



# Town of Ledyard

Bid# 2016-03



Clerk of the Works Services

-  
Ledyard Policy Facility  
July 20, 2015



**CREC Construction Division**  
owners representative services

July 20, 2015

Mr. Charles Karno  
Town Planner  
741 Colonel Ledyard Highway  
Ledyard, CT 06339

RE: Request for Proposals for Clerk of the Works Services #2016-03  
Ledyard Police Facility

Dear Mr. Karno:

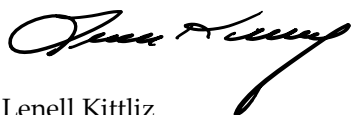
We are pleased to present our submission in response to your request for qualifications. We feel very confident that we will be able to provide the Town of Ledyard with the high level of service and expertise it requires to make this project a lasting success. CREC has a history of successful collaboration with municipalities throughout the state including Essex, Stratford, West Haven, Canton, New London, Barkhamsted, Westbrook, Hartford, East Haddam and Killingsworth.

For this assignment, we can provide the required services independently and have highly qualified staff currently in place with extensive experience working in public facility construction in the State of Connecticut. The project team dedicated to the Ledyard Police Facility Project have years of experience in construction and exceed the qualifications listed within the RFP. We oversee projects in all stages, from performing existing condition surveys, to preparing grant applications and educational specifications, to design and construction oversight, all the way through close-out. Understanding the entire process, from beginning to end, and having participated in multiple large scale construction projects and billion dollar programs, gives our team an in-depth knowledge and experience that can provide you with services that will surpass your expectations.

CREC believes in a team approach, bringing the weight of our whole organization provide you with top-notch services. Our Construction Services team is comprised of true specialists in their field of work, who come from different backgrounds such as construction, architecture, engineering, accounting, among other specialized fields. Although we present a team for this project, please know that the depth of our organization stands at-the-ready to assist as needed. Our extensive experience gives us the insight on how the various industries work and their respective services combined with the practice of sound and sophisticated program management. Collectively, our staff has managed over \$2 billion of diverse construction projects in the State of Connecticut.

A non-profit organization, CREC works directly with municipalities across the State to ensure citizens have access to first rate facilities and resources. We truly appreciate the opportunity to submit our proposal and look forward to working together towards this common goal and objectives of Ledyard Police Facility: meeting the needs of the Town by facilitating the delivery of a high quality public safety facility that will serve the community in the near future and for other posterity.

Sincerely,



Lenell Kittlitz



## LAUREL ELEMENTARY SCHOOL BLOOMFIELD, CT

CREC Construction Services provided Owner's Representative services for additions and renovations to the Laurel Elementary School in Bloomfield, CT. New additions included six (6) Kindergarten Classrooms, Library, Computer Lab, Art, Music, Nurse's Suite and Administration Area. Renovations to the existing building included replacement of the roof, new mechanical, electrical and technology systems, complete code updates, new finished and site improvements.

Services included assisting the owner with architect and CM selection, coordinating the design, estimating and bidding processes, overseeing the construction process, managing the project budget, preparing sub consultant RFP's and coordinating all FFE installation and move management services for the owner. The project completed on time and \$1,900,000 under budget.



Client  
Town of Bloomfield

Assignment  
Owner's Representative

Services  
Financial Analysis  
Pre-Design Administration  
Design Administration  
Construction Administration  
CT OSF Administration  
Schedule Management  
FF&E Planning & Oversight  
Post-Occupancy Closeout

Project Facts

- Extension/Alteration
- 24 Month Schedule
- \$12M Metacoment
- \$17M Laurel
- \$28M Carmen Arace

Owner Reference:  
Mr. Christopher Leone  
Operating Officer  
Bloomfield Public Schools  
1133 Blue Hills Avenue  
Bloomfield, CT 06002  
860-769-4246  
cleone@blmfld.org



## ROCKY HILL HIGH SCHOOL ROCKY HILL, CT

The goal of the Rocky Hill High School project is to address the problems identified by the NEASC evaluation. The high school, which will be fully renovated will include new science labs, special education, athletic facilities, HVAC upgrades, and other ADA code requirements.

CREC was brought in during the construction phase to add another set of eyes into the process. As superintendent it is our role to review the work of the trades and construction manager, ensuring all items flow smoothly. We maintain communications with the Town stakeholders to keep them informed of the daily progress on construction.



Client  
Town of Rocky Hill

Assignment  
Superintendent

Services  
Construction Administration  
Quality Control  
Schedule Oversight  
Records Management

Project Facts

- Renovation
- 36 Month Schedule
- Multiple Phases in Occupied Facility
- 167,000 sf
- \$50M budget

Designer  
Friar Associates

CM at-risk  
O&G Industries

Owner Reference:  
Dr. Mark Zito  
Superintendent  
Rocky Hill Public Schools  
761 Old Main Street  
Rocky Hill, CT 06067  
(860) 258-7720  
zitom@rockyhillps.com



## PUBLIC SAFETY ACADEMY ENFIELD, CT

The CREC Public Safety Academy is a 145,000 SF, \$68,000,000 magnet high school. The school design includes crime scene lab, fire sciences lab, “wet” lab, fire safety training lab, emergency medical technician lab, dispatch lab and the infrastructure to support an Emergency Operations Center in the future. The grade configuration consists of grades 6-12.

This project was a publically funded school project and overseen by the State of Connecticut, Department of Construction Services (DCS). As such, all aspects were met successfully, including site acquisition, working collaboratively with DCS.

In addition to meeting the Connecticut High Performance standards, CREC is installing a photo-voltaic system to reduce the operating costs of the building. CREC is also applying for a medium Z-REC status to help reduce costs even further.

Client  
Capitol Region Education  
Council

Assignment  
Project Management

Services  
Financial Analysis  
Pre-Design Administration  
Design Administration  
Construction Administration  
CT OSF Administration  
Schedule Management  
FF&E Planning & Oversight  
Post-Occupancy Closeout

Project Facts

- New Construction
- 24 Month Schedule
- Fire sciences lab
- 6,000 sf atrium
- 145,000 sf
- \$68M budget

Designer  
S/L/A/M Collaborative

CM at-risk  
FIP Construction

Owner Reference:  
Ms. Dina Crowl  
Superintendent  
CREC Magnet Schools  
111 Charter Oak Ave.  
Hartford, CT 06106  
860-524-3603  
[dcrowl@crec.org](mailto:dcrowl@crec.org)



## TWO RIVERS HIGH SCHOOL INCUBATOR COLT FIREARMS ADMINISTRATIVE BUILDING HARTFORD, CT

Located in the former Colt Firearms administrative building on the Colt Gateway campus in Hartford, Connecticut, total design and construction of the CREC Two Rivers Magnet High School was completed in less than 9 months. The school which focuses STEM (Science, Technology, Engineering and Math) occupies 45,000 square feet for approximately 330 students. The project is a seed school that is expected to expand to a complete ninth through twelfth grade program encompassing a total of 440 students. The school inhabits an existing three story masonry skinned steel structure that at one time served as Colt's administrative office building. Due to years of abandonment and neglect, renovation of the building required new roofing, windows, masonry stabilization, and structural upgrades all of which were designed to meet Connecticut and U.S. National Park Services standards.

Client  
Capitol Region Education  
Council & Colt Gateway

Assignment  
Project Management

Services  
Design Administration  
Construction Administration  
Schedule Management  
FF&E Planning & Oversight  
Post-Occupancy Closeout

Project Facts

- Historic Renovation
- 8 Month Schedule
- 47,000 sf
- \$10M budget

Designer  
Maier Design

General Contractor  
Bartlett Brainard & Eacotte

Owner Reference:  
Ms. Dina Crowl  
Superintendent  
CREC Magnet Schools  
111 Charter Oak Ave.  
Hartford, CT 06106  
860-524-3603  
dcrowl@crec.org

## Project Approach

At CREC Construction Services we approach each project with a critical look at the unique aspects and challenges it presents. We work with the client to tailor our approach depending on specific needs and concerns that must be addressed to make the project a success. Critically evaluating owner-driven project priorities enables us to take the next step: building the best strategy to achieve success. A clear understanding of the Owner's desired outcome at the onset significantly improves the team's ability to control costs, develop and implement the schedule, and ensure a quality product will be achieved.

Successful communication and reporting among team members throughout the project begins by involving all stakeholders as early in the process as possible. Methods and expectations to ensure clear, continual communication are detailed. Communicating the understanding that project objectives are shared among all participants identifies a collaborative purpose and shared goal of success.

We understand the critical importance of detailed project reporting. Verbal instructions or observations are always supported and shared in writing. We facilitate and record regular and special team meetings, following up to ensure timely completion of all action items. CREC facilitates the resolution of issues, records the action to be taken, and expedites appropriate correction or modification with minimal impact on cost and schedule.

CREC assumes a leadership role in guiding the project team through the often complex process of developing a new or improved facility. Each member of our staff is experienced in facilitating construction projects of all scales and types. We are experts at reviewing educational specifications, recognizing and resolving compliance issues, and proposing and implementing construction and move phasing as called for. We have successfully completed 150,000 SF new schools, renovations and additions to existing facilities, overseen hazardous material abatement, window replacement and photo voltaic installations. We are a unique resource in our industry, dedicated exclusively to making a contribution to the creation of state-of-the-art learning environments.

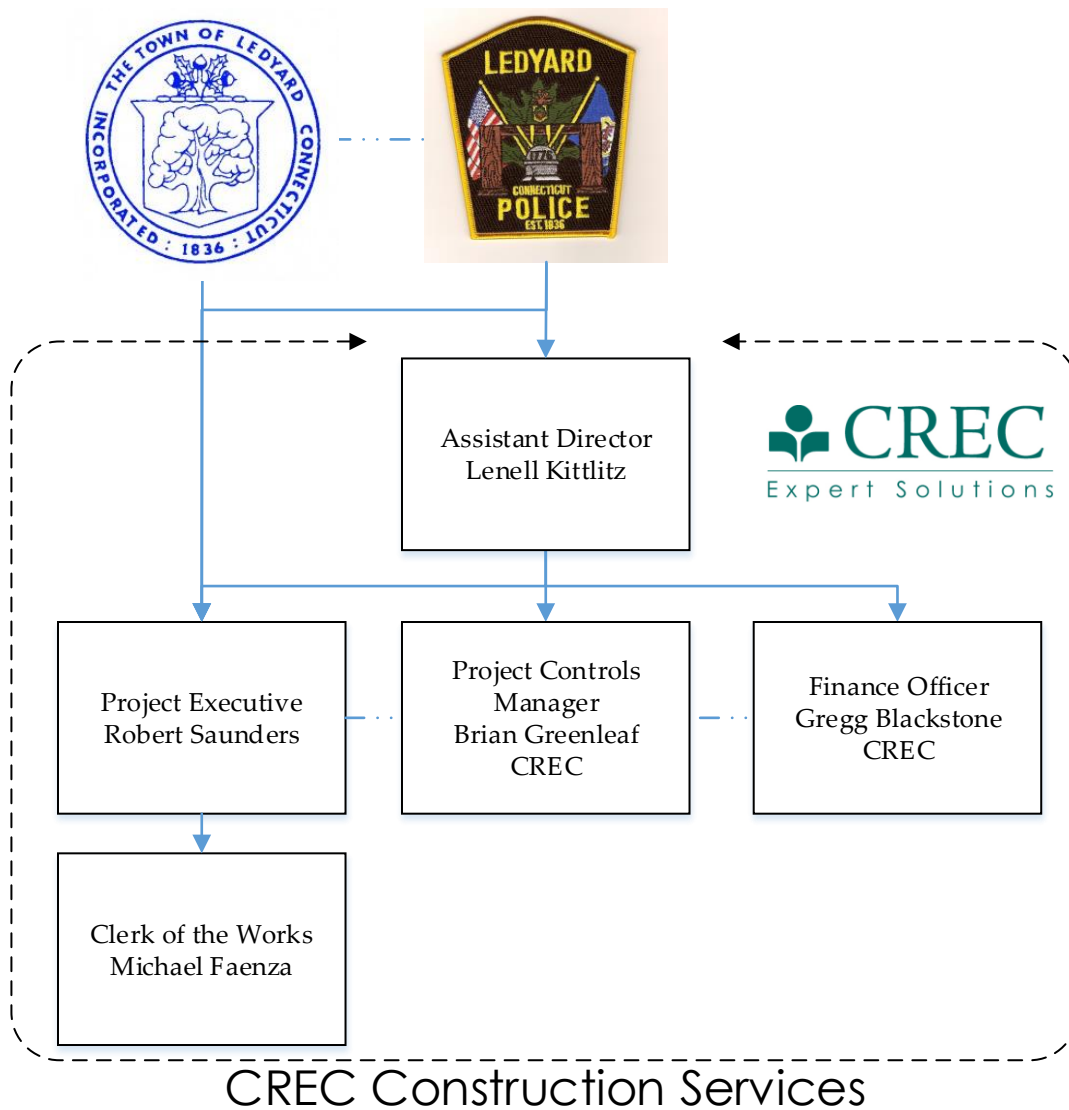
CREC achieves quality assurance by adapting proven tools and control methods to the specific characteristics and needs of each project. Taking a team approach as early in the process as possible, we collectively identify clear goals and standards of quality, safety and performance expected by the owner. We collaborate with the owner to develop a quality plan that will ensure the best path to a successful outcome.

CREC, as the owner's representative, works with the construction manager to create a comprehensive quality control and assurance approach and strategic plan. The plan verifies personnel needs, procedures, instructions, and record keeping formats. We outline specific procedures for purchasing, subcontracting, and processing shop drawings, submittals, and certifications. The tools and methods are familiar to all and in place prior to beginning work.

Maintaining regular, detailed documentation and reporting of activities relative to construction progress, schedule, cost analysis, safety, risk, and testing is critical to project success. We will see that project reports on quality, safety and inspection activity are maintained and issued daily, weekly, and/or monthly to consistently track progress and adherence to quality and safety standards.

We interface and oversee communication with state officials, code officials, fire marshals, environmental and public safety officials as the work calls for. We ensure inspection reports are maintained and issued regularly to apprise the team and owner of the work status.

Ledyard Project Team



*CREC International Magnet School  
South Windsor, CT  
Opened: January 2014*



## **Education and Credentials**

### **Yale University**

Certificate, Management Training Institute

### **Central Connecticut State University**

Masters of Science in Organization and Management, cum laude

### **University of Hartford**

Bachelors of Science in Public Administration

### **United States Coast Guard**

Honorable Discharge

## **Professional Affiliations**

Society of College and University Planners (SCUP), Northeast Region Symposium Co-Chair

Department of Veterans' Affairs, Board of Trustees, Connecticut

Middlesex Community College Foundation Board Member

Presidents Executive Council Gateway Community College, New Haven, Connecticut

## **Lenell Kittlitz**

### **Assistant Director**

Lenell Kittlitz has been involved in education administration oversight, master planning, educational planning and programming for more than 25 years. Her specialty is in management and capital budget development in support of the construction, expansion and renovation of educational facilities. Her strong management skills, professionalism, and financial expertise, are the foundation of her success in highly complex and competitive organizational environments. Capabilities as a team builder and leader allow her to address multiple priorities and challenges in a timely and efficient manner.

Serving as Director of Facilities and Planning for the Connecticut Community College System for 12 years, she oversaw multiple campus master plans, managing over 777 million in public funds to expand and renovate 2.9 million gross square feet of academic space on ten campuses.

Ms. Kittlitz proudly served in the US Coast Guard, and continues to represent Veterans' interests, serving as Board member for the Connecticut Department of Veterans' Affairs, and Treasurer for the Connecticut State Veterans Memorial.

## **Experience**

### **CREC Projects**

- Public Safety Academy, Enfield, CT - \$66,500,000
- Medical Professions and Teacher Preparation Magnet School, New Britain, CT - \$64,500,000
- International Magnet School for Global Citizenship, South Windsor, CT - \$33,000,000
- Reggio Magnet School for the Arts, Avon, CT - \$30,000,000
- Academy of Aerospace and Engineering, Windsor, CT - \$81,000,000
- Discovery Academy, Wethersfield, CT - \$ 51,000,000
- Museum Academy - \$ 45,000,000
- Two Rivers High School - \$110,000,000
- Arts Academy Elementary School - \$45,000,000
- Arts Academy Middle School - \$75,000,000
- West Haven High School, West Haven, CT - \$110,000,000
- Stratford High School, Stratford, CT - \$103,000,000
- New London Magnet High School, New London, CT - \$99,000,000
- Bennie Dover Jackson Middle School, New London, CT – \$50,000,000



## **Robert L. Saunders**

### **Project Executive Manager**

Robert Saunders is a construction professional with more than 35 years' experience. At CREC, he is responsible for multiple multi-million dollar construction projects throughout Greater Hartford with total costs of more than \$1.2 billion. Mr. Saunders has expertise in commercial, residential, educational, healthcare, hospitality, historical renovations, and non-for-profit. Prior to joining CREC he was the president and managing partner of Signature Construction Services where he managed and consulted on numerous multi-million dollar, high-profile construction projects. He holds a Connecticut major contractor's license, a Connecticut home improvement contractor's license, a Rhode Island contractor's license, and a Massachusetts construction super's license.

Before joining CREC, Mr. Saunders also served as the Fire Chief in the Town of Pomfret, Connecticut.

### **Licenses**

Connecticut Major  
Contractor's License

Connecticut Home  
Improvement Contractor's  
License

Rhode Island Contractor's  
License

Massachusetts Construction  
Super's License

### **Experience**

#### **CREC Projects**

- Discovery Academy, Hartford, CT - \$52,000,000
- Academy of Aerospace and Engineering, Windsor, CT - \$81,000,000
- Colt Expansion Program, Hartford, CT - \$20,000,000
- Museum Academy - \$32,000,000
- River Street Autism Program, Hartford, CT - \$7,500,000
- 2014-2015 Temporary Sites Build-out - \$15,000,000
- 2013-2014 Temporary Sites Build-out - \$18,000,000
- 2012-2013 Temporary Sites Build-out - \$15,000,000

#### **Other Projects**

- National Historic Preservation of Colt Firearms Site, Hartford, CT - \$110,000,000
- Station Plaza - seven story office building, Yonkers, NY - \$12,000,000
- Beau Rivage - 22 story luxury condominium building, Fort Myers, FL - \$40,000,000
- U.S. Military Academy Arvin Gymnasium, West Point, NY - \$75,000,000
- Groton-Dunstable Regional High School, Groton, MA - \$26,000,000
- EastConn ACT (Arts at the Capitol Theater) High School, Willimantic, CT - \$11,000,000
- Lexington Partners, Trumbull Centre, Hartford, CT - \$30,000,000
- Naismith Basketball Hall of Fame, Springfield, MA - \$45,000,000



## **Michael Faenza**

Clerk of the Works

Michael Faenza joins the CREC team with years of experience in the construction industry. Prior to working with CREC, Mr. Faenza oversaw projects within the higher education industry, overseeing all aspects of the project from budgeting, coordination, estimating, construction document control, and project closeout.

### **Experience**

#### **CREC Projects**

- New London Magnet High School, New London, CT - \$99,000,000
- Bennie Dover Jackson Middle School, New London, CT – \$50,000,000

#### **Prior to CREC**

- University of New Haven Campus Police Station Renovation
- University of New Haven Hazelnut Café Renovation
- University of New Haven Dormitory Refurbishment
- Yale University Mason Lab Renovation
- Yale University Loria Center Projection Room Upgrades

### **Education**

#### **Central Connecticut State University**

Bachelor's of Science in  
Construction  
Management

### **Licenses and Certifications**

OSHA 10



### **Education**

**Providence College**  
Bachelor's of Arts

### **University of Connecticut**

Master's of Business  
Administration

## **Gregg Blackstone**

### **Finance Officer**

Gregg Blackstone has over 30 years of experience in the public sector. As Finance Officer, he is responsible for maintaining a project portfolio over \$1 billion. Mr. Blackstone joined Construction Services in December 2013. Prior to joining CREC, Mr. Blackstone served as the Business Manager for the Coventry Public Schools and holds a 085 certification from the State.

As Fiscal and Program Policy Section Director for the Connecticut Office of Policy and Management, he was responsible for designing, developing, implementing, and supporting the State's IT budget applications and interfaces with other central and line agency system. Additionally he worked with the Governor, OPM Secretary, agency commissioners, other executives and professional staff in line agencies in the Executive, Legislative, and Judicial branches to formulate and execute annual budgets in excess of \$15 billion in accordance with gubernatorial policy and State law.

### **Experience**

#### **CREC Projects**

- Academy of Aerospace and Engineering, Windsor, CT - \$81,000,000
- Public Safety Academy, Enfield, CT - \$66,500,000
- Medical Professions and Teacher Preparation Magnet School, New Britain, CT - \$64,500,000
- International Magnet School for Global Citizenship, South Windsor, CT - \$33,000,000
- Reggio Magnet School for the Arts, Avon, CT - \$30,000,000
- Discovery Academy, Wethersfield, CT - \$ 51,000,000
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- Arts Academy Elementary School - \$45,000,000
- Arts Academy Middle School - \$75,000,000
- 2014-2015 Temporary Sites Build-out - \$15,000,000
- Stratford High School, Stratford, CT - \$103,000,000
- New London Magnet High School, New London, CT - \$99,000,000
- Bennie Dover Jackson Middle School, New London, CT - \$50,000,000
- West Haven High School, West Haven, CT - \$110,000,000
- Connecticut River Academy, East Hartford, CT - \$57,300,000
- Academy for Advanced Design and Technology, East Hartford, CT - \$ 40,000,000
- Goodwin College Early Childhood Magnet School, East Hartford, CT - \$16,000,000



### Education

#### Hamilton College

Bachelor's of Arts in  
Public Policy

#### University of

#### Massachusetts

Master's of Business  
Administration

Master's of Public Policy  
and Administration

## Brian Greenleaf

### Project Controls Manager

Brian Greenleaf leads the Project Controls team at CREC, working collaboratively with project managers to ensure that the entire \$1.2 billion project portfolio remains in compliance with State regulations and CREC's standard operating procedures. Additionally, he assists the Finance Officer in the financial management of the portfolio.

Since joining the division in 2012, Mr. Greenleaf has worked to ensure tight document control on all projects and helped launch the division's SharePoint site which allows for cloud storage of all important project documentation and custom workflows to ensure all procurement rules are being followed. Currently, he oversees the use of Primavera P6 technology within the division to more accurately track progress on a project. He also leads the effort to drive CREC's continuous improvement of process, procedures, and methodologies.

### Experience

#### CREC Projects

- Academy of Aerospace and Engineering, Windsor, CT - \$81,000,000
- Public Safety Academy, Enfield, CT - \$66,500,000
- Medical Professions and Teacher Preparation Magnet School, New Britain, CT - \$64,500,000
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- Goodwin College Early Childhood Magnet School, East Hartford, CT - \$16,000,000

## What Sets CREC apart

### *Approach and Team Depth*

CREC's unique management approach is to encourage thorough, **collaborative** involvement of the entire array of professionals with a high level of accountability. We believe in and work to build an **integrated team approach** to the construction phase, right through to the operational occupancy. This ensures projects end on time, but also that clients have all the necessary information to operate and maintain the facility for years to come.

- Our communication skills are methodical, organized, thoughtful, and intentional. As professionals in the construction industry, along with being an educational institution, we propel communication to a whole different art form. We possess the skills where we can clearly communicate, both verbally and in writing, to the various levels and disciplines.
- The team has substantial experience in delivering projects, meeting CT High Performance Standards and LEED Certification.
- Through our Project Controls and Finance units, we are able to provide our Clerk of the Works with the support required to properly oversee the responsibilities as described in Section III.
- As illustrated in our proven track record, we are confident that our team is well qualified, possessing the sophistication and experience required for your project.
- All of the team members have years of experience working on different construction projects throughout the State of CT.

### *Experience*

As demonstrated, CREC has fully developed plan of action to step up and assume the role as an Owner's Construction Representative. We understand that the primary objective for the Clerk of the Works is to assist the Town of Ledyard to **maximize its investment**, receive complete reimbursement from the State of Connecticut and provide the citizens of Ledyard win a state-of-the-art public safety facility. The following reinforces how our team is meeting and/or exceeding the additional decision-making criteria:

- CREC has provided project management, construction oversight and clerk of the work services, for numerous clients throughout the state. We have provided a select few that most closely resemble the scope of work of the Ledyard Police Facility
- CREC has a proven track record with the State of CT and its Department of Construction Services.
- As a true owner's project manager, solely performing these services as a specialty, as well as being an operator of over 40 facilities, this puts CREC in a unique position where we are committed to representing and protecting the client's interests unequivocally. No other respondent shares the qualities the CREC team offers, which will be valuable to the Town of Ledyard
- We are providing individuals that can superlatively provide support to day-to-day contact
- The team possesses extensive knowledge and experience with sustainable energy initiatives.

### *Mission-Driven Commitment to Excellence*

As a non-profit organization, we are dedicated to assisting cities and towns throughout the State of Connecticut. Through our commitment to excellence, we are confident that we can provide the high level of service, expertise, and responsiveness necessary for such an important project. Our experience makes us uniquely qualified to manage this project's budget and tight schedule effectively. Understanding the entire process, from beginning to end and having managed, large-scale, **billion dollar**, construction programs, gives us the in-depth knowledge and experience that assures this project will be successful.

## Fee Proposal

We are pleased to submit our fee proposal for Ledyard Policy Facility. As presented within our RFP, CREC Construction Services is experienced and well-qualified to meet the goals and needs of this project, to make it a success for the Town of Ledyard.

Our team approach brings value to our clients in multiple ways. We provide services that go above and beyond our competitors as we are able to bring experts on board as needed throughout the lifecycle of the project. Further, at all stages of the project, you will have access to the full CREC Construction Services team. However, this team approach also helps to bring down cost of superior service to our clients.

**CREC's Proposed Fee:** \$137,620 (subject to negotiation of hours per RFP)

**Number of months:** 14 (August 2015 to September 2016)

**Estimated Monthly Payment:** \$9,830

|                                               | 2015 |     |     |     |     | 2016 |     |     |     |     |     |     |     |     | Total Hours | Hourly Rate | Total             |
|-----------------------------------------------|------|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-------------|-------------|-------------------|
|                                               | Aug  | Sep | Oct | Nov | Dec | Jan  | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |             |             |                   |
| <b>Project Executive</b><br>Lenell Kittlitz   | 8    | 8   | 8   | 8   | 8   | 8    | 8   | 8   | 8   | 8   | 8   | 8   | 8   | 8   | 112         | Included    | \$ -              |
| <b>Sr. Project Manager</b><br>Robert Saunders | 16   | 16  | 16  | 16  | 16  | 16   | 16  | 16  | 16  | 16  | 16  | 16  | 16  | 16  | 224         | \$ 125      | \$ 28,000         |
| <b>Clerk of the Works</b><br>Michael Faenza   | 87   | 87  | 87  | 87  | 87  | 87   | 87  | 87  | 87  | 87  | 87  | 87  | 87  | 87  | 1218        | \$ 90       | \$ 109,620        |
| <b>Finance</b><br>Gregg Blackstone            | 8    | 8   | 8   | 8   | 8   | 8    | 8   | 8   | 8   | 8   | 8   | 8   | 8   | 8   | 112         | Included    | \$ -              |
| <b>Project Controls</b><br>Brian Greenleaf    | 8    | 8   | 8   | 8   | 8   | 8    | 8   | 8   | 8   | 8   | 8   | 8   | 8   | 8   | 112         | Included    | \$ -              |
| <b>Admin Support</b>                          | 10   | 10  | 10  | 10  | 10  | 10   | 10  | 10  | 10  | 10  | 10  | 10  | 10  | 10  | 140         | Included    | \$ -              |
| <b>Grand Total</b>                            |      |     |     |     |     |      |     |     |     |     |     |     |     |     |             |             | <b>\$ 137,620</b> |

We will assign a clerk of the works for 20 hours per week and a Project Executive 4 hours per week to meet the needs of the Town of Ledyard. However, we plan to go above and beyond for the Town, which is why we have also included an estimated number of hours for our executive and support staff time at no additional cost.

This fee proposal is good for 120 days and is not based on other qualifications (e.g. insurance requirements, contract requirements).