

**From:** [Larson, Erik](#)  
**To:** ["Charles Warrington"](#)  
**Cc:** [Tramontozzi, Domenick](#); [Grafstein, Cindy](#); [Quiñones, Matt](#); [McCarthy, Kevin](#); [Smith, Michael](#); [Casolo, Louis](#); [Mahoney, Dennis](#)  
**Subject:** RFP#887, Owner's Representative for New Westhill High School - Colliers  
**Date:** Thursday, January 19, 2023 2:40:46 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[RFP#887 Post Interview Follow Up Question Table.docx](#)

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Please review and respond to the questions below by noon on Wednesday, January 25, 2023.

In addition, please complete the grid on the attachment.

Note, if there are additional interviews, please make sure all staff that will be assigned to project, particularly during construction phase, are available to speak to their experience and expertise.

Questions:

1. Please explain the process you would employ to review a Change Order proposed by the contractor and how you determine the legitimacy of the scope in question and the proposed cost?
2. With regard to a CO, what steps will you need to take to obtain an efficient review and approval by the State to maximize the CO amount as an eligible cost?
3. What can be done on the project to control and minimize the CMR's holds and allowances?
4. Please indicate your understanding of what the State is looking for to ensure the use of a CMR allowance and contingency is an eligible project cost? What process will you put in place to limit the use of the CMR allowance and/or contingency and ensure State acceptance as an eligible cost?
5. Will you carry a fee for cost estimator is in the proposal? If not, how will you provide estimating cost assessment throughout the life of the project?
6. Please explain where all staff assigned to the project will work on a daily basis and how you plan to work together as a team. How often will you be meeting as a team? Do you meet remotely or in-person? For the team assigned, list each person's number of years in the industry, number of years with your firm and detail prior experience working together on significant projects.
7. Confirm your fee is based on the timeline as presented in Addendum No. 1. If the project schedule changes how are changes reflected in your fee proposal? If you believe the timeline proposed is unrealistic or not sufficient please provide in detail your best estimate for anticipated project development, construction and closeout to occupancy.
8. You will be expected to provide a monthly report (executive summary and detail) that will capture key issues and written record of what has happened in each area, such as design, construction, financing to provide insight into the overall status of the project.

Erik J. Larson

Purchasing Manager

203-977-4107

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**From:** Larson, Erik

**Sent:** Tuesday, January 3, 2023 4:17 PM

**To:** 'Charles Warrington' <Charles.Warrington@collierseng.com>

**Subject:** RE: RFP#887, Owner's Representative for New Westhill High School - Colliers

Good afternoon Mr. Warrington,

The meeting will be held via Zoom.

The members of the Selection Committee are:

Louis Casolo, City Engineer

Cindy Grafstein , City/BOE Joint Facilities Officer

Dennis Mahoney, Elected Official - Board of Finance

Kevin McCarthy, Director of Facilities

Michael Smith, Director of Facilities - Capital Projects

Domenico Tramontozzi, Senior Construction Manager

Matt Quinones, Director of Operations

Erik Larson, Purchasing Manager

Erik J. Larson

Purchasing Manager

203-977-4107

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**From:** Charles Warrington <[Charles.Warrington@collierseng.com](mailto:Charles.Warrington@collierseng.com)>

**Sent:** Tuesday, January 3, 2023 2:31 PM

**To:** Larson, Erik <[ELarson@StamfordCT.gov](mailto:ELarson@StamfordCT.gov)>

**Subject:** RE: RFP#887, Owner's Representative for New Westhill High School - Colliers

Good afternoon, Erik. Has the committee determined if the interviews will be in person or via Zoom yet?

Thank you, sir.

Chuck

**Charles E. Warrington, Jr., P.E.**

Director of Project Management | Project Leaders

Shareholder

[charles.warrington@collierseng.com](mailto:charles.warrington@collierseng.com)

*\*Please note my email address has recently changed, please update your records.\**

Mobile: 860-235-5313

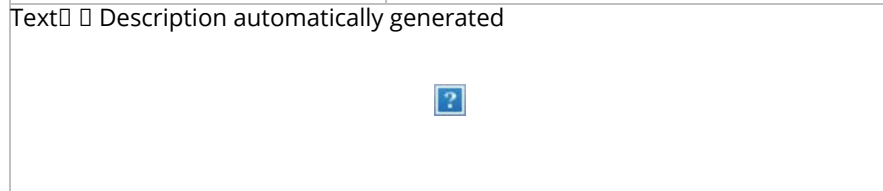
135 New Road | Madison, CT 06443



[cplusa.com](http://cplusa.com)



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**From:** Larson, Erik <[ELarson@StamfordCT.gov](mailto:ELarson@StamfordCT.gov)>

**Sent:** Wednesday, December 14, 2022 3:53 PM

**To:** Grafstein, Cindy <[CGrafstein@StamfordCT.gov](mailto:CGrafstein@StamfordCT.gov)>; McCarthy, Kevin

<[KMcCarthy@StamfordCT.gov](mailto:KMcCarthy@StamfordCT.gov)>; Smith, Michael <[MSmith@StamfordCT.gov](mailto:MSmith@StamfordCT.gov)>; Tramontozzi,

Domenick <[DTramontozzi@StamfordCT.gov](mailto:DTramontozzi@StamfordCT.gov)>; Quiñones, Matt <[MQuinones@StamfordCT.gov](mailto:MQuinones@StamfordCT.gov)>;

Mahoney, Dennis <[DMahoney@StamfordCT.gov](mailto:DMahoney@StamfordCT.gov)>; Casolo, Louis <[LCasolo@StamfordCT.gov](mailto:LCasolo@StamfordCT.gov)>;

Charles Warrington <[charles.warrington@collierseng.com](mailto:charles.warrington@collierseng.com)>

**Subject:** RE: RFP#887, Owner's Representative for New Westhill High School - Colliers

**This message originated from outside your organization**

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Dear Mr. Warrington,

Thank you for your proposal in response to RFP#887, Owner's Representative for New Westhill High School. Your firm has been selected by the Selection Committee for an interview on January 10, 2023 at 10:30 AM. The meeting format, in person or via Zoom, is TBD. Please plan on a presentation, which should not exceed 30 minutes, followed by a 30 minute Q&A. Do not repeat information found in your proposal. Address the questions below.

In advance of the meeting, we ask that you provide a written response by COB on Dec. 28, 2022 to the following questions.

**Questions to respond to in writing by Dec. 28, 2022**

1. Describe the role and scope of the owner's representative and the most critical tasks they perform.
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.
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?
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?
5. How have you assessed school security during construction on current or past projects?
6. How has your firm managed public outreach to city officials and to the general public on current and past projects?
7. What do you consider the most important items in maximizing OSCG&R 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.
8. Please describe the project controls you put in place to ensure budget and schedule compliance as well as ensuring project quality.
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?
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 OSCG&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.

**Questions for the presentation**

1. How do you best measure your performance on a project of this size and how has your firm provided recommendations to control costs while maintaining project objectives?
2. In your experience what are the most important considerations in selecting an A/E firm for design & construction administration services on a project of this size?
3. Relating to the construction of this size, which delivery method is preferable from your experience GC, CM or CMR and why?
4. When in the process do you envision bringing on a CM or CMR and what things will you be looking for in the procurement of those services?
5. Please review your understanding of the WHHS site and identify your initial concerns of the site while keeping the school active while performing construction at the same time (access, blasting, and use of the site during the day while teachers, students, and parents are moving

around the property) during school and during off hours.

6. What's your process to identify special construction related to educational technology, security, IT, audio/visual, door access control, HVAC automation, building fire and intrusion, etc.? How do you ensure integration of new equipment with district wide standards and operating programs?

Please confirm your availability.

Best,

Erik

Erik J. Larson

Purchasing Manager

203-977-4107

-----Original Appointment-----

**From:** Larson, Erik

**Sent:** Tuesday, December 13, 2022 4:07 PM

**To:** Grafstein, Cindy; McCarthy, Kevin; Smith, Michael; Tramontozzi, Domenick; Quiñones, Matt; Mahoney, Dennis; Casolo, Louis; 'charles.warrington@collierseng.com'

**Subject:** RFP#887, Owner's Representative for New Westhill High School - Colliers

**When:** Tuesday, January 10, 2023 10:30 AM-11:30 AM (UTC-05:00) Eastern Time (US & Canada).

**Where:** TBD