



Susana Measelle Hubbs <susana.hubbs@capeelizabeth.org>

Re: [CE SBAC] Re: Chance to chat with new Owner's Rep on 7/10

1 message

D Andrews <andrews1958@hotmail.com>

Wed, Jul 5, 2023 at 8:36 AM

To: Michael Hussey <mhussey@gmail.com>, Christopher Record <crecord@capeelizabethschools.org>

Cc: "SBAC (CE School Building Advisory Cmte)" <cesbac@capeelizabethschools.org>

To Michael:

Thank you Micheal as I have the same questions as you. We are a group and as a group we should all have a say on what meetings should take place. When they will be held along with the meetings's agenda. Meeting invites should always be sent out to the members to make sure they have our meetings in their calendar. Members can then choose if they want to attend or not.

To our Committee :

As I had mentioned last week, I was not at all happy with the interviews that we had with the two O/Rs. They were some of the weakest interviews that I had ever attended for hiring an O/R. To rush both of these through in one night and for each member of our committee to only to be allowed to ask them just a couple of questions was ridiculous. We have now given over \$200,000+ dollars along with a lot of responsibilities to a company that we do not know if they are experienced enough to handle our project or not. This will not be your typical O/R project in the beginning. Maybe others feel that they can do it "which is great" but my comfort level is not there at this time. I feel this is due to the lack of asking to few questions and rushing the hiring process all for the sake of saying that we have hired an O/R. I do take partial blame for this as I should have just refused to only ask two/three questions and to not rush both interviews.

To Chris:

With reference to my earlier construction questions for David which were generated from our site walk. Do I just need to set up a meeting with him to discuss them? Should these questions and answers need to be documented for others to read?

Below are a few questions that I would like to discuss with our OR during your next meeting with him on July 10th at 4:00pm. Some of these items may have been discussed/finalized during your contract negotiations but I would still like to hear the O/R's answers to them. I may have additional questions from his answers. If there is no time at this meeting I can do it at a latter date.

Thanks

Questions and comments for the O/R:

Coming up with a school budget is our highest priority. How do you plan on doing this when the scope of work and or the design has not even been determined and approved?

During your interview, you were asked what is your plan for your first weeks of the project. You stated for you and your team to dive into the drawings. Can you elaborate on what you mean by this? I would think there would be other priorities first. Do you plan on providing us with a project execution plan so we can have an idea on how you plan on starting the project?

It has been mentioned numerous times that your job will be to guide us through the process. Please explain what your interpretation of the process is and the steps you will take to guide us through the process?

I was told that your O/R proposal costs were pretty much cut substantially from what you had in your proposal.. I was not involved in the final negotiations of your contract . Could you explain where these cost were cut and why they were so inflated in your proposal? Was it due do to you not understanding the SOW in the RFQ?

The better part of the town voted against the 100+ million dollar school construction project. What is your plan to bring both parties together so they can agree on both the design and budget? How do you plan on keeping the town updated on the progress being made and the budget that you are working on? We need to do a better job than the last time. What will you do differently? The town just cannot afford to do another full blown design and then have it voted down by the public.

I have started reviewing Colby's construction estimate and to be honest with you I do not think it is at all accurate. I am not sure if they got their pricing from historical data or by calling up contractors and vendors. Everyone knows about this 100+ million dollar budget. Do you feel it is worthwhile to reestimate their budget? Is it possible the original design is much less or more than the 100+ million?

The town spent close to a million dollars on a design that was not approved and a budget that I have no confidence in from Colby. Now we are spending over \$200,000+ on your firm to provide us guidance on how we can get a new or retrofitted school that will satisfy all of our residents. I am continuing to hear that the \$200,000+ is to only get us to referendum. (I am not sure of the final amount when the contract was signed as I was not invited to these negotiations.) It will be much more if my forecasted hours and dollars for you and your staff are correct which I have listed further down in this email. So with that being said, the town will also have to spend more money on design prior to the referendum which could cost us possibly another \$200,000, \$300,000 "or more". How do you plan on addressing this issue? Have you dealt with similar situations such as this before?

Do you have time in your budget for reports that are required by the owner? This should be a normal line item in any O/R budget. I do not see a need for a report with a lot of pictures and fluff. This is just wasted time and money.

I would expect a monthly executive summary report showing what was completed for the month with a listing of problems issues and concerns. A monthly job cost report. An updated project schedule. Most of all, a three-week man loaded, look ahead schedule which should be issued to us weekly. This schedule would show us what you worked on last week, are currently working on for the present week, and what you will be working on for the following week. This would be the best way for us to know what you are making for progress on a daily basis.

Can you tell us when we can we expect a monthly job cost report showing your planned, actual and forecasted hours with costs? This is a critical document so we know how much you have spent to date and how much you plan on spending in the future. I am also use to receiving a 6 month cash flow projection to help us

look ahead to see how much money we will need to allocate to pay your invoices.

Can you tell us when can we expect a project schedule? To me this is the best way to monitor your progress and hours burnt. What scheduling program do you use? Could I receive a live copy of your schedule so I can look at it more closely? I am use to seeing the following in project schedules. You?

1. A line item description
2. Start finish dates
3. Man loaded with hours
4. Milestones
5. Critical path
6. Ties

From my experience, no other documents are more important to the Owner than these five. It gives the Owner a quick snap shot on:

- what is being worked on
- problems, issues, concerns and accomplishments
- if you are on or behind schedule
- how much money is being spent
- how much cash flow will be required to pay your invoices

All OR, engineering, architectural firms are the same. No manager or employee wants to be on nonchargeable hours/overhead. Everyone is looking for these chargeable hours. How are you going to monitor your budgeted hours to insure that non-required staff are not charging to these hours?

Previous companies that I have worked for have sales and directors included in O/ H/ P. Do you fall under either of these titles or is yours that of a PM?

What is included in your O/H/P? What is not?

How much markup do you put in your burden rate to come up with your charge out rate?

During your contract negotiations was there any money set aside for

contingency? If so how much? What do you use as a guideline for setting a contingency amount on a project? This will need to be looked at very carefully with having so many unknowns on this project.

Was a payment schedule discussed and included in your contract? Is it based on milestones? Deliverables or just hours charged to the project? If it is just hours, what incentive do you have to finish this phase of the project? As the owner, we have no idea how many hours we are being charged by you and your staff until we start receiving your invoices.

During your interview I was not given enough time to dig into your proposal and costs before you were selected. Below are some potential costs for you and your staff to our project.

Let's say 14 months just to get to referendum

\$250 PM an hour? (Just an estimate at this time)
40 hours a week
\$10,000 a week
\$40,000 a month

\$ 560,000 over 14 months "for the PM alone

With a contract amount of \$250,000 (to be confirmed)and your PM rate @ \$40,000 per month the contract amount would only cover your time alone for 6.25 months.

Add a few more of your staff to the project . Let's say 4 who are working part time

\$600 per hr for 4 employees @ \$150hour (Just an estimate at this time)
80 hours a week - 4 employees working 20 hours a week each
\$48, 000 a week
\$192,000 a month

\$ 2,688,000 over 14 months for 4 part-time employees

Since you are not in Maine, there will be additional charges such as travel and

living costs. Did you include money in your budget for these items?

Some rough numbers for travel to Cape Elizabeth

\$143 = 220 miles from Boston to the Cape Elizabeth and back @ \$.65 per mile.

\$100 day for meals.

\$300 for a motel for late meetings.

\$1000- 4 hours to travel up and back / \$250 an hour charge out rate.

\$1600 for each persons visit to Cape Elizabeth .

\$22,400 "Minimum of one visit/one person a month over 14 months

How many visits do you plan on making per month? How many others will need to travel? How many trips were in your estimate? Can these meetings be done through Zoom which would be much cheaper?

Summary

\$560,000 over 14 months for the PM alone

\$2,688,000 over 14 months for 4 part-time employees

\$22,400 Minimum of one visit a month over 14 months

\$3,270,400 Estimated cost for the PM, 4 part-time employees and visits to Cape Elizabeth over 14 months.

Will you be managing other projects or assigned to ours 100%? Do you see yourself working 40 hours a week on our project for 14 months? Is there enough work to do so? What others departments will be assigned and charging to the project?

One of the bigger costs and challenges on this project will be logistics which few have spoken about.

-Demolition and construction in and around an operating school

-Off site staging areas

-Construction delays/ potential claims

-Equipment delays

How do you plan on putting a price and schedule together for this work?

You mentioned in your interview that you have an extensive library to help you in estimating costs? Does that include pricing equipment? Say AHUs. How will you

come up with an accurate price without having the school design finalized? The size of the school will determine both the size and amount of the units that will be required. Also, most vendors will only honor their price for up to 60 days. There are many other big dollar items similar to this example. These prices can easily destroy a lump sum budget if not done correctly. What is your plan on how to accurately price high dollar items for a budget when the size and the number required has not been determined?

A similar question for the hiring of the architect. This work will have to go out for tender. How do you plan on writing the SOW? How will you determine how many hours will be allotted to their contract? How will you manage their hours to insure that they are keeping their design to a minimum? What is your plan on how much design they can do? We cannot afford another full blown design along with spending 100s of thousands of dollars on a design and then not have it approved by the public.

Chris mentioned the school enrollment. Some residents feel that the enrollment is up while others feel it is going down. How will you use this information to help you to come up with a budget?

The turnover rate has always been high in engineering, construction and cm firms. I cannot tell you how many pms, engineers, and other critical employees have left during the middle of projects that I have been on. Some have taken and or deleted project files that greatly impacted the project. What is your company's policy for storing project information on their personal computers? What other security measures does your company have in place to protect project files?

With you being in the Boston area how do you plan on keeping open communication with our committee in Cape Elizabeth? More meetings? Emails? RFIs? How have you done this in the past with previous owners? What do you consider your level of authority on our project for decision making?

Sent from my iPad

On Jul 4, 2023, at 10:31 AM, Michael Hussey <mhussey@gmail.com> wrote:

Two questions --

1) Shouldn't this meeting be open to current SBAC members, as well? Or at minimum, shouldn't our

construction sub-committee (Penny, David, and Patrick) also attend?

2) Why was this meeting not discussed at last Thursday's SBAC meeting?

It seems strange that the prior committee would get to meet with the new owner's rep before the SBAC does.

Thank you,
Michael

On Friday, June 30, 2023 at 7:38:12 PM UTC-4 Tim Thompson wrote:

Chris

Thanks for the invite. I will not be able to meet on that day at that time. If it were available remotely, I could possibly dial in. I'd also be happy to send my thoughts to him by email or a separate phone call. Could you please invite Mary Ann Lynch to the meeting to offer her input from being on the last committee? I think this kind of feedback from those that worked on the building project previously would be valuable for the CESBAC. I continue to follow the new committee and am pleased with the group currently working on a plan that will meet our needs and be supported by the citizens in a referendum. Have a great weekend.

Tim

From: "Record, Christopher"

To: Stephen", Caitlin", "Erin Taylor", "Lindsay Barrett", "Jenn Edelmann Grymek", "Tim Thompson", "Rachael Sheskey", "Christopher Drake", "Amanda Marsden"

Cc:

Sent: Friday June 30 2023 12:56:08PM

Subject: Chance to chat with new Owner's Rep on 7/10

Hi everyone,

I hope your summer has started off well. As you may know, we have formed a new building committee called the School Building Advisory Committee (SBAC). It is co-chaired by one School Board member (Cindy) and one Town Councilor (Penny) and consists of an additional SB member, an additional TC member, and five other community members. The Town Manager and I are also non-voting members.

SBAC, with the endorsement of the SB & TC, recently hired an Owner's Rep to guide our examination of the past project and guide us going forward to find a solution(s) to our building needs. [Our Owner's Rep, Chuck Adams, would like to chat with any of you from the prior building committee about the past project that would like to. He has time available on 7/10 between 11 a.m. - 1 p.m.](#)

Please let me know if you would like to meet with him. It may be a few of you at the same time.

Thanks,
Chris

Chris Record, Ph.D.
Cape Elizabeth Superintendent
[320 Ocean House Rd](#)
[Cape Elizabeth, ME 04107](#)
[#207-799-2217](#), ext. #271 (Jen Lakari, Admin Assistant)

Under Maine's Freedom of Access law, documents - including e-mail - about school district business

are classified as public records and may be subject to disclosure.

[small_open_doors.jpg?attachauth=ANoY7cqC](#)



Open Minds and Open Doors

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