve as our construction representative. This role is our "boots-on-the-ground" person providing quality assurance oversight in the field. Mark will provide periodic field inspections during construction to confirm the work is compliant with the contract documents and track any non-conforming issues in our construction observation report. All non-conforming issues will be tracked until such items are properly resolved by the contractor and confirmed by Colliers or the design team. Mark will also attend all OAC meetings and participate as an active member of that meeting. As noted above, our fee proposal provides for an average of 24-hours of effort by Mark.

3. Describe how your centralized staffing services will be assigned over the duration of the project during the pre-construction phase and in the construction phase? In other words what type of staff will be brought on and when?

The answers to question #2 have provided answers to when our key personnel will be assigned to the project and at what phases. In addition to Mr. Levitus, Ms. Denny, and Mr. Schweitzer, we have our financial analyst, Ms. Thao Nguyen assisting with financial management and Mr. Blair Richardson providing support as needed for MEP (mechanical, electrical, and plumbing) support. Mr. Richardson is a Director of Commissioning and Energy Services and manages a team of highly qualified technicians and engineers to assist as necessary with HVAC and plumbing issues should it be required. We've included minimal time for Mr. Richardson and his team as we expect that between the design team, construction manager (assumed), trade contractors, our core team members, and the commissioning agent, that most issues will be successfully resolved without their involvement.

4. *As it relates to centralized services for preconstruction budgeting, or in the evaluation of bids, or in the evaluation of a proposed change order, does your firm have an estimating department with real time access to market pricing and subcontractor input?*

Colliers Project Leaders does not have an in-house estimating department. Colliers has teamed with independent professional estimators when requested to do so. With respect to pre-construction budgeting, we utilize recent project bids and/or estimates received as a basis for comparison. With respect to estimating during pre-construction, the process we recommend is to require the architect to hire an independent estimator and the construction manager (if utilized) to provide cost estimates at the schematic design, design development and construction document phases. Colliers then enters the estimates into our proprietary estimate analysis worksheet that shows the two estimates side-by-side for each CSI (Construction Specifications Institute) division and then we hold a full day (two if necessary) estimate reconciliation meeting. With respect to reviewing change orders, our construction representatives typically serve on multiple projects at the same time, as most towns in Connecticut do not require full-time oversight. As such, they have access to change orders and respective costs from other projects as well as past projects to compare such change orders to.

5. *How have you assessed school security during construction on current or past projects?*

Assessment of the existing school security starts in the pre-construction phase. During the pre-construction phase (typically after design development documents are complete), Colliers will review the construction phasing plans, construction limit lines, and other construction related activities as it relates to the existing high school operations. We review how the proposed construction operation may impact the following items:

- Bus drop-off and pick-up
- Morning arrival and afternoon departures by staff, students and parents picking up students
- Access to the existing building by emergency personnel
- Impact to existing exit doors and exit ways (sidewalks, parking lots, etc.)
- Review of sight lines and the creation of hiding spots alleyways that could foster undesirable activity
- Review of building and site lighting, as well as surveillance cameras that may be impacted by the construction activity
- Impact to any fire hydrants or other building services (electrical, telecom, etc.)

In addition to the items above, we'll also review items other than security such as:

- School deliveries and other vendor services such as waste disposal
- Athletic programs
- After school activities
- Community events

This review includes examining proposed construction fencing locations, construction signage, construction start and stop times, construction vehicle access and access through the adjacent neighborhoods. This review cannot be solely performed by Colliers. We will facilitate a meeting with **all stakeholders** that are responsible for ensuring the safety of the facility. This meeting must include the school administration and staff, students (if administration wishes to do so), school resource officer, building committee members, local police and fire department, and the project team (architect and construction manager). Through this meeting we, as a team, will assess the impact of the construction project to the existing facility and develop solutions for ensuring that the safety and security of the existing school is properly maintained.

During construction, we recommend holding weekly or bi-weekly meetings with the on-site construction management personnel (project manager and superintendent) and the school administration to review the upcoming construction activities to review if and how they could impact the school safety and/or operations. In our experience, these meetings are vital for proactively communicating between the school administration and the construction team.

These weekly or bi-weekly meetings are in addition to OAC meetings that discuss all the construction related issues. They are solely focused on impacts to safety and security as well as upcoming construction activities that may impact school operations (exams, athletic events, after school events, etc.). Although OAC meetings include safety related topics, we recommend holding these separate meeting to focus on the principal's security concerns or issues.

With each site visit our construction representative will also review construction fencing, signage, and construction activities to evaluate any potential safety issues. Should any be found, we communicate the concern to the appropriate parties so that it can be proactively addressed. These issues may be totally internal to the construction operations where they may not have an impact to the school operations, safety, or security.

6. *How has your firm managed public outreach to city officials and to the general public on current and past projects?*

Public outreach can be managed in many different ways but should be customized to each individual community. Some communities are heavily dependent on social media for public outreach whereas others may be more face-to-face with public informational meetings. Regardless of the process, Colliers recommends a discussion with the building committee (and city officials), district and school administrations, the architect and the construction manager to determine what is the best method or methods to disseminate project facts to the community.

Many times, the district will provide a project page on their website that provides easy access for the public to review project progress and documentation. This website can be hosted on the school district website or the city's building committee website as long as the other provides a link to it. Some districts/towns may host a social media page (e.g. Facebook, Instagram, etc.) However, during the pre-construction phase we typically recommend public information meetings only at strategic dates.

For example, holding a public information meeting after the schematic design phase is complete allows the project team to share what the proposed site layout is and how the building massing and elevations are proposed to look. like. (We caution showing building floor plans due to security reasons but that is up to the district.) The public information meeting is relatively informal and allows members of the public to ask questions of the administration and the design team. This is just one example and would require strategic discussion with project leadership.

We also recommend periodic (quarterly or other major milestones) reporting to the Board of Representatives, Board of Education and other boards or commissions as the building committee deems is in the best interest of the project. Such reporting by the project team will assist in keeping both the city officials and the public abreast of the project progress.

Regardless of how the public outreach is managed, our experience is that the most successful public outreach programs are ones where the board of education, city leadership and the building committee are all rowing in the same direction and in support of one another with consistent messaging.

7. ***What do you consider the most important items in maximizing OSCGR grant eligibility? Please describe how you track and categorize costs for reimbursement and controls you employ to ensure a timely reimbursement schedule to the city.***

For a new construction project, minimizing ineligible costs and maximizing the reimbursement rate are vital to maximizing reimbursement from the state. We have identified the following items necessary to achieve this.

1. **Maintain Space Standard:** To ensure that the 80% reimbursement rate is preserved, the design of the new school must be within the calculated space standard of 428,921 square feet. This value is based on the projected 2,458 students for the 2028-29 calendar year. Should the building area (inside face of the exterior wall, not the gross square feet) exceed the space standard, OSCGR will be required to reduce the reimbursement rate based on the ratio of the actual building area to the space standard unless a space standard waiver is granted by OSCGR administratively or one is granted via notwithstanding legislation. The design team must keep the building area within the required square footage.
2. **Minimize off site improvements:** All work outside of the property lines for the project are automatically deemed ineligible by the state. As such, minimizing the work strictly to only that which is required to support the project is recommended. This is typically a small percentage of ineligible costs to the project.
3. **Minimize Change Orders:** Change orders are typically the largest culprit for ineligible costs on projects. The cause of such change orders are typically field conditions, owner requests, third party requests, or errors and omissions by the design team. Change orders due to *field conditions* can be minimized by performing proper due diligence of the site such as adequate geotechnical site borings and test pits, preparing a proper survey of the existing site that includes all utilities, invert elevations, frame elevations, etc., proper site analysis with respect to polluted soils (if applicable), and proper analysis of the existing buildings hazardous materials abatement so that abatement and demolition change orders are minimized. Owner requests are obviously controlled by the building committee but reducing the amount of requests at the end of the project typically helps to reduce ineligible costs. A comprehensive and complete set of design documents will reduce the number of change orders due to errors or omissions. Although the design team is

responsible for the quality of the documents, the owner's rep, construction manager, commissioning agent and owner can help improve the quality of the documents by reviewing them at each phase of the design.

4. **Submission of State Change Orders within the 6-month Rule:** State change orders are required to be submitted within 6-months of commencing or approving the change order work. Should a construction manager be hired, they are responsible for preparing the state change order for review and signature by the architect and owner. We have found that most of the ineligible costs for change orders are due to failure to submit them in a timely manner.
5. **Reducing Scope Creep:** Ensuring the project does not grossly exceed the educational specifications will help reduce ineligible costs. If scope is added beyond what is required by the educational specifications, then the state may deem it ineligible.

Colliers will confirm the building area as well as individual program spaces against the educational specification at the schematic design phase. Doing so confirms if the design team is staying within the space standard. If we find they are not, we'll recommend a meeting between the architect and the owner to discuss why the design is exceeding the space standard and if such exceedance is required. With respect to change orders, Colliers tracks and manages all change orders during construction within our contingency log. Our log will track not only each individual change order but also the State Change Order and date it was submitted. Colliers is constantly reviewing the log during construction and reconciling it with the construction manager. As part of that reconciliation, we review change orders that are nearing the 6-month rule to ensure the construction manager is submitting them to the state. When the owner is reviewing/approving individual change orders, we will also advise on our opinion as to whether the change order will be deemed eligible, or ineligible based on our experience with the state.

With respect to categorizing project costs for reimbursement and preparing the SCG-046 reimbursement requests, Colliers has developed a proprietary reimbursement spreadsheet that mirrors the state's SCG-046 reimbursement form as well as ties into our budget management spreadsheet. Once the grant commitment is received by the district, Colliers will request the project ledger from the city finance department so that we can reconcile our financials to the city's ledger to ensure what they have paid has been approved and is an actual project cost. Once the reconciliation is complete, we'll then prepare a draft SCG-046 that categorizes the cost per the SCG-046 template. We also forecast ineligible costs to make sure the district is reimbursed

as accurately as possible and not over-reimbursed. In our experience some districts have been over-reimbursed by the state requiring payment back to the state. This is a painful experience for a municipality.

Colliers prepares the reimbursement requests every two-months as permitted by the state. We support the submission of the request by the district to the state by sitting side-by-side with them when submitting in the CORE-CT system.

8. *Please describe the project controls you put in place to ensure budget and schedule compliance as well as ensuring project quality.*

Upon award of the project, one of the first activities Colliers completes is to prepare a draft total project budget for review by the owner. This draft total project budget, and approval thereof, is not changed in the future without approval by the owner. Our total project budget consists of hard costs (construction and escalation) and soft costs (FF&E, fees and expenses, and owner's contingency).

When soliciting for design services, the approved total budget provides the architect's control budget that consists of the hard costs and FF&E (furniture, fixtures and equipment). It also provides a construction manager's control budget which is simply the construction budget (construction and escalation costs). During the pre-construction phase, there are typically three major design milestones, schematic design, design development, and construction documents. Three detailed estimating and reconciliation efforts are completed at each phase before proceeding to the next phase or bidding. During these efforts the design team, construction team, owner, and owner's rep are involved in detailed conversations about scope, quality, programming and many other factors to ensure that all parties are comparing apples-to-apples. As part of that process, value management is always being considered regardless of how the estimates compare to the budget.

Through these three major design milestone estimate efforts, and through value management, the design is kept within the construction budget established early in the project. Throughout this entire process, the owner is fully informed and provided the required information to make informed decisions to keep the project within budget.

With respect to schedule, Colliers will develop a macro-schedule (draft to be provided as an appendix to question 10) that outlines the major project phases, approvals, and milestones for the project. This macro-schedule is reviewed with the owner for final approval and provided as a

requirement of the architect and construction manager's contracts. From the high-level macro-schedule, we prepare a detailed milestone schedule that outlines every meeting, milestone, delivery item, etc. through the design phase and bidding phase. Colliers manages to this milestone schedule and constantly reviews at each working group meeting and building committee meeting to ensure the project stays on track.

With respect to quality, the project starts with the educational specifications. Colliers reviews each design submission (SD, DD, and CD) to ensure the project is meeting the educational specifications. Through the design and estimating process the quality of the building is established, reviewed, and approved as the quality must fit within the established construction budget. Once the project is approved for bidding and construction commences, the Colliers construction representative will periodically inspect and observe the construction in the field. Mr. Schweitzer will review the construction against the approved construction documents and make note of any deficiencies or non-conforming work. Such deficiencies will be logged into our construction observation report.

In addition to Colliers, our contracts with the architect require weekly field visits and reports by the design team. The commissioning agent will also be performing field reviews as well as attend system startups and review pre-functional checklists. Collectively, the review and observation by the project team as well as the building official and fire marshal will ensure the quality of the construction meets the requirements of the construction documents.

9. *What protocols/procedures are used to identify basis of design for equipment and materials? What controls are utilized to ensure basis of design is carried through product submittal, field installation, and end user training?*

The basis of design (BOD) for equipment is typically a byproduct of the Owner's Project Requirements (OPR) that is developed by the commissioning agent with the owner. The Connecticut High Performance Building Requirements, and commissioning requirements contained within those, specify the process for ensuring the BOD is properly incorporated into the construction documents by the design team and ultimately installed by the contractor. The commissioning agent is the key entity in this process and is required to be part of the project. They are not the sole entity for ensuring that all the product submittals, installations and end user training is completed correctly. The owner (typically the director of facilities), the design engineer (typically MEP) and the construction manager are also responsible for ensuring the BOD is properly incorporated into the design. As the owner's rep, we are also responsible for ensuring

the project team is performing its appropriate role in the process and that the commissioning process is properly completed.

- 10. Provide your realistic schedule for complete construction (assume A&E contract finalized 7/1/2023). Include at the minimum the following:**
- a. Pre-Construction Phase – include SD, DD, and CD submissions, and OSCGR&R required meetings, approvals, etc.**
 - b. Construction Phase – Identify number of construction bid packages and phases including bid schedules, construction phases, substantial completion dates, etc.**

Attached for reference is a draft macro-schedule that accompanies our narrative below. In summary, the pre-construction phase will take approximately 22-months from start of programming through approval to bid by OSCGR. We estimate bidding to take three to four months to complete including GMP approval. Based on high-level discussion with construction managers that we are currently working with, the estimated construction for the new building alone is estimated between 42 and 48 months. The variation in time is to account for variables of the site, final layout, lead times for materials and equipment as well as many other factors that impact projects of this magnitude.

Pre-Construction (22-months): Starting July 1, 2023, we anticipate programming and schematic design to take four months with approximately 2.5 months for design review, estimating, value management and approval to proceed to design development by the building committee. Note that the design review and estimating effort will fall over the winter break therefore we assumed some inefficiencies during this time.

The Design Development phase (DD) is the bulk of the design effort in our opinion. This is the phase where the design is further refined, systems are specified and design, programming is finalized, etc. We estimate this phase to take five months to complete with an additional 6 to 8 weeks for design review, estimating, value management, and approval by the building committee to proceed to construction documents phase. In addition, we typically schedule the Schematic Design Review meeting with OSCGR during this phase. We recommend holding these after the SD estimating reconciliation is complete so that we can provide a clear update to the state on the progress of the project.

Near or at the completion of the DD phase, permitting would start for the project. We have shown eight months for the permitting process but that duration can vary from municipality to municipality. Early discussions with the city staff is recommended to confirm the full process, submission dates and expectations.

The Construction Document phase is estimated to take five months to complete as well. Similar to DD, we estimate 6 to 8 weeks for design review, estimating, and value management. Concurrently we recommend performing the third-party code review and third-party structural peer review. The code review may be performed by the city's building official and fire marshal but most authorities having jurisdiction (AHJs) request a third-party review do the bulk of the review on their behalf. We estimate the code review and structure review to take 8-weeks to complete.

Upon completion of the code review, peer review, estimating, design reviews and ultimately incorporation of the comments into the final construction documents by the design team, approval of the plans, specifications, and estimate are required by the board of education and the building committee. The BOE and building committee, as well as the authorities having jurisdiction are required to sign off on the SCG-042 form prior to requesting the Plan Completion Review (PCR) with OSCGR. Once complete, the district and the project team can request the PCR meeting. For a project of this scope and magnitude, we expect the full approval process to take between two and three weeks to complete before receiving written authorization to bid by OSCGR.

Bidding (3 to 4 months): Bidding is anticipated to start May 2025 and take between three and four-months total complete. This duration is from advertising of the project until full approve of the guaranteed maximum price amendment approval (assuming it's a construction manager delivery). Within that time frame bid dates will most likely move due to addenda being issued. Early award of select trade packages may occur also (e.g. site work, structural steel, HVAC, electrical, etc.) to allow the CM to get a head start on the work. We caution approval of any trades prior to receiving all bids in order to ensure the project is within the construction budget.

This bidding phase will also include scope review of all trade packages. We anticipate anywhere from 25 to 30 trade packages for this project. Note that the number of packages will depend on the construction manager selected and how they bid projects as well as the Commission on Human Rights and Opportunity (CHRO). This project will be subject to Small Business Enterprise (SBE) and Disadvantage Business Enterprise (DBE) set-aside requirements by the state. CHRO typically will add additional small packages to provide opportunity for smaller contractors to participate on the project.

Construction (42-48 months): Given this is a new project, and the limited information available at this time, we are simply proposing two major phases for the project but acknowledge that there will be additional phases added resulting from logistics of the site, impacts to the existing operations, utility connections, and other factors unknown at this time. The first phase is the construction of the new building itself with the second phase consisting of the abatement and demolition of the existing building and restoration of the site parking and play fields. This second

phase may certainly be broken up into additional phases depending on how the construction manager elects to construct the project (subject to owner approval.)

We anticipate the new building to take between 42 and 48 months to construct and be substantially complete. Due to the sheer size of the building and the anticipated tight site shown on the JCJ study, we expect the build could take longer than 42-months. It's very dependent on site logistics, utility connections, material lead times, labor availability, and other factors that need to be flushed out during the design phase.

Once the new building is substantially complete in Spring 2029, new furniture and equipment (assumed to be new) will need to be installed prior to the existing operations moving over to the new building. We anticipate this process to take approximately four months to complete with lingering deliveries and installations being a possibility due to lead times. This process would start in April 2029 and be substantially complete by the end of July 2029.

Move management and coordination with the school administration and staff would need to start in the fall of 2028 in order to properly plan the heavy move for summer of 2029. Planning would continue through June of 2029 with moves occurring immediately following graduation. The move will be an extremely heavy lift for the summer and contracting of move services in early 2029 is recommended to secure labor.

Abatement, Demolition and Site Work (12-months): Upon the move being completed, the construction manager can start abating the existing building, disconnecting utilities, and ultimately demolishing the building. We estimate the abatement and demolition to take anywhere from six to eight months to complete. We recommend the building area over any proposed parking lots be completed first to allow the construction of the parking lots and supporting utilities. The fields would ultimately be constructed following the parking lot construction. It is estimated that the full abatement, demolition and site work would take 12 months to complete. This is fully dependent on many unknown factors that need to be studied during design.

Depending on the construction of the fields (natural turf versus artificial turf), use of the fields will vary on growing seasons and weather. Typically, natural field will take two full growing seasons to be ready for play. Restrictions on use of pesticides and herbicides also impact when fields are acceptable for play.

We anticipate the final completion of the physical work to be in the summer of 2030. Final closeout of the project with OSCGR is anticipated to take a minimum of 12 month after final payment to all vendors as this is dependent on the review of state change orders by that office.



Project Leaders

I hope that this letter has sufficiently addressed the questions transmitted to us on December 14, 2022. Should the committee have any questions or require clarification to a question, please do not hesitate to reach out to me directly. We appreciate the opportunity to provide the owner's representative services for the Westhill High School project and are committed to helping you meet your objectives. you have questions or require additional information, you can contact me at charles.warrington@collierseng.com or (860) 235-5313.

Sincerely,

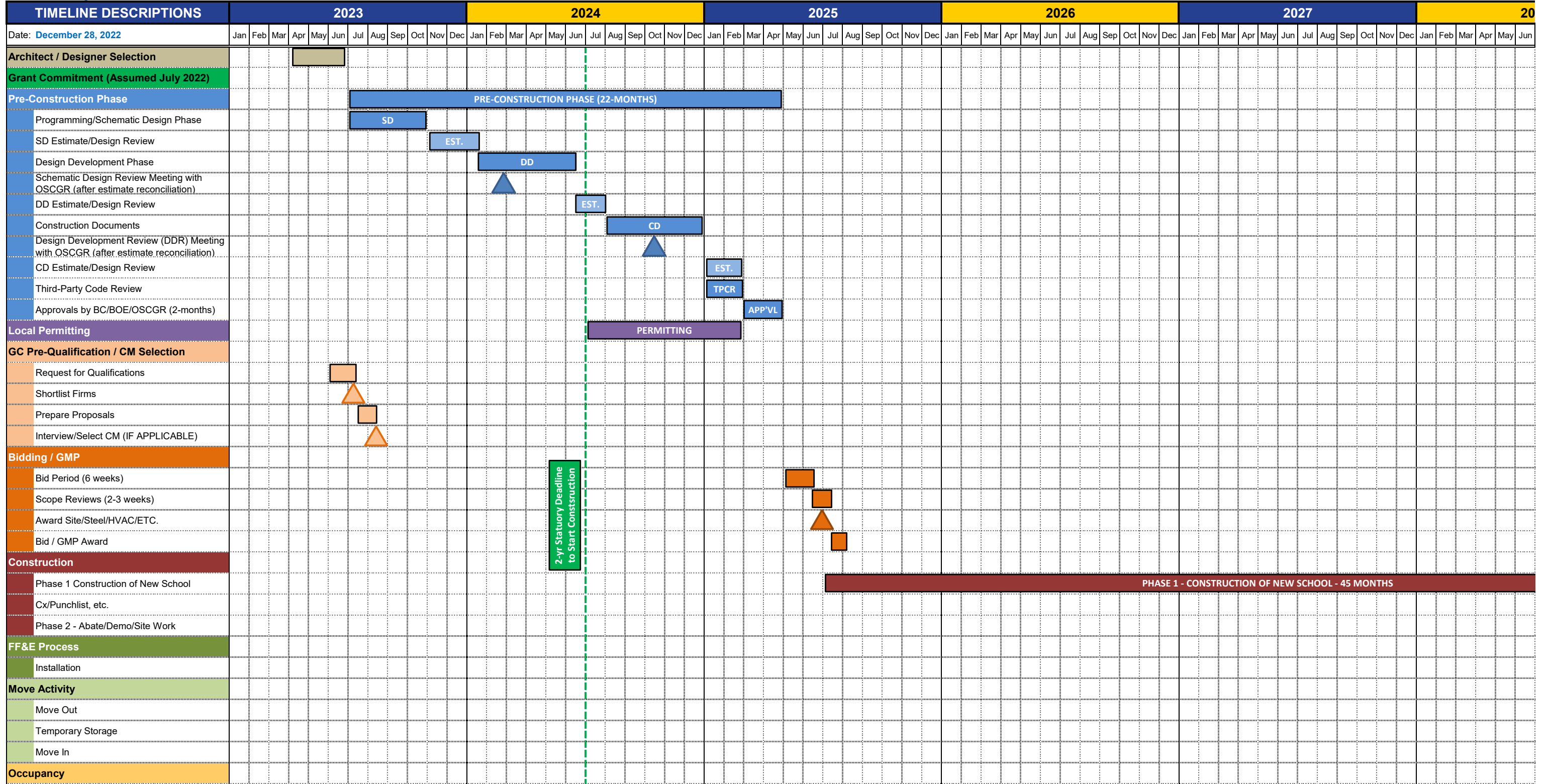
A handwritten signature in blue ink that reads "Charles E. Warrington, Jr." with a stylized flourish at the end.

Charles E. Warrington, Jr., PE
Director, Project Management Services

Enclosure - Draft Project Schedule

PROJECT SCHEDULE

City of Stamford
Westhill High School



PROJECT SCHEDULE

City of Stamford
Westhill High School



TIMELINE DESCRIPTIONS	28						2029												2030												2031																							
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec												
Date: December 28, 2022																																																						
Architect / Designer Selection																																																						
Grant Commitment (Assumed July 2022)																																																						
Pre-Construction Phase																																																						
Programming/Schematic Design Phase																																																						
SD Estimate/Design Review																																																						
Design Development Phase																																																						
Schematic Design Review Meeting with OSCGR (after estimate reconciliation)																																																						
DD Estimate/Design Review																																																						
Construction Documents																																																						
Design Development Review (DDR) Meeting with OSCGR (after estimate reconciliation)																																																						
CD Estimate/Design Review																																																						
Third-Party Code Review																																																						
Approvals by BC/BOE/OSCGR (2-months)																																																						
Local Permitting																																																						
GC Pre-Qualification / CM Selection																																																						
Request for Qualifications																																																						
Shortlist Firms																																																						
Prepare Proposals																																																						
Interview/Select CM (IF APPLICABLE)																																																						
Bidding / GMP																																																						
Bid Period (6 weeks)																																																						
Scope Reviews (2-3 weeks)																																																						
Award Site/Steel/HVAC/ETC.																																																						
Bid / GMP Award																																																						
Construction																																																						
Phase 1 Construction of New School																																																						
Cx/Punchlist, etc.																			Cx/Punchlist																																			
Phase 2 - Abate/Demo/Site Work																			PHASE 2 - ABATE & DEMO EXIST SCHOOL/ SITE WORK 12-																																			
FF&E Process																																																						
Installation																			FF&E Install																																			
Move Activity																																																						
Move Out																			Move Planning/Packing						Move																													
Temporary Storage																																																						
Move In																																																						
Occupancy																									★																													