

**- PUBLIC MEETING and WORKSHOP -  
Rockport Select Board**

Monday, January 22, 2018

Meeting at 6:30 p.m., workshop immediately following meeting  
Geoffrey C. Parker Community Meeting Room, Rockport Opera House  
Streamed at <http://livestream.com/Rockportmaine>

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**MEETING AGENDA**

**I. Call Meeting to Order**

Please either turn off your cell phones and other electronic devices or set them to mute while in this meeting room or the hallways. If you need to take or make a phone call, please step outdoors.

**II. Public Comment**

With the limited agenda, general public comment will not be accepted. As usual, public comment will be welcomed on agenda items. Please keep public comment brief and to the point.

**III. Construction Manager Presentation**

- a. Hear a presentation/proposal from Ledgewood Construction
- b. Consider engaging Ledgewood Construction for construction manager services for the Rockport Public Library Project

**IV. Update on Architect Contract**

**V. Update on Northeast Mobile Health Ambulance Contract**

- a. Summary of discussion at Ambulance Review Committee meeting of January 11th.
- b. Provide guidance for next Ambulance Review Committee meeting on January 29th

**VI. Adjournment**

## **WORKSHOP AGENDA**

### **I. Report from Architect's Team**

### **II. Public Comment**

Public Comment should be brief, keeping in mind that the information presented by the Architect's team represents a concept plan that is still in development. A more formal presentation of the concept plan including public comment is currently scheduled for February 26.

### **III. Board Discussion and Input**

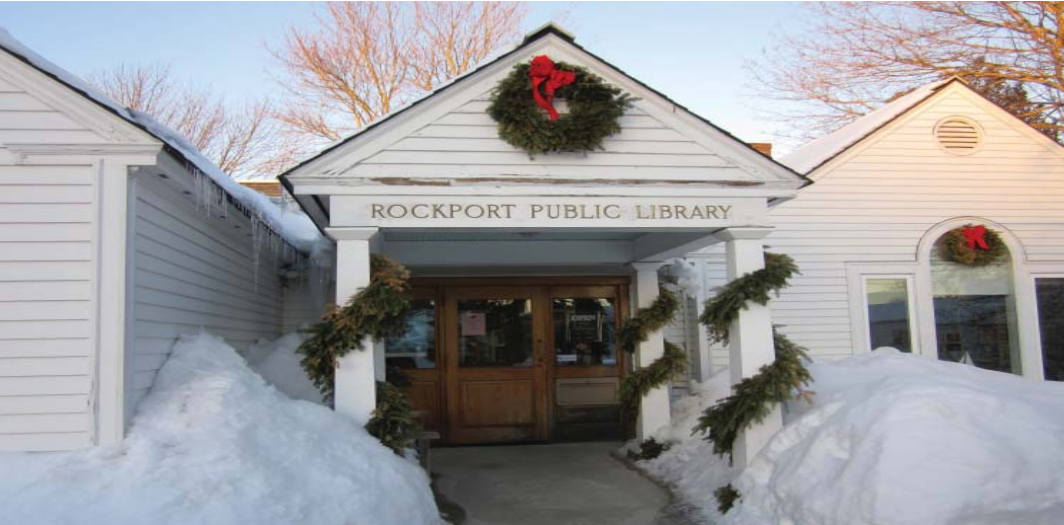
### **IV. Fund Raising Update**

### **V. Update of Timeline/Schedule (if needed)**

Discussion about the timeline as it currently stands, particularly focusing on the next workshop scheduled on Monday February 5th, and the Preliminary Public Concept Plan Presentation with Comment and Feedback currently scheduled for February 22nd.

### **VI. Adjournment**

Statement of  
Qualifications for  
CM Services



Rockport Public  
Library

Rockport, Maine

Submitted to:  
Mr. Will Gartley  
Gartley & Dorsky

Submitted by:  
Ledgewood Construction

January 3, 2018



January 3, 2018

Mr. William Gartley, P.E.  
President  
Gartley & Dorsky  
59B Union Street  
Camden, ME 04843

**RE: Statement of Qualifications for CM Services  
Rockport Public Library**

Dear Mr. Gartley:

As requested, enclosed is a Statement of Qualifications regarding the CM process and our relevant project experience related to the Rockport Public Library. Thank you for thinking of Ledgewood Construction for this project.

As you are well aware, more than 90% of our work is done using the CM delivery method. This method will be the most advantageous for the Owner and the entire project team. Over our 40 years in business, Ledgewood has completed a number of library projects, including the Portland Public Library, Baxter Memorial Library, Patten Free Library, Ellsworth Public Library, and the Curtis Memorial Library. We are also currently providing preconstruction services for the Falmouth Memorial Library.

We look forward to discussing this project in more detail with you and the Town of Rockport. Thank you for this opportunity.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Peter J. Pelletier', is written in a cursive style.

Peter J. Pelletier, LEED AP  
President

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Rockport Public Library

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# I. Construction Management Approach

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Rockport Public Library



## Construction Management:

There are a number of delivery methods being used in the industry today, however the Construction Management approach is by far the most beneficial method to use for both the client and the project team. Using a Construction Management as the Constructor allows the design and construction team to be assembled early in the design process. In our 40 years of business, Ledgewood doesn't just build structures, we build relationships. We firmly believe the key to any successful construction project is a strong, collaborative relationship between owner, designer and contractor. Honest, open communication between all parties is imperative to on-time completion and ultimately, happy clients.

**Using the Construction Management delivery method opens up the ability to expedite the construction and deliver library project to the Town of Rockport sooner.** Some advantages of Construction Management include:

## Early and Collaborative Team Approach:

As Construction Managers, Ledgewood would join the team of Stephen G. Smith Architects and Gartley & Dorsky as soon as the project is awarded and would work hand-in-hand throughout the design and construction dedicated to the ideal that each action taken and each solution offered be in the best interest of the Town of Rockport.

## Budget Estimates and Building Design Feedback:

At every stage of design Ledgewood will develop early and accurate estimates. These estimates will be completed in a detailed Construction Specifications Institute (CSI) format. The estimates will also be based on actual detailed quantities, not historic square-foot cost. We will also get input from subcontractors to help confirm current market conditions. **The most substantial savings for a project is realized during the early design phases.**

An understanding of the bidding climate and availability of labor will be key factors in estimating this project. Ledgewood maintains a constant dialogue with subcontractors, enabling us to accurately forecast, budget and plan for future construction market trends. Our pricing will account for inflation, changes in the often volatile materials market and future availability of construction labor.



# I. Construction Management Approach

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Rockport Public Library

Because Ledgewood is involved in the project early and operates with an open book philosophy, we will review these estimates with the Town of Rockport and design team. During the very early budgeting stage, some items will not likely be designed yet. In that case we will use plug numbers for these items. Working with the team to identify products and scope will enable us to refine our estimate and eliminate plug numbers in future budgets.

Any cost savings realized through the bidding process and any left-over money in the contingency or general conditions accounts are returned to the Owner at the end of the project.

## **Value Management:**

Effective value management is not reducing the quality of a material from granite to plastic laminate; it involves building smarter and more efficiently while identifying diverse materials that provide greater cost benefits to achieve your project's long-term goals. The Ledgewood Construction team possesses the construction knowledge and technical skills necessary to furnish value management studies and constructability services that yield practical, tailored and cost-effective solutions.

Ledgewood concentrates value management efforts in the early stages of preconstruction to afford greater savings and allow a change of direction without affecting project delivery schedules. Our emphasis is on obtaining maximum value for the initial project budget. If savings are identified, the project budget may be reduced or the money may be reallocated for features that would lend greater value to the building. Ledgewood will identify and assess changes that could result in increased functional value in the completed facility while reducing construction or operation and maintenance costs.

## **More Local Involvement:**

With the Construction Management approach the project will be broken down by trade and bid out. This will break the project down into smaller pieces providing local subcontractors and suppliers more opportunities. All work on this project will be competitively bid among approved subcontractors and suppliers: Ledgewood does not self-perform any work.



# I. Construction Management Approach

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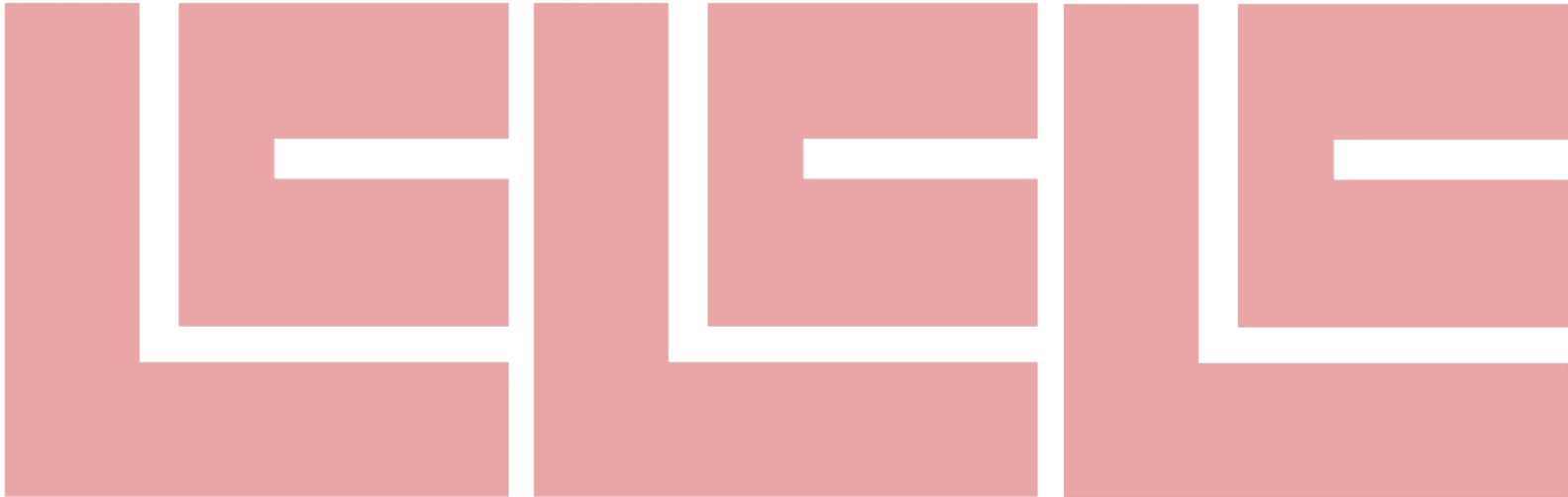
Rockport Public Library



## **CM Serves as Owner's Advocate**

With Ledgewood as your CM and expert on site during construction, we will also serve as your exclusive advocate. This will allow for early dispute resolution and fair change order negotiations.

# 2 Business Information



## 2. Business Information

Rockport Public Library

### About Ledgewood



Ledgewood is proudly celebrating its 40th year in business! (1978-2018) Ledgewood Construction has been building the framework of Maine's communities — from municipal and public projects to libraries, schools, office buildings, healthcare facilities, and more. In that time, we have built a reputation for delivering quality construction management, general contracting, and design/build services for our clients. We have a lengthy list of renovation and new construction work for institutions, corporations, and developers throughout Maine.

**We believe a commitment to building smart is what sets Ledgewood apart; ensuring clients get the best value for their construction dollar. Building smart begins very early on with the relationship between owner, designer and contractor.** A strong team is the key to success on every project. We learn our client's business and how their new or renovated space will impact day-to-day operations, to make certain we're providing the right suggestions on everything from materials to phasing. We're committed to offering our clients the best methods, management and materials to build the very best buildings.



Ledgewood Construction takes pride in the quality of its work. This sentiment is perhaps best exemplified by our team's **“inspect, don't expect” philosophy**. We don't simply expect quality execution; our team members personally inspect every component of work — from the shop drawing phase through actual installation — to ensure that specification and drawing intents are met. This practice is instrumental in assuring quality standards and reducing a project's punch-list phase, thus placing clients in the intended space sooner without interruptions.

Services: Construction Management  
General Contracting  
Design/Build

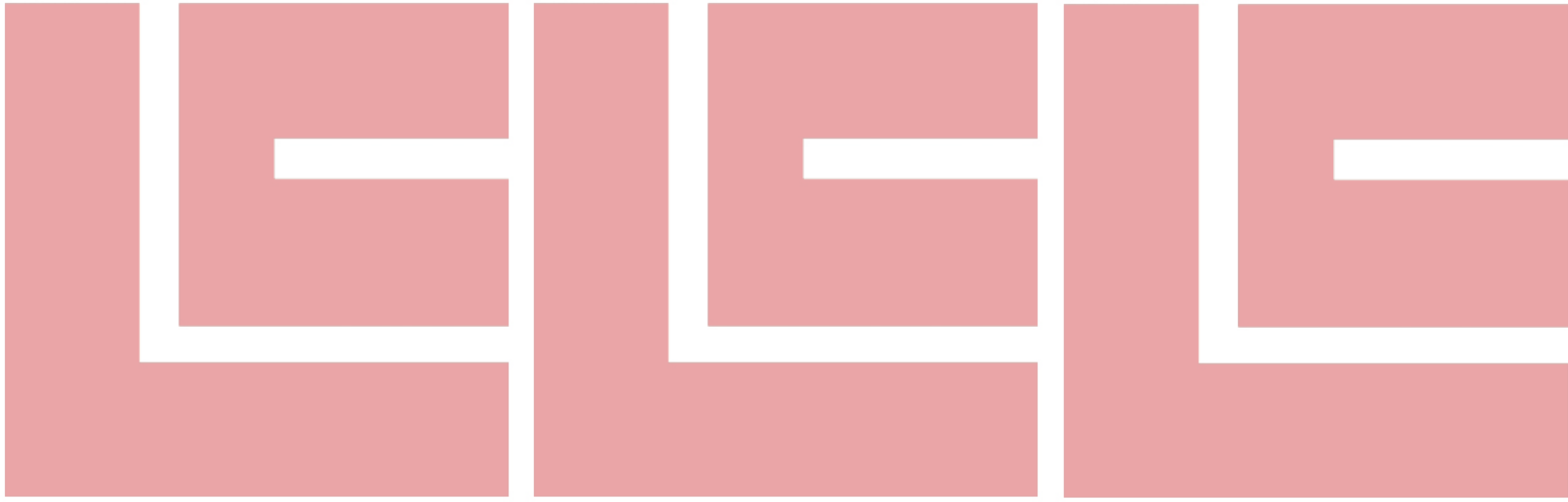
Years in Business: 40 years (1978 - present)

Owners & Officers: Owner/CEO: Peter Benard  
President: Peter Pelletier  
CFO: Bill Blais

Bonding: \$50,000,000 Single/ \$80,000,000 Aggregate  
Skillings Shaw & Associates  
Mr. Robert E. Shaw, Jr., (207) 753-7300



# 3 Preconstruction Services



### 3. Preconstruction Services

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Rockland Public Library



As an integral component of Ledgewood Construction’s overall construction management (CM) process, our preconstruction services philosophy is based on the same principle: it’s a team effort. Having the owner, designer and CM working side-by-side during a project’s preconstruction stages means less risk for the owner since the CM is actively involved in the design phase. This team approach ensures everyone is working toward the same goal and helps to identify and address potential pitfalls early on, thus avoiding costly issues during the construction phase.

In fact preconstruction is arguably the most important part of the process. It’s the crucial stage where the team develops a project that meets the owner’s requirements in function, aesthetics and cost, while dovetailing the requirements of state and local codes. And it’s all done with an eye on the end goal of preconstruction: the start of construction. If you don’t start on time, you’ll be hard pressed to finish on time.

With that in mind, if the CM Approach is selected, Ledgewood will work together with Stephen G. Smith Architects and Gartley-Dorsky Engineering to review and understand the expectations and project scope. Getting up to speed quickly allows us to develop a comprehensive budget to confirm the initial construction budget.

Throughout the design process, Ledgewood will attend project meetings and continually review budget, schedules, design and procurement activities to support the project schedule and provide constructability reviews and value management. Ledgewood will address site logistics after fully understanding your needs.

During the preconstruction phase, Ledgewood will work with Stephen G. Smith Architects and Gartley-Dorsky Engineering to define the nuts and bolts of the project, including:

- Developing a site specific safety plan,
- Reviewing drawings for constructability issues,
- Approaching the project with an eye toward value management,
- Crafting a budget that maximizes Rockport's construction dollars.

Ledgewood knows that throughout this preconstruction phase, teamwork and open communication between all parties form the

*“As you know, the safety of our students, faculty and staff are of paramount importance. **We appreciate the care Ledgewood has given** to developing and implementing a site-specific safety plan as well as the coordination of material deliveries to minimize the impact on campus operations.”*

Scott Poulin, Director of Finance,  
Human Resources and Operations  
MSAD #51



### 3. Preconstruction Services

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Rockland Public Library

foundation for a successful project. Based on the information we've gathered regarding your project, and our knowledge of similar projects, we anticipate providing:

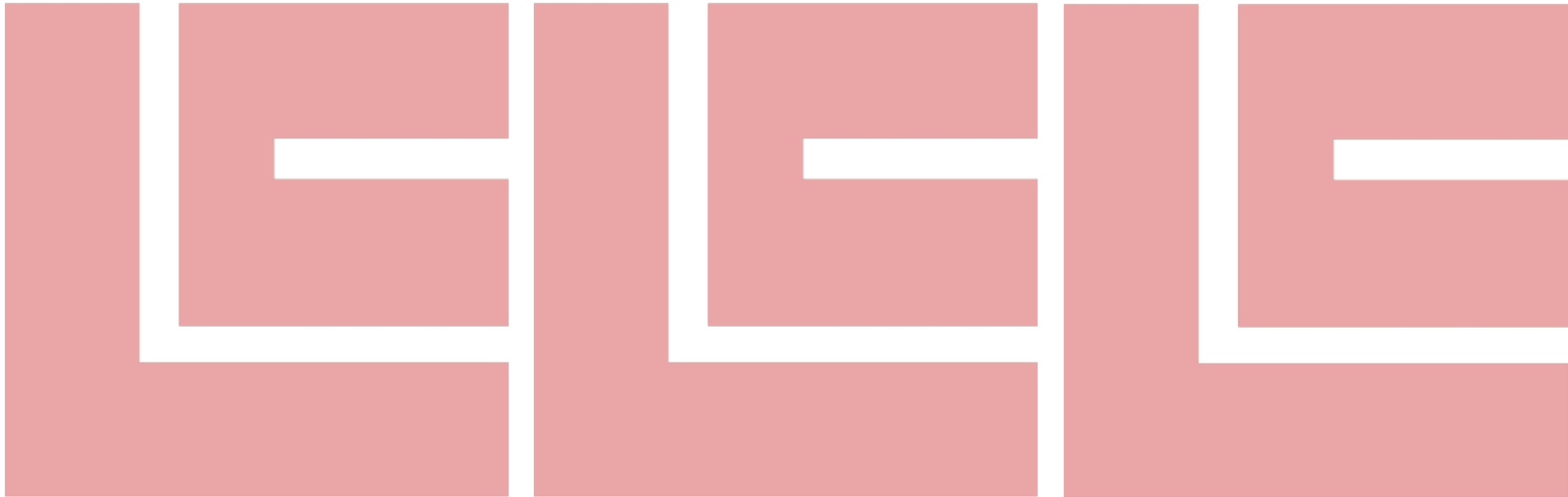
- Estimating services, including budgets at conceptual design, schematic design, design development, as well as a guaranteed maximum price (GMP) at bid time.
- Preconstruction scheduling (master schedule with design, pricing and permitting milestones)
- Cost evaluations and budget reviews
- Constructability reviews
- Procurement planning
- Site-specific logistic and safety plan
- Detailed construction schedule (master schedule tying into the preconstruction schedule and showing all construction activities)
- Quality assurance program

And, at various stages of contract document development:

- Contract packages
- Bidders' lists
- Bid packages
- Review of bids with post bid interviews
- Award recommendations
- Contract preparation
- GMP preparation



# 4 Construction Services



## 4. Construction Services

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Rockport Public Library



With Ledgewood as Rockport's construction manager, you will have access to the total project through Procore, our management “cloud based” software program. It allows you and your design team password protected access to see, in real time, daily reports, photos, submittal status, RFI's (request for information), PCO's (pending change orders), past meeting notes, upcoming agendas, and up-to-date schedules. Procore also provides all of the project documents in electronic format including: drawings, specifications, field test reports, inspection reports, and approved changes with any associated sketches. With Procore the total project is accessible via internet connection on your computer or mobile device anywhere, anytime.

### Approach to Construction Administration:

Ledgewood Construction doesn't just build structures; we build relationships. And we firmly believe the key to any successful construction project is a strong working relationship between owner, architect and contractor. Honest, open communication between all parties is imperative to on-time completion and, ultimately, happy clients. That process begins as soon as Ledgewood is selected as Construction Manager (CM) and continues through close-out.

We distinguish ourselves by providing exceptional service and see our role as being your guide through the construction process, providing the Town of Rockport with the benefit of our unique insight honed over more than 40 years in the construction industry. This expertise in turn allows you to make informed decisions about your new Public Library.

Through the entire preconstruction and construction phases of service we maintain an **open book** and **open dialogue** with our client, and hope you'll consider us an extension of your organization during that time. Our goal is to keep you informed as to how and where you are spending your money, and to communicate the many different options that you have available, along with their costs and benefits.

*“Ledgewood embraced a true team approach in working with me, the architect and the subcontractors. When issues arose, Ledgewood placed its focus on finding solutions while keeping the project team working together.”*

Michael Brescia, Owner's Rep  
PrimeCare Physician Associates



## 4. Construction Services

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Rockport Public Library

### **Submittals:**

Our project manager and project superintendent will develop a submittal schedule, receive electronic submittals, review, mark up and submit to the design team for review using Procore. This improves efficiency of the entire team from vendors and subcontractors to CM and designers. From the first time a submittal is received to the final approval, the entire process is tracked and at any point in time one can see where a submittal is in the process and what the next step is.

### **Schedules:**

The project schedule will be established during pre-construction and made part of the bid packages so every member of the project team has the same understanding of the end goal and how we plan on getting there. This schedule will be reviewed at every project meeting to insure we are on course and we can make any adjustments required to insure we complete on time. All of these schedule changes and updates will be available through Procore. This way the entire project team will have access to the current schedule.

### **RFI's (Requests for Information):**

An RFI can be generated by anyone on the project team, from vendors to sub-contractors, from the office to the field. All submitted RFI's will be reviewed by Ledgewood's project team and if we can't find the answer in the documents a formal RFI will be generated in Procore and submitted to the design team. Using Procore allows our project superintendent, to generate an RFI directly from the field and attach sketches or photos to better describe the request. As soon as an RFI is entered into Procore it is assigned a number and the system will not allow anyone else to use that same number. This way if our project manager is preparing an RFI from the office at the same time a duplicate number will not be issued. Just like submittals, as soon as an RFI is generated it can be tracked throughout the process until resolution. At every project meeting our project manager will have a RFI log that will show the current status of all open RFI's.



## 4. Construction Services

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Rockport Public Library



### **Documentation:**

As an extension of your organization we are your eyes and ears on the job each and every day. Our superintendent will personally inspect every component of work – from the shop drawings phase through actual installation – to ensure that specification and drawing intents are met. They will witness and record inspections, tests, and start-ups to document the procedures necessary to ensure quality. This documentation is uploaded to Procore and the entire project team will have access to all of the project documents.

### **AHJ's (Authorities Having Jurisdiction):**

As soon as the documents are ready our project manager will schedule an appointment with the Code Enforcement Officer to go over our building permit application to insure completeness of the package. Our superintendent will also attend this meeting to discuss, and get a clear understanding of, the things the inspector would like to see, as well as understand the required notification for each inspection. We understand inspectors have tight schedules so we make sure, when a request for inspection is sent in; we have everything required in place so not to waste anyone's time. This same consideration is given to the plumbing and electrical inspections as well as utility companies. Ledgewood Construction has a reputation for being up front, straight forward and cooperative.

Within a few months of construction start we will start discussing the requirements of occupancy with the Authorities Having Jurisdiction and even have preliminary walk through with the Building Inspector and Fire Department. This heads up approach eliminates the last minute scrambles and makes the process much smoother.



## 4. Construction Services

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Rockport Public Library

### **Project Closeout and Turnover:**

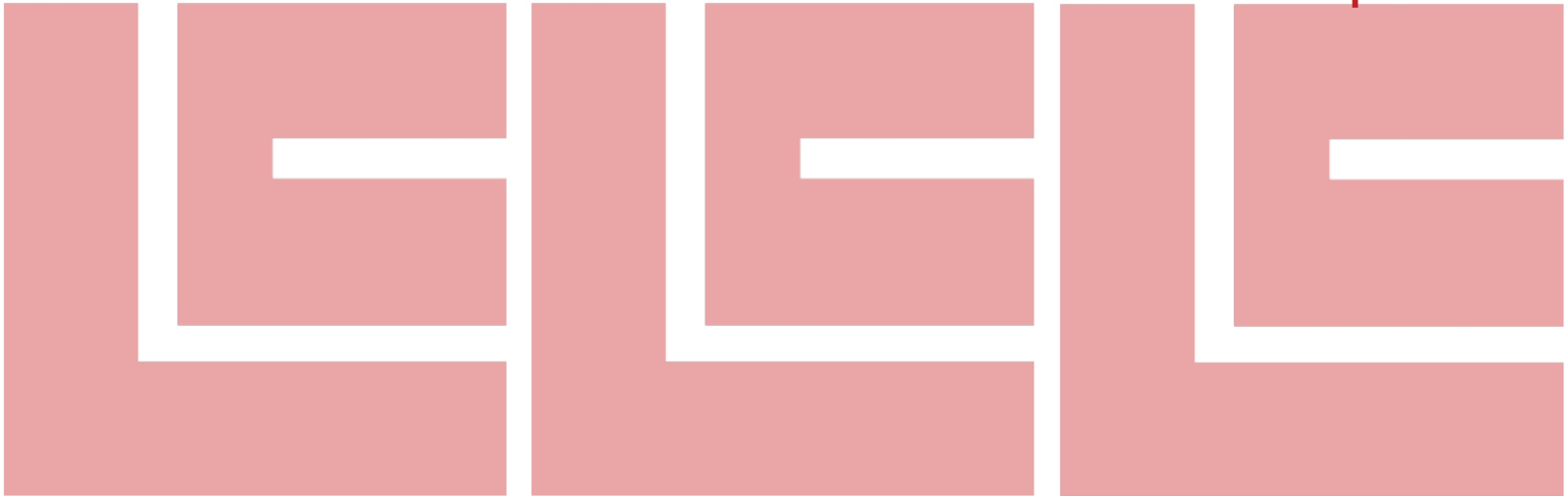
The closeout and turnover process starts during pre-construction and carries through occupancy and beyond. Bid packages are developed highlighting the expectations and requirements for a proper closeout. As a standard procedure throughout construction, Ledgewood maintains a “to complete” list that provides subcontractors with an up-to-date and on-going catalog of items that require additional attention before work in a particular area or phase is considered complete. Our experience has found that implementation of, and adherence to, the list significantly reduces punch-list items during close-out.

Throughout the project Ledgewood will maintain a set of As-Built red-lined drawings and specification at the jobsite marking all the changes made to the original documents. These documents will be scanned and turned over to the Town of Rockport at completion. In addition all approved submittals, owner’s manuals and training videos will not only be given to the Town of Rockport in hard copies, but will also be stored electronically in Procore, our project management software, where you will have access via password protected files for years to come.



5

Relevant Experience



## 5. Relevant Experience

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Rockport Public Library



No matter the project from schools to civic projects, from assisted living to elderly apartments they all are linked by a common philosophy, we are committed 100% to our clients and are dedicated to the ideal that each action taken and each solution offered be in their best interest.

Following this page are past CM projects of similar size and complexity where we worked with the team of owners and designers to overcome challenges in cost control, scheduling and coordinating construction with on-going owner activities.

In the past five years 90% of our projects have been completed using the Construction Management delivery method. CM is our focus, not a side occupation.

Ledgewood has completed several public library projects as well as civic and municipal projects that are relevant to the Rockport Public Library. In addition to the projects listed below, Ledgewood is currently providing preconstruction services on the Falmouth Memorial Library with Scott Simons Architects.

We have chosen to highlight the following projects:

- Portland Public Library
- Ellsworth Public Library
- Baxter Memorial Library
- Patten Free Library
- Curtis Memorial Library
- Moore Community Center
- Isleboro Central School
- Brunswick Police Station
- Jewish Community Center



# Portland Public Library

Portland, Maine



## Owner:

**City of Portland**

## Architect:

**Scott Simons Architects**

Ledgewood served as construction manager for a 43,400-s.f. addition and renovation project at the Portland Public Library's main branch on Monument Square. The project included extensive renovation to the Main and Lower levels, infrastructure upgrades, an expansion of the Rines Auditorium, a new café and reading area, and complete exterior redesign.

*"I'm sure my fellow trustees, library staff and colleagues at the City of Portland share my sentiments when I say, in these times of economic belt-tightening, it's more important than ever to have **a strong financial steward like Ledgewood** at the helm"*

Morris Fisher, Owner's Rep  
Portland Public Library

After nearly a decade of discussion and fund-raising, the highly anticipated, and very public, overhaul is complete. The Library now boasts double-height glass panels visually connecting the Brutalist structure to Monument Square, allowing extensive natural light to fill the building. A solar chimney draws heat from the sun up and into the HVAC system, reducing energy costs. Inside, the library is barely recognizable; re-programmed space featuring new paint, flooring and finishes in natural materials such as wood, stone and glass, create an inviting, open feel. What was once an exterior courtyard is now a café where patrons can enjoy a coffee and a book.

Ledgewood worked closely with library staff to coordinate construction activities throughout, ensuring minimal disruption to library operations, which were ongoing in a lesser capacity on the library's lower level. Strong partnerships with both architect Scott Simons Architects and the library's building committee ensured the project was completed both on time and on budget, to the great pleasure of all involved.



Images (top to bottom): New exterior glass panels, the new café overlooks Portland's Monument Square and provides extensive natural light; the new lending desk has plenty of storage and was built using natural materials and the new entry includes a dramatic slate-covered staircase and is open to the gallery below.



# Ellsworth Public Library

Ellsworth, Maine



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**Owner:**

**City of Ellsworth**

**Architect:**

**R. Dean Bingham/Architect**

**Delivery Method:**

**Design/Bid/Build**

The original Ellsworth Public Library, a Federalist-style building built in 1817 and listed on the National Register, has housed the city library since 1897. To accommodate the library's growing needs, Ledgewood constructed a three-story addition to house fiction and non-fiction stacks, periodicals, reference shelving, and several reading areas. A meeting room with adjacent kitchen, public rest rooms, and mechanical and storage areas were added in the addition's lower level.

Ledgewood built the addition while the original structure was occupied and then, after library contents and functions were moved into the addition, renovated the building's historic portion. Ledgewood also cut grades to incorporate ADA accessibility into the original structure. Totalling 12,000-s.f., the project was completed on time and on budget.

*"You can feel a great sense of accomplishment about this stunning library. We continue to receive **rave compliments** each day."*

Caroline Allen, Library Director  
Ellsworth City Library

*Image: Exterior of the library with the original building in the front, and the addition in the rear.*



# Baxter Memorial Library

Gorham, Maine

Statewide  
Historic  
Preservation  
Honor Award  
Winner



## Owner:

Town of Gorham

## Architect:

PDT Architects

## Delivery Method:

Construction Management

*“The construction team has been **phenomenal**. They worked very well with the public, met all their deadlines and really cared about our project.”*

Pam Turner, Director  
Baxter Memorial Library

The Town of Gorham library had outgrown its 1908 building, which was also in need of upgrades. Ledgewood built a 10,000-s.f. addition, one story above grade and one below, which became the primary library. Natural light fills the spaces, with skylights for the upper floor and a light well for the lower. The new construction consisted of a steel frame, wood roof trusses and masonry veneer.

After the library moved into the new section, Ledgewood renovated the 6,000-s.f. historic library. It houses auxiliary functions such as a traditional reading room, reference, study and meeting space, the boiler room and storage.

From our experience with older buildings, we knew that structural irregularities and other problems can be revealed during the demolition. In anticipation, we asked the architect and engineer to visit the site twice a week during that phase. This proactive measure paid off as we discovered issues such as rotted carrying beams, which the design team was able to react to right away.

Sitework included a parking lot, sidewalk and a large modular block light well for outdoor reading.



*Images (top to bottom): Addition in foreground, before sitework, with original library in background and exterior of light well.*



# Patten Free Library

Bath, Maine



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## Owner:

**Patten Free Library**

## Architect:

**TFH Architects**

## Delivery Method:

**Construction Management**

Originally constructed in 1890, Bath's Patten Free Library underwent one minor addition in the early 1960's, but otherwise remained untouched. Working closely with the library's building committee to maintain the building's historic features, Ledgewood constructed a major addition, expanding the children's, young adult, and nonfiction stacks, and adding a new history and genealogy room.

The original structure received significant renovation and restoration, including all new mechanical systems and significant millwork. Totalling 17,700-s.f., the project was constructed under a construction management contract and delivered on time and on budget to happy library patrons and board members.

*"Ledgewood was always **very responsive to my concerns** in dealing with these issues as well as the other details that needed attention."*

David A. King, Chairman  
Building Committee Patten Free Library

*Image: Exterior of the library addition with original building in the background.*



# Curtis Memorial Library

Brunswick, Maine



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**Owner:**

**Town of Brunswick**

**Architect:**

**Amsler, Woodhouse & MacLean**

**Delivery Method:**

**Construction Management**

With a need for more space to accommodate growing collections, expanding patronage, and technology changes, the Town of Brunswick contracted with Ledgewood Construction to expand their historic library building. With the library temporary relocated to an existing town building, Ledgewood built a 44,000-s.f. addition and renovated the existing 1904-era building. A glass “zipper,” home to an open, multi-level staircase, ties the two buildings together. The tie-in required careful attention to details to make the juncture airtight.

Maintaining historical integrity was important, and the new addition was designed with matching finishes and architectural and historical detailing. Ledgewood also worked above the ceiling in the existing building to upgrade the aging mechanical systems to complement the new systems in the addition.



*Images (top to bottom): The new addition was designed to blend seamlessly with the original structure; the original building can be seen at far right with the new expansion to the left of the glass “zipper”.*



# Moore Community Center

Ellsworth, Maine



**Owner:**  
**City of Ellsworth**  
**Architect:**  
**Sealander Architects**

Ledgewood recently completed the renovation and expansion to the Bryant E. Moore School for the future use as a Community Center. This is the first project on which the City of Ellsworth has elected to use the construction management delivery method. The project upgraded the original three-story Moore School, constructed in 1933, along with a single-story addition built in 1956. Included with the renovations is a 3,800-s.f. addition for an atrium to be used as a community gathering space.

The renovations included complete building systems upgrades, envelope improvements, a new interior layout to better serve tenants YMCA Day Care and Friends in Action Senior Center, as well as creating new community space with a large meeting area supported by a commercial kitchen, and a conference room space. The installation of an elevator and new stairs and ramps will allow the entirety of the building to be ADA accessible.

The YMCA wing was completed in time for the new school year and the balance of the building was completed in December.



*Images (top to bottom): New entrance, multipurpose & auditorium room, main lobby and exterior of building.*



# Islesboro Central School

Islesboro, Maine



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## Owner:

**Islesboro Central School**

## Architect:

**Stephen Blatt Architects**

Ledgewood Construction served as construction manager of an addition and renovation to Islesboro Central School. The project renovated the entirety of the 23,000-s.f. classroom building, expanded the existing Kinnicutt Center, and added 9,000-s.f. of new space for art and music classrooms.

The classroom building, constructed in 1928, was originally a private residence until its conversion in 1951. Renovations to the building were extensive, including a new elevator and stair tower, dormers to add light and space, as well as new flooring, paint, and finishes. Existing original hardwood floors and period moldings were refinished. To create a more energy-efficient building, Ledgewood worked with the design team exploring and selecting pourable foam insulation for the exterior wall cavity to add insulation, but not harm the historic stone veneer and preserve the original plaster and millwork.

*"I would like to thank Ledgewood Construction for their **exceptional work** here at Islesboro Central School ... Perhaps the best decision we made, over the span of five years it took to get this project to completion, was the selection of your firm."*

Rick Rogers, Chairman  
Islesboro Central School Building Comm.

Renovations also included all new mechanical systems and windows. An expansion to the Kinnicutt Center provides space for a cafeteria area and regulation-size gymnasium. Unique island conditions meant Ledgewood worked closely with the school and island resident to ensure a smooth, painless construction process. The project was completed early and teachers welcomed students back for the beginning of the school year.



*Images (top to bottom): Exterior view showing addition; the music room with stunning views of Penobscot Bay; the regulation size gymnasium in the Kinnicutt Center and the study hall room of the library with refinished original hardwood floors.*



# Brunswick Police Station

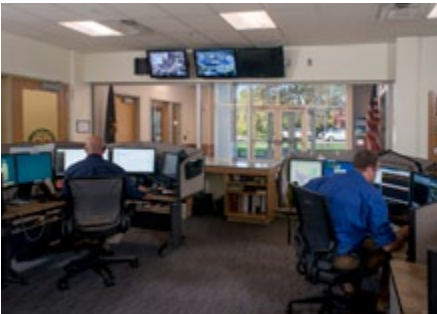
Brunswick, Maine



**Owner:**  
**Town of Brunswick**  
**Architect:**  
**Donham & Sweeney**

Ledgewood served as construction manager for the new, 20,340-s.f. Brunswick Police Station. When Ledgewood was brought on as CM the architect had already been working with the Building Committee for several months and had developed a design that incorporated all of their needs and wants for the new police station. However, the construction budget for this version of the design was \$1.2 million over budget. The team went to work to reduce the program and value engineer the project, coming up with a design plan that met the Police Department's needs with opportunity for future expansion -- all within budget.

During final design, geotechnical investigation of the site determined the soils would not support the building as designed. To accommodate this unforeseen circumstance, a mat slab design using an 18" thick slab under the complete building to help spread out the load would have to be added to the design. This added 350 cubic yards of concrete and over 40 tons of reinforcing steel along with the complications of protecting the slab from freezing because it will have to be installed in the middle of winter. Ledgewood developed a system to install piping under the slab and pump heated water through to prevent the ground from freezing. This innovative thinking allowed the design to move forward.



Images (top to bottom): The exterior entrance, exterior view of the building from the street; dispatch room and lobby area.



# Jewish Community Center

Portland, Maine



**Owner:**  
**Jewish Community Alliance  
of Southern Maine**  
**Architect:**  
**Harriman**

Ledgewood served as construction manager for the Jewish Community Alliance of Southern Maine to build their new 19,300-s.f. Jewish Community Center. The building was constructed on the former St. Patrick's church site.

Demolition of the former facility began in November of 2015 with corner stones being saved and given back to the former parishioners along with a time capsule that was unearthed during the demolition process.

The building houses three separate functions: a preschool featuring toddler facilities, with before-and-after school programs and summer camps; staff offices; and community meeting and recreation spaces, as well as two kitchens (standard and Kosher Kitchen). A 50-space parking lot is included on the site.

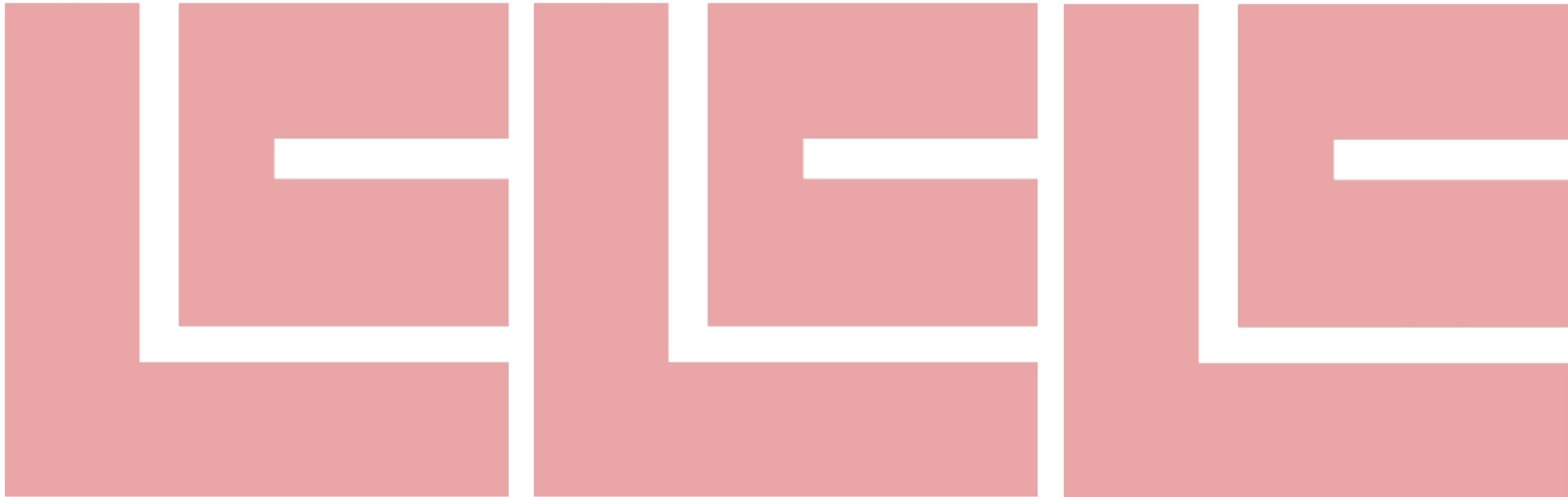
The new community center includes numerous high-end finishes with wood paneling, cabinets and rulon wood ceilings. Along with the high-end finishes, the new center includes a state-of-the-art security system, fully air conditioned with radiant heat, and an elaborate playground feature.



Images (top to bottom): Exterior view, main lobby skylight, preschool room, exterior 2nd view



# 6 References



## 6. References

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Rockland Public Library

### CM Project References:

**Jewish Community Alliance of Southern Maine**

Daniel Pearl, Building Committee Chair  
(207) 807-7028

**University of New England**

Alan Thibeault, Assistant VP for Planning  
(207) 602-2253

**Housing Initiatives of New England**

Bill Walker  
(207) 774-8812

**Episcopal Church of Saint Mary**

Jennifer Gregg, Co-Chair  
(207) 781-2665

**Brunswick Police Station**

Richard Rizzo, Chief of Police  
(207) 725-5521

**Moore Community Center, Ellsworth, Maine**

Tammy Mote, Finance Director  
(207) 669-6602



# Camden – Hope – Lincolnville – Rockport

## COMMUNITY EMS CONTRACT RENEWAL

AMBULANCE QI MEETING– JANUARY 3, 2018

Butch Russell  
Chief Executive Officer  
207-318-2323 (mobile)  
rrussell@nemhs.com

6 Rockport Park Center  
Rockport, ME 04856

24 Washington Avenue  
Scarborough, ME 04074

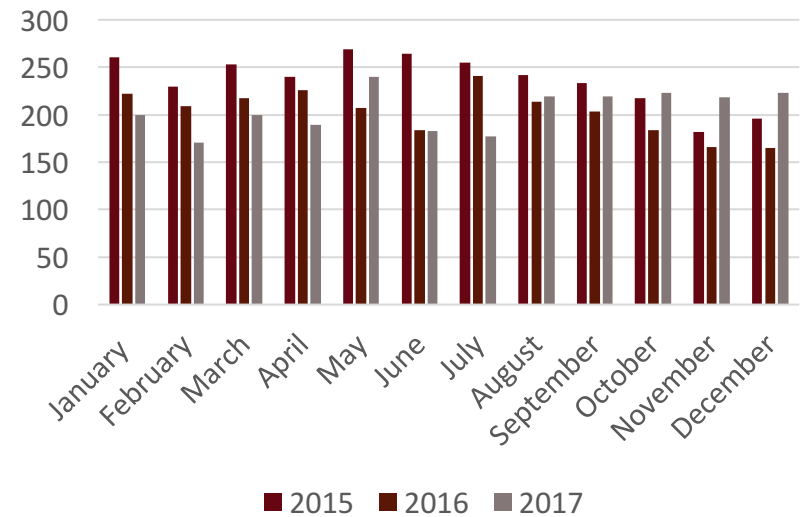


**North East**  
Mobile Health Services

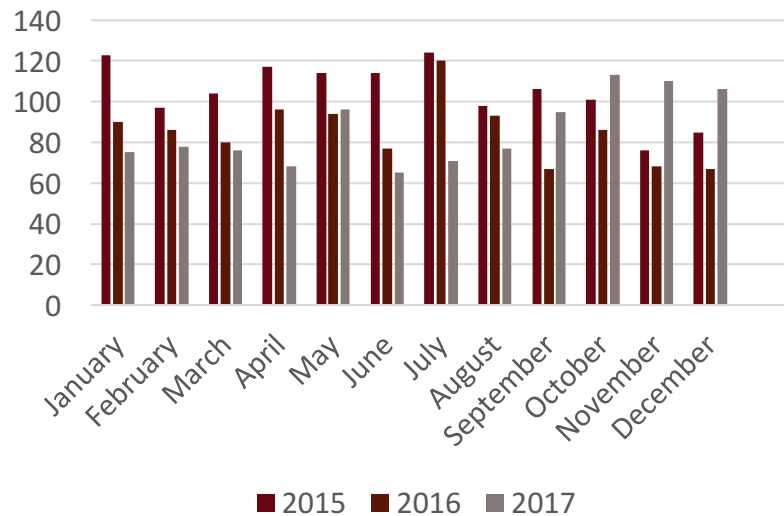
# REDUCED NUMBER OF TRANSPORTS - YEAR OVER YEAR

Transports by Year			
	2015	2016	2017
Emergency	1246	1014	1025
Transfers	1596	1424	1437
<b>Total</b>	<b>2842</b>	<b>2438</b>	<b>2462</b>

**Total Transports (Transfers & Emergencies)**



**Emergency Transports – All 4 Towns**



## Unexpected Revenue Loss

- This reduction of more than 780 transports equals an estimated \$439,000 in lost revenue over the contract period.

# 2018 BUDGET - CURRENT

## Current Staffing Levels

- 860 total weekly hours
  - 3 Paramedic ambulances every day
  - 2 Paramedic ambulances every night

## 2018 Budget

**Net Loss ..... (\$ 236,532)**

2018 Anticipated Deficit			
	Current Subsidy	Projected Deficit	Anticipated Subsidy
Current	\$79,000	\$236,532	\$315,532

**If the Budgeted Ambulance trips were to have remained stable**

**Net Loss ..... (\$ 16,500)**  
**Total Subsidy ..... \$ 95,500**

### Staffing Level Exceeds Demand

- The current transport volume does not support this staffing level.



# 2018 BUDGET – OPTION TWO

## Option Two - Remove Weekend Coverage

Recommendation is to remove one of the three weekend/daytime ambulances.

- Reduces weekly staff hours by 48

Revised Staffing Levels - 812 hours

- 3 Paramedic ambulances weekday/daytime
- 2 paramedic ambulances weekend/daytime
- 2 Paramedic ambulance every night

## Budget Figures

**Net Loss** ..... (\$ 175,180)

**If the Budgeted Ambulance trips were to have remained stable**

Net Gain ..... \$ 44,820  
 Total Subsidy ..... \$ 34,180

## Subsidy Summaries

	Current Subsidy	Projected Deficit	Anticipated Subsidy
Current	\$79,000	\$236,532	\$315,532
Option 2	\$79,000	\$175,180	\$254,180

## Staffing Level Still Exceeds Demand

- This staffing level better aligns with current transport volume, but still results in an underutilization of paramedics.

# 2018 BUDGET – OPTION THREE

**Option Three - Remove Weekend Coverage and Reduce License Level**

Recommendation is to remove one of the three weekend/daytime ambulances **AND** reduce one of the weekday/daytime paramedic ambulances to an AEMT level ambulance.

- Reduction of 48 staff hours and;
- Reduction of \$5/hour x 60 staff hours

**Budget Figures**

**Net Loss ..... (\$ 161,180)**

Subsidy Summaries			
	Current Subsidy	Projected Deficit	Anticipated Subsidy
Current	\$79,000	\$236,532	\$315,532
Option 3	\$79,000	\$161,180	\$240,180

**If the Budgeted Ambulance trips were to have remained stable**

Net Gain ..... \$ 58,820  
 Total Subsidy ..... \$ 20,180

**Staffing Level Meets Demand (2 medics)**

- This staffing level most appropriately meets demand, and provides two paramedic ambulances every night.



# 2018 BUDGET – OPTION FOUR

## Option Three - Remove Weekend Coverage and Reduce License Level

Recommendation is to remove one of the three weekend/daytime ambulances **AND** reduce one of the weekday/daytime paramedic ambulances to an AEMT level ambulance **AND** reduce one of the paramedic ambulances to an AEMT level ambulance every night.

- Reduction of 48 staff hours and;
- Reduction of \$5/hour x 60 staff hours;
- Reduction of \$5/hour x 84 staff hours

### Budget Figures

**Net Loss** ..... (\$ 138,180)

**If the Budgeted Ambulance trips were to have remained stable**

**Net Gain** ..... \$ 81,820  
**Total Subsidy** ..... None

### Subsidy Summaries

	Current Subsidy	Projected Deficit	Anticipated Subsidy
Current	\$79,000	\$202,560	\$281,560
Option 4	\$79,000	\$138,180	\$217,180

### Staffing Level Meets Demand (1 medic)

- This staffing level meets demand, but provides only one paramedic ambulance every night with one AEMT ambulance every night.

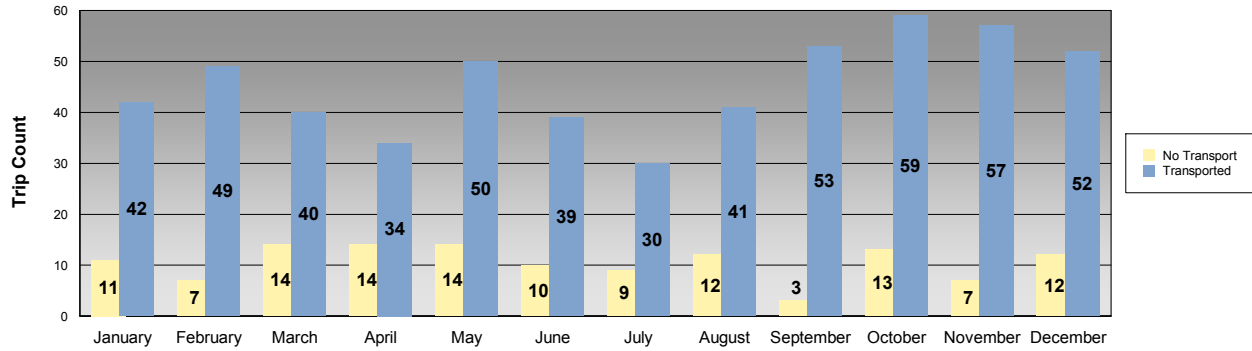
# North East Mobile Health Services

Emergency Volume - Jan - Dec 2017

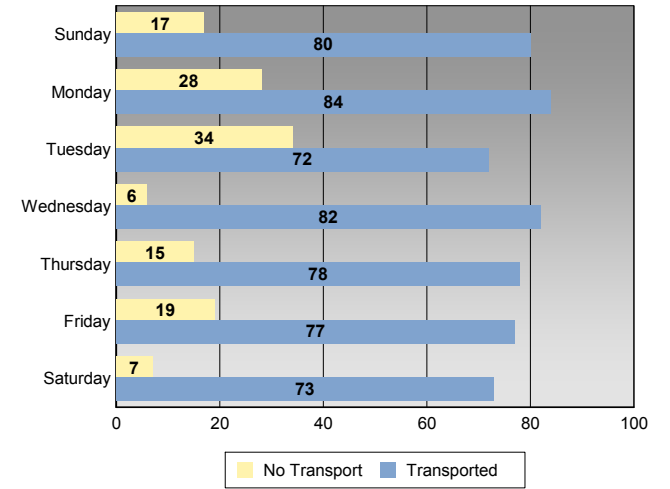
Camden



**Emergencies by Month**



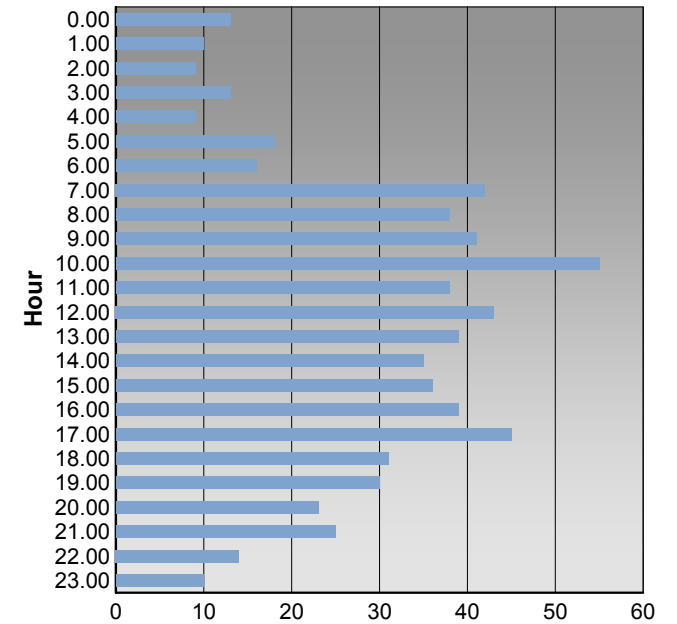
**Volume by Day of Week**



	Total	No Transport	Transported
<b>Total</b>	672	126	546
<b>Camden</b>	672	126	546

**Average Response Time 7.13 Minutes**

**Volume by Hour**



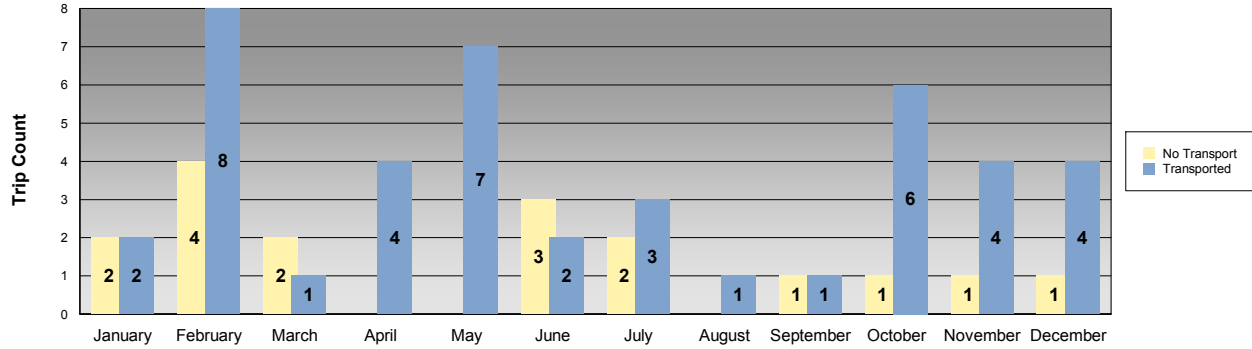
# North East Mobile Health Services

Emergency Volume - Jan - Dec 2017

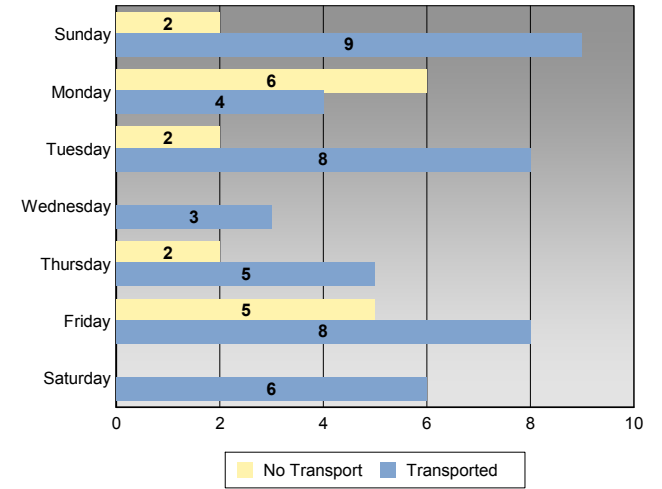
Hope



### Emergencies by Month



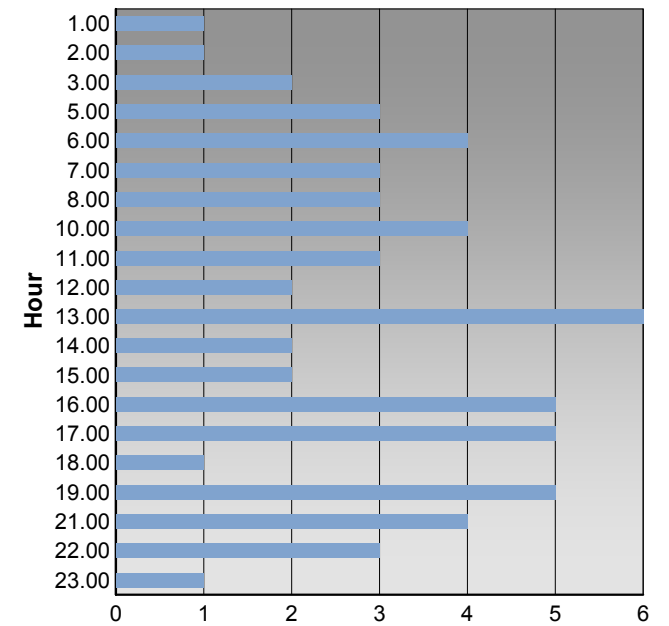
### Volume by Day of Week



	Total	No Transport	Transported
<b>Total</b>	60	17	43
<b>Hope</b>	60	17	43

**Average Response Time 13.72 Minutes**

### Volume by Hour



1 4 564 19-8 85 4 A8 B-C86

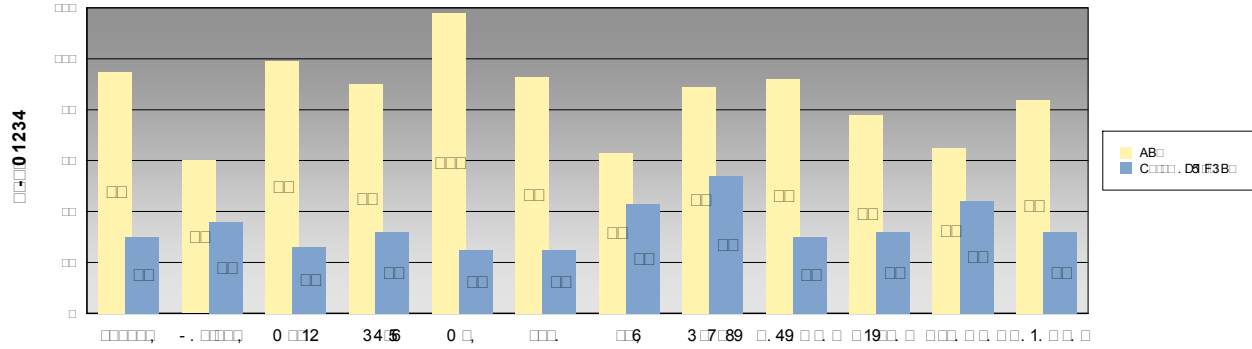
53678 D1 2E 8 F 53 FH8C

53678 6

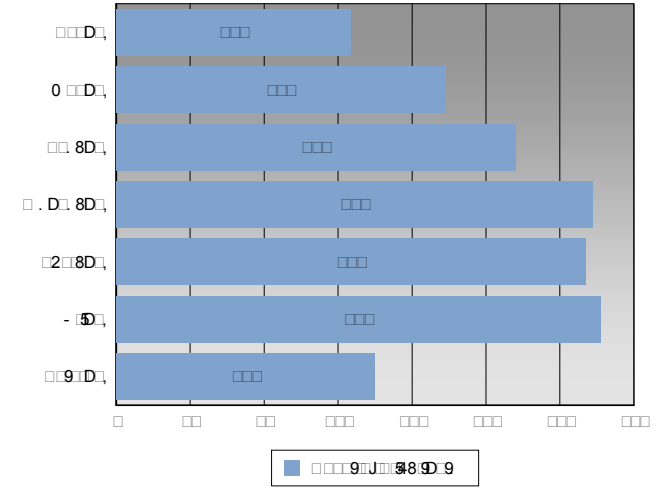


**North East**  
Mobile Health Services

53678 6.9 134

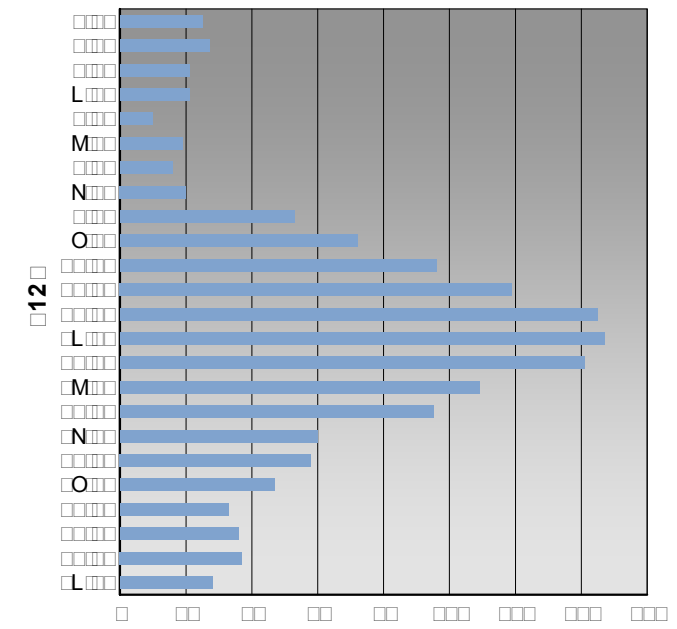


D1 2E 8 9 H5 17J 88



	14	L5 5E 8MCF NA	13 8MCFONA
14	PLM	O	P
5325	M	L	OM
P89 25	O	L	
5 C	M		OO
		L	O
5	L	M	
238		M	OL
2		L	LL
2 264	L	M	LO
A8 4E 98		L	OO
C4 98		L	NO
1B 8E 98	O		OM
H8C 8E 98		L	

D1 2E 8 9 12



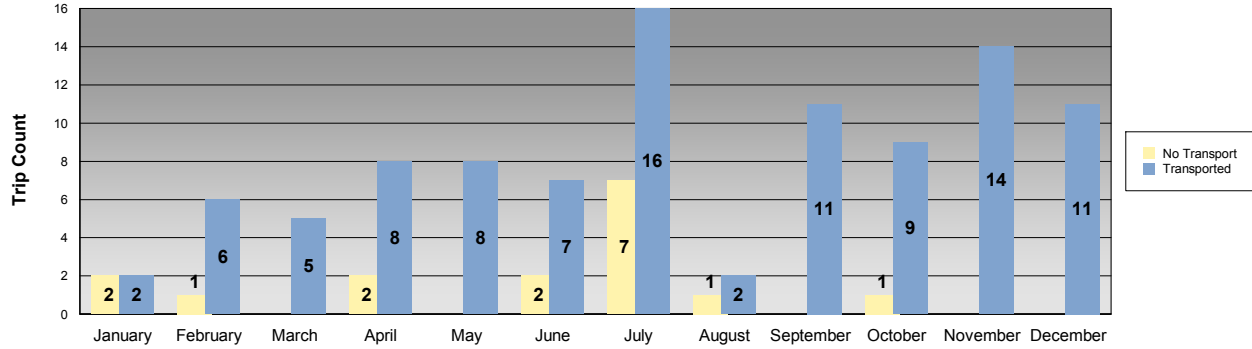
# North East Mobile Health Services

Emergency Volume - Jan - Dec 2017

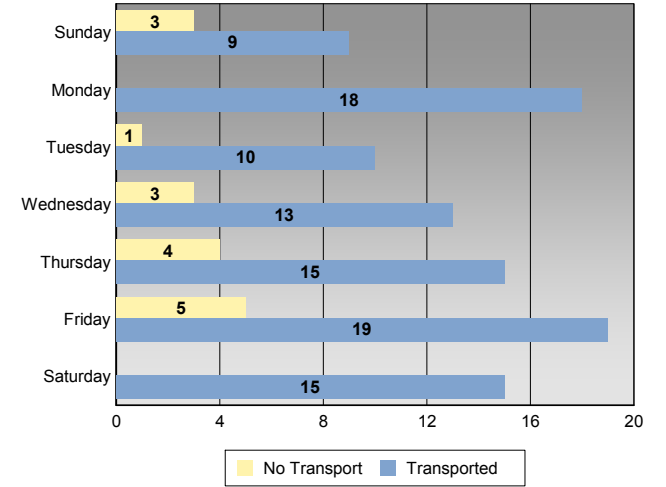
Lincolnville



**Emergencies by Month**



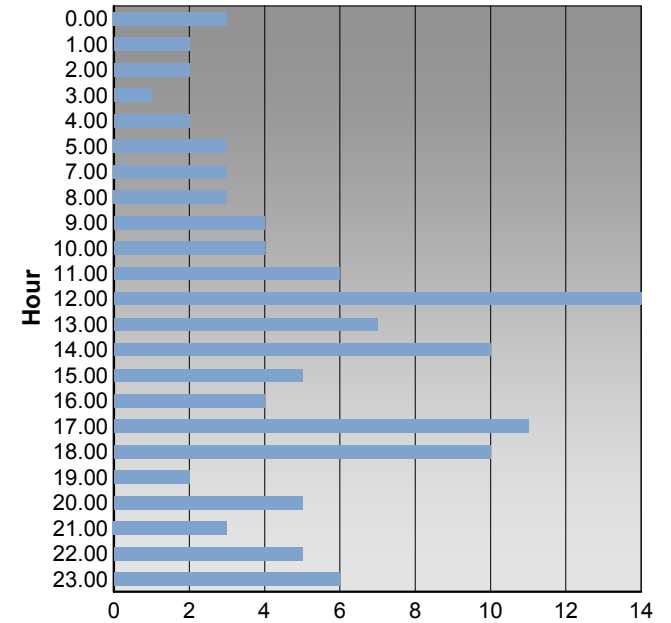
**Volume by Day of Week**



	Total	No Transport	Transported
<b>Total</b>	115	16	99
<b>Lincolnville</b>	115	16	99

**Average Response Time 16.64 Minutes**

**Volume by Hour**



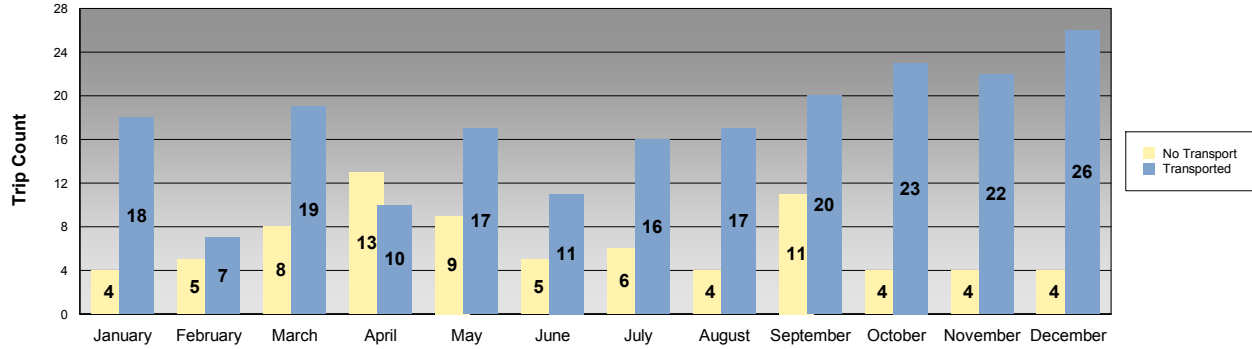
# North East Mobile Health Services

Emergency Volume - Jan - Dec 2017

Rockport



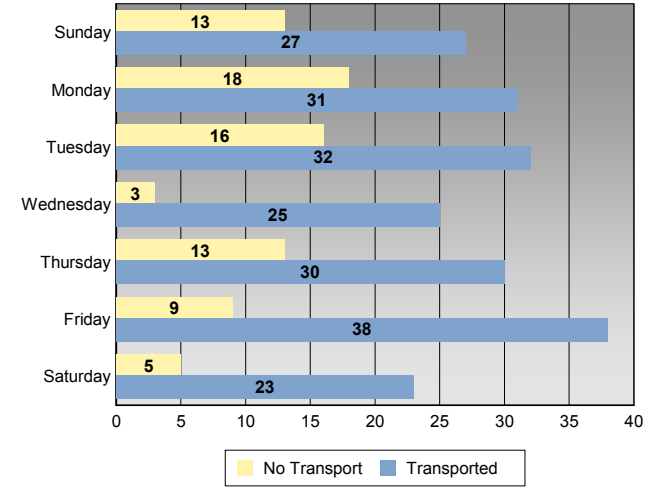
**Emergencies by Month**



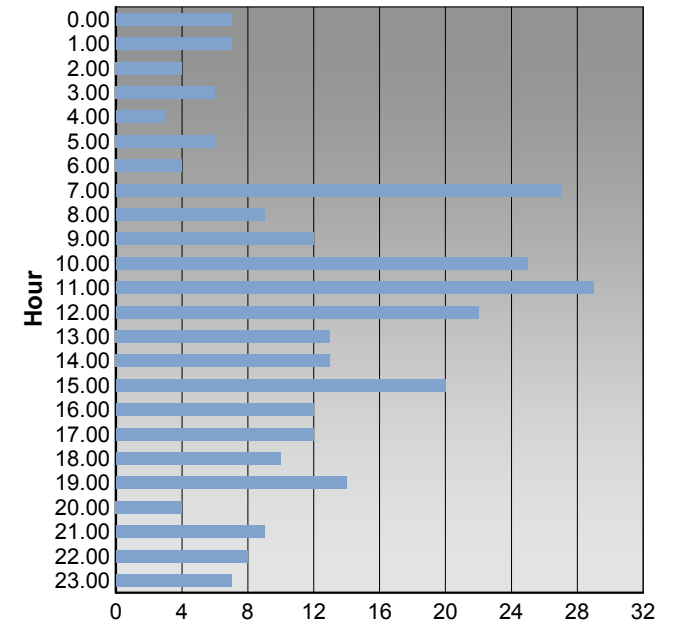
	Total	No Transport	Transported
<b>Total</b>	283	77	206
<b>Rockport</b>	283	77	206

**Average Response Time 6.81 Minutes**

**Volume by Day of Week**



**Volume by Hour**



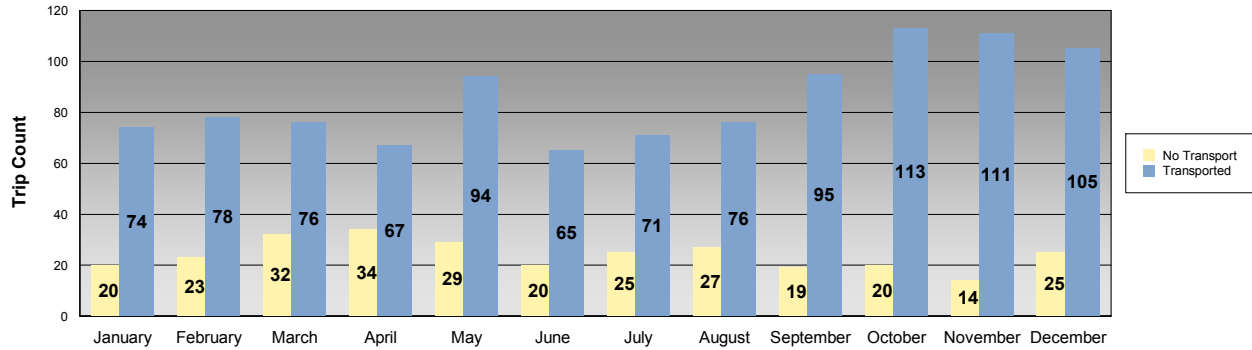
# North East Mobile Health Services

Emergency Volume - Jan - Dec 2017

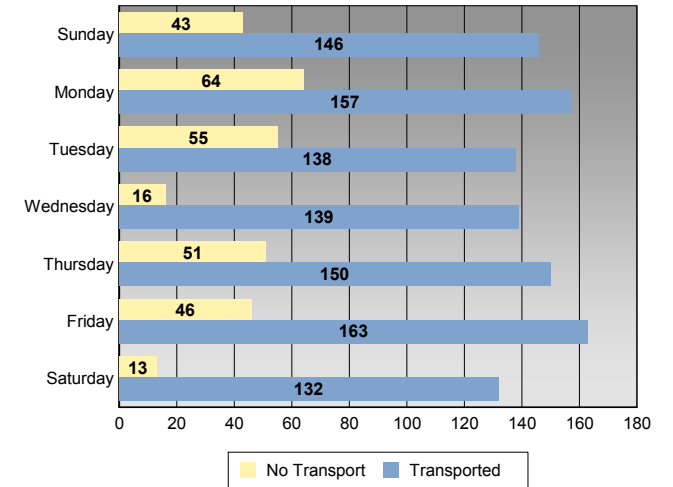
All Emergencies



### Emergencies by Month

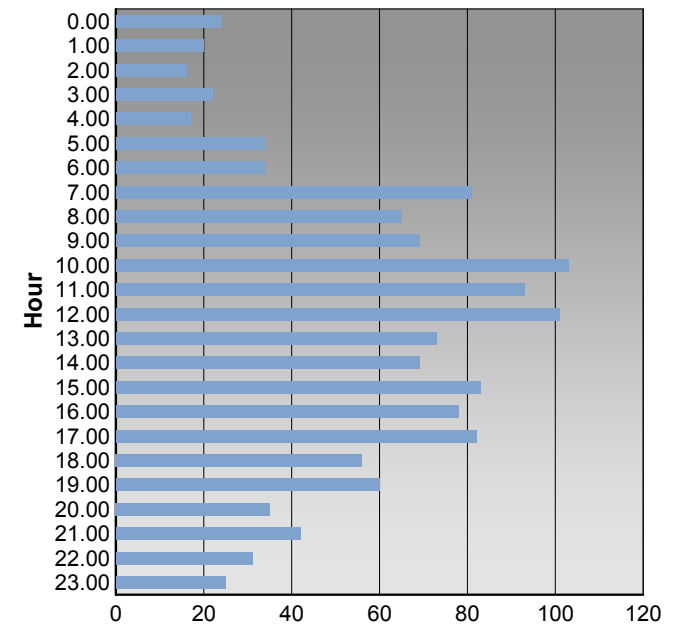


### Volume by Day of Week



	Total	No Transport	Transported
<b>Total</b>	1,313	288	1,025
<b>Appleton</b>	4	1	3
<b>Camden</b>	672	126	546
<b>Hope</b>	60	17	43
<b>Lincolnton</b>	115	16	99
<b>Owls Head</b>	79	3	76
<b>Rockland</b>	39	14	25
<b>Rockport</b>	283	77	206
<b>Thomaston</b>	1	0	1
<b>Union</b>	21	6	15
<b>Warren</b>	3	0	3
<b>Washington</b>	9	4	5
<b>Others</b>	27	24	3

### Volume by Hour



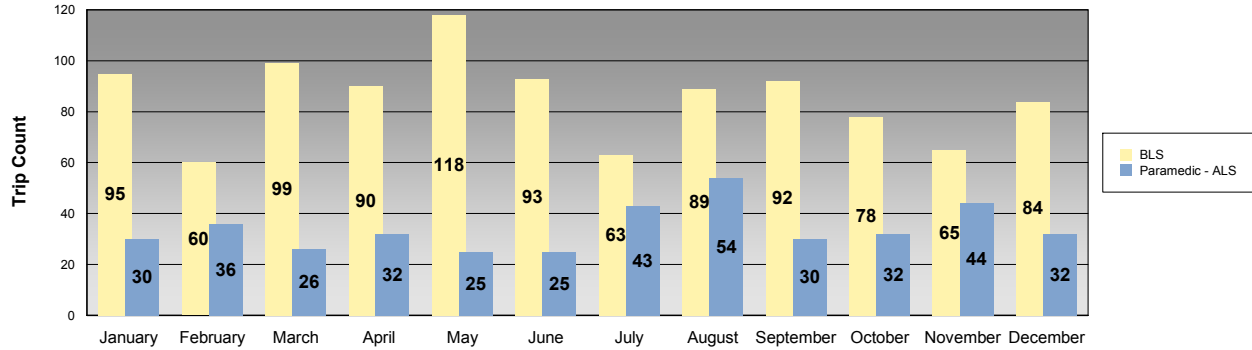
# North East Mobile Health Services

Transfer Volume - Jan - Dec 2017

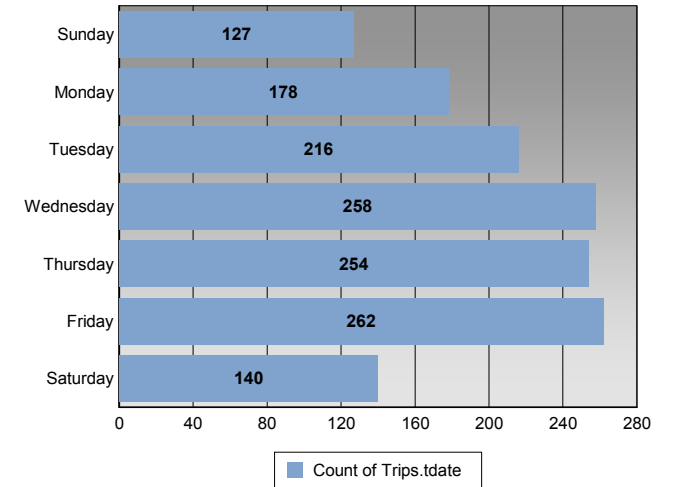
All Transfers



Transfers by Month

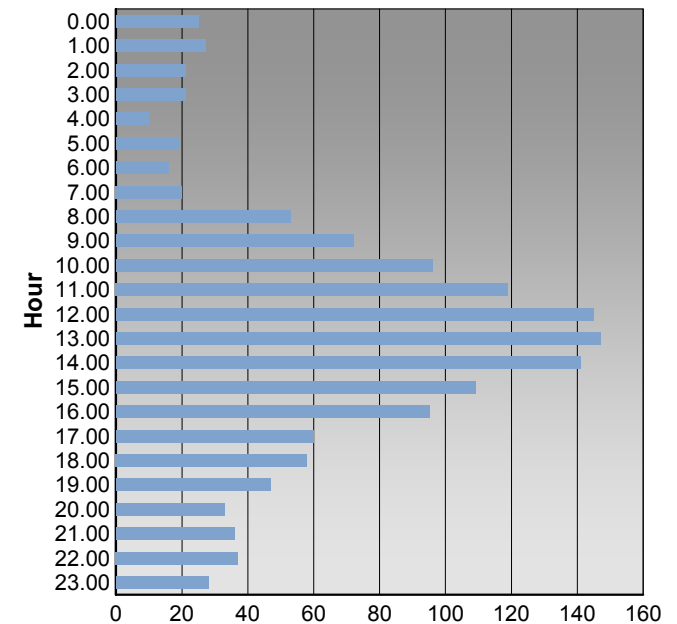


Volume by Day of Week



	Total	Paramedic - ALS	Non Medic - BLS
<b>Total</b>	1,435	409	1,026
<b>January</b>	125	30	95
<b>February</b>	96	36	60
<b>March</b>	125	26	99
<b>April</b>	122	32	90
<b>May</b>	143	25	118
<b>June</b>	118	25	93
<b>July</b>	106	43	63
<b>August</b>	143	54	89
<b>September</b>	122	30	92
<b>October</b>	110	32	78
<b>November</b>	109	44	65
<b>December</b>	116	32	84

Volume by Hour



## Preliminary Proposed Time Line

Monday December 18, 2017: Architect Selection Meeting

Monday January 8, 2018: Approve Contract for Architect at Regular Select Board Meeting

Monday January 22, 2018: Workshop with Architect and Library Committee

Monday February 5, 2018: Workshop with Architect and Library Committee

Monday February 26, 2018: Preliminary Public Concept Plan Presentation with Comment and Feedback

Monday March 5, 2018: Workshop with Architect and Library Committee responding to feedback

Wednesday March 14, 2018: Vote to place Bond Article on June town meeting warrant

Monday March 19, 2018: Workshop with Architect and Library Committee

Monday April 2, 2018: Public Presentation of Final Concept Plan

Monday April 9, 2018: Public Hearing on Bond Article, Select Board makes recommendation

NOTE: Additional meetings between the architect, Library Director and staff, and liaisons from the Select Board and Library Committee will occur as needed through the entire period.

**- PUBLIC MEETING and WORKSHOP -  
Rockport Select Board**

Monday, January 22, 2018

Meeting at 6:30 p.m., workshop immediately following meeting  
Geoffrey C. Parker Community Meeting Room, Rockport Opera House

Streamed at <http://livestream.com/Rockportmaine>

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**Managers Comments**

**I. Call Meeting to Order**

Please either turn off your cell phones and other electronic devices or set them to mute while in this meeting room or the hallways. If you need to take or make a phone call, please step outdoors.

## **II. Public Comment**

With the limited agenda, general public comment will not be accepted. As usual, public comment will be welcomed on agenda items. Please keep public comment brief and to the point.

### **III. Construction Manager Presentation**

- a. Hear a presentation/proposal from Ledgewood Construction
- b. Consider engaging Ledgewood Construction for construction manager services for the Rockport Public Library Project

#### **Manager's comments:**

Included in your packet is a copy of a proposal from Ledgewood Construction to provide Management Services for the proposed library project. This service is different than the normal contractor proposal as the job of the construction manager is to assist the architect and the Town in designing and building the best project possible within our budget parameters.

The key to this is that we get the firm on as early as possible to help ensure that the design is buildable within the budget and that the construction manager is part of the team early on in making it all happen.

Ledgewood comes highly recommended, has done a lot of this type of work and clearly can do an excellent job for us. The problem is we do not have a lot of time and need to get them on earlier than later. For us to go out to RFP at this point would set us back 4-6 weeks, in an already tight schedule.

While they will be paid for their work, all contracts for actual work will be bid out as part of the bid process and unlike the normal construction process, the town will have final say in every contract awarded for each phase of the project.

While we could simply pay (an additional fee) for pre-construction support, it doesn't make sense to have one firm do that work and then have another firm manage the project they had no hand in the early stages. They would not be able to stand by the estimates and work of someone else's work.

It is my recommendation that the Select Board approve Ledgewood as our project's construction manager and task me with executing a contract with them to provide the service.

**Suggested Motion – I move to approve Ledgewood Construction as our Library project's construction manager and task me with executing a contract with them to provide the service.**

## **IV. Update on Architect Contract**

### **Manager's Comments:**

As of today, the contract has not been finalized, our lawyer and the Architect's lawyer have been working out the final details and language changes, but have both agreed to the minor language changes and it is a matter of getting it done. I am waiting for them to get it back to me so that I can get it off to MMA to have our insurance carrier review the insurance limits that they suggest and be sure it meets MMA's recommendations. Our attorney has worked with MMA on similar contracts and is comfortable, but we should get it blessed by them.

I am hopeful that I will have something for Monday night.

In the event we have a final contract

**Suggested Motion – I move to authorize the Town Manager to sign the contract with Stephen Smith Architects for the design of the new Rockport Public Library.**

## **V. Update on Northeast Mobile Health Ambulance Contract**

- a. Summary of discussion at Ambulance Review Committee meeting of January 11th.

### **Managers Comments:**

It was a good discussion at the Ambulance Review Committee last week. There were two main topics of discussion. First the number of calls that are coming from Vinalhaven as transports to the hospital was a surprise and there was a lot of discussion surrounding trying to bring them into the fold and next the level of service that we want to have in the contract.

Included in your packet is the most recent call volume information that has been supplied by NEAS.

- b. Provide guidance for next Ambulance Review Committee meeting on January 29<sup>th</sup>

## **VI. Adjournment**

## **WORKSHOP AGENDA**

### **I. Report from Architect's Team**

### **II. Public Comment**

Public Comment should be brief, keeping in mind that the information presented by the Architect's team represents a concept plan that is still in development. A more formal presentation of the concept plan including public comment is currently scheduled for February 26.

### **III. Board Discussion and Input**

### **IV. Fund Raising Update**

### **V. Update of Timeline/Schedule (if needed)**

Discussion about the timeline as it currently stands, particularly focusing on the next workshop scheduled on Monday February 5th, and the Preliminary Public Concept Plan Presentation with Comment and Feedback currently scheduled for February 22nd.

### **VI. Adjournment**