

OFFICE OF THE
FIRST SELECTMAN

Telephone (203) 563-0100
Fax (203) 563-0299

Email to: Bill.Brennan@Wiltonct.org



William F. Brennan
First Selectman

Harold E. Clark
Second Selectman

Ted W. Hoffstatter

Richard J. Dubow

James A. Saxe

TOWN HALL
238 Danbury Road
Wilton, CT 06897

**BOARD OF SELECTMEN REGULAR MEETING
MONDAY, APRIL 15, 2013
MEETING ROOM B, WILTON TOWN HALL**

PRESENT: First Selectman Bill Brennan, Ted Hoffstatter, Richard Dubow, James Saxe
ABSENT: Hal Clark

GUESTS: Sandy Dennies, Steve Pierce, Jennifer Fascitelli, Dr. Gary Richards, Karen Birck, Warren Serenbetz, Jim Meinhold, Bill Brautigam, John Scott, Debbie Brennan, Malcolm Whyte, Judy Zucker, Jan Andras

OTHERS: No media

Mr. Brennan called the meeting to order at 7:35 p.m.

A. Consent Agenda

Upon motion by Mr. Dubow, the consent agenda was unanimously approved as follows:

Minutes

- Board of Selectmen Regular Meeting Minutes of 4/1/13

Gifts

- \$1000 from Chevron Humankind to Town of Wilton CERT

Mr. Brennan thanked Chevron Humankind for this generous gift.

B. Discussion and/or Action

1. NESC – Facilities and Energy Management Study / Recommendations

Mr. Bill Brautigam of NESC gave a powerpoint presentation (attached). Since the original study was done in 2007, Wilton's facilities management processes have not changed significantly. The new study confirms the 2007 recommendations continue to be valid and their recommendation is to fund and hire a director of Facilities and Energy Management. They are confident that

including energy management in a facilities management position would provide savings that would cover the cost of the position.

2. Council on Public Facilities – Miller Driscoll School – Statement of Requirements
CPF Chairman Malcolm Whyte went over the Council's answers to questions raised by the Board of Selectmen (answers attached).

3. CCM / Bay State Consultants – Power Purchase Agreement and Solar City Contract

Mr. Bennan moved that the Board authorize the First Selectman to sign a contract on behalf of the Town of Wilton with the Solar City Corporation of San Mateo, CA for the installation of solar panels on the Wilton High School and the Comstock Community Center to provide solar power to said facilities on the condition that the Town Attorney has reviewed the final draft and that it conforms in all material terms with the preliminary contract presented to and explained to the Board. Motion seconded and unanimously carried.

4. FY 14 Budget - and Bonded Capital Project Presentations

Mr. Brennan moved to approve the reductions to the proposed FY 14 Budget as attached to these minutes. Motion seconded and unanimously carried.

At the Annual Town Meeting on 5/7/13, presentations will be given by Mr. Dubow on the Comstock projects, by Mr. Hoffstatter on the Gilbert and Bennett boiler project, and by Mr. Saxe on the boiler conversions.

5. FY 13 Capital Projects – Status and Update

The bids for the Comstock and Middlebrook roofs have been received and reviewed by the Steering Committee. A different vendor was chosen for each project. Numbers are still being finalized and could be slightly over the appropriated amount. The Middlebrook roof replacement will begin during the summer and Comstock at the end of the summer. The RFPs for the Middlebrook and High School toilet rooms projects are due back on 4/25. The Comstock renovation will be voted on at the Annual Town Meeting.

Mr. Saxe reported that the fire engine RFP went out to 5 vendors but only 3 proposals were submitted. Two of the proposals were lower than the appropriation. These two will be evaluated and visits will be planned to the vendor's facilities. The committee should have their recommendation this week. Mr. Clark will provide an update on the Ambler Farm capital project at the next BOS meeting.

6. Proposal for Capital Non-recurring Fund for FEMA Funds

Ms. Dennies advised that Storm Sandy caused damage to town equipment used during and after the storm for clean up. We can take the reimbursement funds from FEMA and put them into a capital non-recurring account to use for equipment replacement, such as the chipper that is beyond repair. Ms. Fascitelli of the DPW reported that we have submitted reimbursement requests for the February snowstorm in the amount of \$130,000, with a 75% FEMA

reimbursement. The information is being gathered for submission of a request for Storm Sandy in the amount of \$825,000 with a 75% reimbursement. Mr. Dubow moved to submit a reimbursement request to FEMA for Storm Sandy and to create a capital non-recurring account for FEMA funds. Motion seconded and unanimously carried.

7. Miscellaneous Other Business

Elderly and Disabled Tax Relief – Last year, the Board of Selectmen set the interest rate for tax deferrals at 3%. Mr. Brennan moved to leave the interest rate at 3% for another year. Motion seconded and unanimously carried. The Board of Finance will be consulted and must vote on this as well.

Sewer Extension – Referral to P&Z Commission – Mr. Brennan moved to send a referral for the extension of sewer service from Miller Driscoll School to Sisters of Notre Dame Property, Belden Hill Road to the Planning and Zoning Commission, as per CGS §8-24. Motion seconded and unanimously carried.

C. Public Comment – None noted

D. Reports

1. First Selectman's Report – Met with CL&P reps today about their aggressive tree-trimming plans. The tree budget, state-wide, was increased from \$25 million last year to \$50 million this year in an attempt to reduce the outages we have experienced. Next year's tree trimming budget will be increased to \$57 million. Last year 50 miles of roads in Wilton had tree trimming and 140 miles are scheduled for 2013.

The Interfaith Action Council is scheduling a fund raising concert for "Stop Hunger Now" on 4/28 at 4:00 pm at St. Matthews in Wilton.

2. Selectmen Reports:

Mr. Dubow – No report

Mr. Hoffstatter – No report

Mr. Saxe – Given earlier

E. Adjournment – Having no further business, the meeting was adjourned at 9:35 pm.

Jan Andras, Recording Secretary

att. – NESc Presentation

Council on Public Facilities – Miller Driscoll Renovations

FY 14 Budget Request Reductions

Town of Wilton

Facilities & Energy Management Study



Consultants
Bill Brautigam
John Scott
Chris Wolcott

SW CT Regional Director
Deborah Brennan

15 April, 2013



Town of Wilton Facilities & Energy Management Study
National Executive Service Corps

1



Study Objective

In 2007, the Wilton BOF asked NESC if establishing a single facilities oversight function for the Town and the Schools would help bring focus on certain facility planning and maintenance issues

NESC's recommendations, which were not implemented due to the economic downturn, were:

- Create and fill a Director of Facilities position
- Standardize the process for the initiation and development of major projects
- Create and implement a comprehensive planning process to ensure that facilities needs are fully recognized in the budgeting process
- Fill the existing Property Manager position
- Reconfigure the Council on Public Facilities responsibilities

The objective of this study were to determine if the conditions concerning facilities management had changed and to recommend how energy management and conservation could be incorporated into the facilities management function



Town of Wilton Facilities & Energy Management Study
National Executive Service Corps

2



Conclusions

- Since 2007, Wilton's facilities management processes have not changed significantly. Multiple interviews confirm 2007 recommendations continue to be valid and should be implemented
- Adding energy management to the Director of Facilities is a complementary extension of the responsibilities
- This senior level position will save the Town money by:
 - Pro-actively determining capital requirements, eliminating "surprises"
 - Improving the accuracy for capital planning, reducing project cost over-runs
 - Ensuring energy conservation strategies are implemented and managed, resulting in reduced energy costs
 - Leading the Town's Bonded Capital Process, making it more efficient, less costly, and reducing the time from Statement of Requirements to project completion
 - Standardizing contracted maintenance services for town-managed facilities, improving service, and reducing operational sub-contracted costs



Findings (1)

- The Town continues to rely on two primary volunteers to support major new/renovations of facilities, and to develop and manage energy conservation initiatives
- The First Selectman is the only Town employee attempting to provide senior management oversight of capital projects
 - Because of other necessary workload, this can lead to delays
- The town requirements for capital requirements are developed by line managers who have competing responsibilities and may lack in-depth knowledge of energy and facility requirements or conditions
 - Leads to estimates that are "guesses", but may not reflect all the requirements
 - Often, re-active rather than pro-active
 - Results in "surprises" – for example, short notice on requirement to replace oil boilers in Miller Driscoll & Cider Mill schools



Findings (2)

- The Bonded Capital Process is inefficient – and therefore wastes time and resources
 - No individual is responsible for managing the process to keep it on track, etc. (example - Miller Driscoll, 7 years and still not complete)
- The Schools have a manager responsible for managing day-to-day support of facilities while the other Town facilities do not
- The Town relies on “landlords” to manage each facility
 - These are line managers with operational responsibilities; landlord responsibilities are added to their full-time responsibilities
 - Each facility may have separate contracts for repair, maintenance supplies, etc., resulting in additional operational costs



Recommendation

Fund and hire a Director of Facilities and Energy Management

- This senior level position will:
 - Develop the strategic vision for the Town's facilities and energy conservation
 - Coordinate, plan and manage the development and execution of Town facility projects and energy conservation strategies
 - Be responsible and accountable for ensuring that Town budgets contain appropriate funding to achieve specific projects that have been identified
 - Lead the Bonded Capital Process
 - Actively participate in, and be a resource for, citizen building committees, ensuring the Town's interests are met
 - Develop and maintain inventory of all Town facilities including the state of each facility, warranties, anticipated upgrades, and replacements
 - Create and maintain a 5-year capital forecast
 - Negotiate vendor maintenance contracts for use by each facility landlord
- The position will not be responsible for:
 - Day-to-day maintenance management for Schools or Town facilities which will remain with Town landlords and School central manager



Characteristics of Individual

- Engineering or Architecture degree – 15 years of experience
- Demonstrated experience overseeing \$20 - \$30M renovation or new construction projects
- Ability to communicate with peers, and achieve objectives through collaboration and teamwork
- Ability to work and communicate with public – must be able to play a leading role building committees
- Working knowledge of facilities management and energy conservation
- Self-starter / strategic thinker
- Excellent negotiation skills
- Working knowledge of project management



Town of Wilton Facilities & Energy Management Study
National Executive Service Corps

7



Position Justification

- Pro-active development of requirements
 - Avoid expensive surprises
- Reduced costs of capital construction projects due to focused management of process
 - Reduces the probability of project cost over-runs - example : "Wilton High School Project 2007 – 2010 Lessons Learned"
- Implementation of energy conservation
 - Strategic Building Systems Plan indicates 5% energy cost savings (annual energy cost \$2.5M) – plan ready to implement but has no owner
- Negotiated maintenance contracts for Town facilities
 - Lower prices for routine maintenance requirements
- Energy usage management
 - Identify issues and anomalies that waste energy
- Lead Bonded Capital Process
 - Faster turnaround – less rework



Town of Wilton Facilities & Energy Management Study
National Executive Service Corps

8



Risks and Mitigation Actions

- Individual's focus becomes too operational in support of Town-managed facilities
 - Ensure clear goals and objectives are stated and Town landlords understand
 - At appropriate time, consider filling and funding the Property Manager position recommended in 2007 report
- Individual may have difficulty accomplishing responsibilities without line authority
 - Ensure candidate has experience in managing in a "matrixed" environment
 - Ensure that in addition to technical skills, the candidate has excellent oral and written skills



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COUNCIL ON
PUBLIC FACILITIES

TOWN HALL
238 Danbury Road
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203-563-0100



Malcolm Whyte
Chairman

Bruce Hampson
Vice Chairman

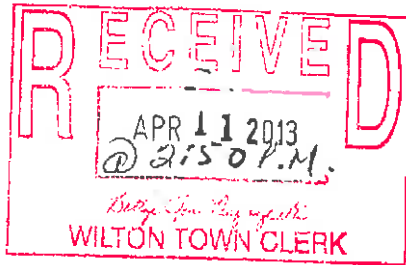
Paul Hannah
Secretary

Eric Cameron

Jim Evans

Trevor Huffard

Peter Millar



COUNCIL ON PUBLIC FACILITIES
TUESDAY, APRIL 2, 2013
TOWN HALL MEETING ROOM B

PRESENT: Malcolm Whyte, Bruce Hampson, Paul Hannah, Eric Cameron, Peter Millar, Trevor Huffard, Jim Evans

GUESTS: None

OTHERS: None

Mr. Whyte called the meeting to order at 5:30 PM.

The Council meeting was called to prepare responses to nine questions from the Board of Selectmen relative to the proposed expansion of Miller Driscoll School.

After discussion, members drafted responses to each question for review by the entire Council. Answers to the nine Board of Selectmen questions follow:

1. *Bringing a fresh set of eyes to the project, does the revised SOR accurately reflect the Statement of Purpose and Objectives adopted by the BOS? If not, where does it miss the mark?*

The BOS Statement of Purpose and Objectives is incorporated in the SOR of 2/7/13 and the SOR is described as specifically addressing the BOS objectives therefore the SOR does reflect the BOS targets.

2. *Is the language sufficiently clear and understandable for an architect or other professional(s) to write the educational specs for the project and develop schematic design documents? If not, what needs to be clarified?*

The Council reviewed this 2/7/13 SOR along with SOR and other documents from 2012. The complete package of the 2012 and 2013 documents does provide understandable information to develop schematic designs.

To prepare the building requirements section of ed specs the CPF viewed this SOR along with those of 2012 as being sufficient to prepare ed specs.

The CPF suggests consideration of what is an “Ed Spec” and how is it different from an SOR. An Ed Spec is the State of Connecticut Department of Education’s name of a document that includes all of the information of a complete SOR plus non-building information concerning the education of children.

CPF suggested question. Why prepare an ed spec? (See also answer to question 8) If the BOS expects to apply for State reimbursement then an ed spec is a required document. The CPF suggests that an ed spec document be prepared, even if an application for reimbursement is not yet decided, as this would create a single complete document incorporating information from the subject 2/7/2013 SOR and documents from 2012. Such a complete document would assist the building committee and consultants in moving forward with the project.

3. *Are there any material omissions that need to be addressed before a building committee retains an architect to develop the ed specs and schematic design documents that will allow a cost estimator to estimate the total project cost?*

See answer to question 2 and;

The CPF recommends that it would be useful to indicate the functional spaces or rooms that currently exist and those that do not. The sizes of existing rooms could be stated as “existing” while additional rooms/spaces could have the required or expected sizes stated in square feet. The CPF recommends that the requirements and subjects of analysis of the site be included. The number of additional parking spaces required should be determined and included (see question 4). The quantity of additional spaces might be determined by counting the number of cars parked illegally on the lawn and no parking zones on average typical days.

The overall site should be studied for possible improvements to site access/egress, traffic and pedestrian circulation, location of parking and playground areas. The Security Task Force must be involved in this review.

4. *Given tight existing coverage at this site, is a vehicle route behind the building for better safety access of fire and emergency vehicles realistically possible? Is additional parking space possible?*

A new roadway around the east side is necessary for emergency vehicles and could be an access road for additional parking. Such perimeter roads were added at Middlebrook and Cider Mill as part of those projects sized for fire truck access.

Additional parking must be quantified in the SOR as this is a requirement, not just a wish. To determine the number of additional spaces required one could count the number cars parked illegally, on a typical day, on the lawn, in fire lanes and other no parking areas. When the new

sewer is connected the land area on the east side, currently used for the septic field, will be in part available for other uses including parking. A new site plan might relocate some of the play areas to the east side while increasing parking on the west (front door) side. There are numerous options to be studied by the Building Committee. To satisfy the Planning and Zoning site coverage limitations for impervious coverage the new roadway and parking areas could be constructed of permeable materials. There are numerous materials and systems available which meet the climate conditions of this site (Google "permeable paving"). These systems are all more costly than standard asphalt. An alternative approach could be to apply for code variance from the Zoning Board of Appeals.

The Building Committee and the Security Task Force and the architects and engineers should review the entire site plan to consider site traffic access/exiting, on site traffic patterns, parking/playground relationships, public access to playground areas and to building entrances etc.

Note:

A new access road on the east side has been started for the installation of the sewer line to the building and this road might become the permanent road location.

5. *Considering that current funding in the Capital Improvement Plan (CIP) has approximately \$29MM for FY 15 and FY16, will the objectives of the BOS/BOE be able to be accomplished for that level of funding? (Difficult question, but merely seeking a judgment call based on your extensive building experience and that of your council members.)*

The last consultant cost estimate was by Turner and the S/L/A/ M Collaborative in 2011, and was in the \$35MM range. This estimate was based on a 9,000 square foot addition for pre-school expansion. We believe an addition of this magnitude will still be required by the revised SOR.

It appears the \$29MM figure was calculated assuming state reimbursement of 17% against a \$35MM project.

After review, it is our best judgment the \$29MM figure is low for three reasons:

- The state reimbursement figure of 17% for renovations is likely too high, given the formulas used by the state. If reimbursement is sought, only as much as 8% to 10% might be obtained.
- The 2011 estimates appear to be low on costs of site work, construction phasing, and temporary portable classrooms. Our concern is heightened by the forensic study, which noted asbestos contamination. State remediation rules place significant restrictions on the ability to use a facility for teaching while remediation is ongoing, thus affecting the schedule and with lengthened schedule, increased costs.
- Construction costs will likely be higher by the time construction is underway in 2015 or 2016 than what was estimated in 2011.

At this time, the Council does not have sufficient information on the ultimate scope of the project to suggest a reliable, higher figure.

6. *Can a single entrance design for the school create a secure environment?*

There appear to be numerous desires for entrances at Miller-Driscoll School in the SOR. The following desires were expressed in the SOR:

1. Create a prominent single main entrance to the K-2 school with a vestibule and canopy including a reoriented reception area and lobby with enhanced security.
2. Add canopies over the north and south student pick up/drop off areas.
3. Currently, there are two main K-2 entrances which are somewhat hidden on the side of the administration area. The BOE's vision is to unify the exterior of the building by creating a single, prominent K-2 entrance with a vestibule and canopy. The new entrance should lead into a reoriented administration area. ... It is desirable to add canopies over the north and south student pick up/drop off areas.
4. Creation of a dedicated Pre-School entrance, with appropriate security measures, that is accessible to vehicular traffic.
5. The entrance and the drop off/pick up area of the Pre-School shall be separate from the entrance and drop off/ pick up area for K-2 students.
6. An access road around the back of the building shall be built. This access road will provide extra parking for staff and give emergency vehicles access to the rear of the building.
7. Outdoor play areas with playground equipment appropriate for the size and age of K-2 students should be located in at least two areas around the building. There should be a dedicated Pre-School playground.

Miller-Driscoll School will need to have a number of entrances that will play different roles. There can be a single main entrance designed to be the primary entrance to the building during the school day for students, parents and other guests to the school. The CPF believes that structurally speaking the original building may have been designed with the idea of a single prominent main entrance and then switched to providing two entrances. Therefore we believe this desire is achievable with minimal structural renovation. It also appears that the BOE desires to continue to utilize both the north and south drop off/pick up areas. Thus, we are assuming that at least one additional entrance to the K-2 areas will be needed that will function as an important entrance for students in the morning and afternoon.

We understand the need for a dedicated Pre-School entrance and any space devoted to the Pre-School should be designed to meet the specific needs of the Pre-School population and their parents, presumably with access to a drop off/pick up area with parking.

In order to access the new or existing playgrounds outlined in the SOR there may need to be existing or new entrances to provide efficient access to these outdoors spaces.

In addition to the entrances for students, parents and guests, the school will need utility doors that function as loading dock areas and access for trash and other necessities. We also believe that there may be additional doors near staff parking and to provide access for emergency

personnel from a potentially new rear parking area. The buildings will also need to have emergency egress doors as required by code.

We think the Building Committee should engage with the Town's Security Task Force to review how to provide security at the different access points to Miller-Driscoll.

7. *At what stage will the M/D roof be replaced (skylights, drains, etc.). Potential for interim failure, leaks?*

The new roof should be a component of the overall building project and be done in the proper sequence of work. The new HVAC system may or may not utilize any of the current roof top units and likely will introduce additional or replacement equipment. The skylight structure may be modified. The roof drainage system most likely will be improved and possibly relocated in some cases. These and many other building renovation decisions must be taken prior to designing the new roof. Considering that installation of a new roof is at least three years away the BOS/BOE should plan for interim patching.

8. *Is reimbursement from the state a viable option or opportunity? If yes, what is the potential level of reimbursement possible - \$ or % of the project costs?*

The reimbursement is an option that should be attempted as part of this project. The BOS should be aware of the anticipated delays, additional costs, and the impact on the selection of A/E and CM that are incurred as part of seeking reimbursement from the state. The potential level (%) of reimbursement is not readily determinable at this time, however Turner Construction has placed an estimate of reimbursement at between 8 and 10%. It is recommended that the BOS seek input from towns similar in the eyes of the state according to the measure of Adjusted Equalized Net Grand List per Capita (AENGLC), which is a key determinative factor in the amount of reimbursement that could potentially be awarded. Such towns would likely be Darien, New Canaan, Westport, etc. In addition, it is recommended that the BOS review recently completed capital projects to determine whether or not state reimbursement was sought. If reimbursement was not sought, why not? If reimbursement was sought, why and what was the % of the reimbursement? What, if any, was the additional time added to the project timeline?

9. *To provide for future technology changes in education / teaching, what provisions should be considered by the architects?*

The architects' first provision is flexibility to allow for the future changing development in education, student learning and teaching methods. This flexibility will need to be carried to the mid century. Architects will need to consider the coming changes in internal classroom layouts for group learning and teaching. "Smart" desks are in development with multiple touch desk top surfaces, vision screens and touch key pads. Architects need to consider all aspects of the evolving improvements of electronic technology systems including data communications, cable, fiber optics, wifi, and telephone digital lines.

By 2020 provision will be required for all classrooms to be digital with students free to collaborate even on a global basis.

By 2040 advancing technology will proceed from today's iPads to the incorporation in the learning process of "immersion reality" and holograms.

For the nearer term basis for MD, provisions need to be considered for multiple conduits brought in from the power, cable, and telephone line sources in Wolf Pit Road. Conduits could be provided in the new construction of the proposed MD wrap around road and brought into a school central system.

Provision should be considered for connecting selected technology systems to the emergency generator during power loss.

The architects and the BOE need to provide close coordination in the planning, designs and the BOE program.

The architects' plans must be a flexible framework for MD of the future.

There being no further business, the meeting adjourned at 6:31 PM

Paul Hannah
Secretary

Proposed Budget Adjustments

Board of Finance Reduction		\$ (500,000)		FY14 BOS		Proposed FY14	
Offset (Reductions)				Budget		Budget Request	
				Account Number		Description	
Capital Modifications:							
Telephone move out one year	(375,000)					375,000	0
CERT Vehicle Reduction	(6,500)					30,000	23,500
Capital Reduction		\$ (381,500)				\$ 405,000	\$ 23,500
Operating Modifications:							
Dir Facilities & Energy -Salary	(39,583)			001-01-0100.40305	Salaries	335,560	295,977
Dir Facilities & Energy - Defined Contribution	(3,562)			001-01-0100.40611	Defined Contribution	17,713	14,151
Dir Facilities & Energy - Benefits	(12,741)			001-01-0100.40615	Group Insurances	97,798	85,037
Town Counsel Retainer	(15,700)			001-02-1000.46025	Retainer	195,700	180,000
Town Hall & Annex	(2,500)			001-08-1305.41220	Electricity	54,687	52,187
Town Hall & Annex	(3,000)			001-08-1305.41235	Fuel-Building	31,936	28,936
Town Wide Utilities	(8,000)			001-08-1310.41225	Electricity - Street Lights	40,000	32,000
Other Town Properties	(300)			001-08-1325.41205	Water	1,000	700
Other Town Properties	(2,500)			001-08-1325.41220	Electric	4,000	1,500
Other Town Properties	(2,500)			001-08-1325.41235	Fuel-Building	5,000	2,500
Other Town Properties	(25,000)			001-08-3110.42715	Road Materials- Sand	80,250	55,250
Highways	(15,000)			001-08-1315.49920	Transfer Station Operating	300,000	285,000
Transfer Station		Operating Reduction \$ (130,386)				\$ 1,163,644	\$ 1,033,258
Gross Proposed Reduction		\$ (511,886)				\$ 1,568,644	\$ 1,056,758
						\$ (511,886)	
Operating Budget Additions:							
Fire:	3,000			001-10-2200.48715	Uniform Cleaning	12,000	15,000
Telephone	4,886			001-08-1305.41230	Telephone	26,460	31,346
Other Consulting Services	4,000			001-06-6100.59625	Other Consulting	37,100	41,100
Total Additions		\$ 11,886				\$ 75,560	\$ 87,446
						\$ 11,886	
Net Proposed Budget Change		\$ (500,000)				\$ (500,000)	