



Item No. 13 Town of Atherton

CITY COUNCIL STAFF REPORT – REGULAR AGENDA

**TO: HONORABLE MAYOR AND CITY COUNCIL
GEORGE RODERICKS, CITY MANAGER**

THROUGH: ROBERT OVADIA, PUBLIC WORKS DIRECTOR

**FROM: MARTY HANNEMAN, INTERWEST CONSULTING GROUP
PROJECT MANAGER**

DATE: NOVEMBER 14, 2018

**SUBJECT: RECEIVE AND FILE PROJECT SCHEDULE; RECEIVE AND FILE
UPDATE ON LIBRARY DEMOLITION AND ABATEMENT
PROJECT AND OUTREACH EFFORTS; REVIEW, DISCUSS, AND
PROVIDE DIRECTION ON A POTENTIAL POWER PURCHASE
AGREEMENT; REVIEW AND APPROVE A SCOPE OF WORK
CHANGE FOR WRNS STUDIOS AUTHORIZING THE CITY
ATTORNEY TO PREPARE AND CITY MANAGER TO EXECUTE
AN AMENDMENT TO REMOVE THE PHOTOVOLTAIC PANELS
FROM THE LIBRARY DESIGN; AND REVIEW, DISCUSS AND
CONFIRM STAFF’S UNDERSTANDING OF DIRECTION FOR
THE CIVIC CENTER PROJECT FUNDING, AS IT STANDS
TODAY**

RECOMMENDATION

1. Receive and File Project schedule;
2. Receive and File an update on the Library demolition and abatement project and community outreach efforts;
3. Review, discuss and provide direction on a potential power purchase agreement (PPA);
4. Review and approve a Scope of Work Change for WRNS Studios authorizing the City Attorney to Prepare and City Manager to Execute an Amendment to Remove the Photovoltaic Panels from the Library Design; and
5. Review, discuss and confirm staff’s understanding of direction for the Civic Center project funding, as it stands today.

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BACKGROUND

Project Schedule

Per the attached (Attachment 1) updated Mack5 project schedule, the revised project plans, specification and estimate (PS&E) that reflect City Council's approved value engineering (VE) changes are nearly 100% complete. The final Construction Documents (CD's) will be ready for City Council's approval to issue for public bid on December 19, 2018. If approved, staff will release the bid documents after the holidays on January 3, 2019 for a six-week period. The overall construction schedule has been reduced by one month to account for the ongoing Library demolition project.

This update is receive and file only. No action is required.

Library Demolition and Abatement Project - Project No. 56087

Per Council's direction at the August 17 meeting, staff prepared a bid package to demolish and abate the library building prior to contracting with a General Contractor to perform the remainder of the Civic Center project work. At the September 5 Council meeting, Council authorized staff to advertise for public bids to provide demolition and abatement services for the library building.

On October 3, 2018 staff received the following three bids and held a public bid opening:

- Central Valley Environmental Fresno, CA - \$276,856
- Silicon Valley Demolition San Jose, CA - \$293,646
- Bowen Engineering & Environmental Fresno, CA - \$333,000

At the October 17, 2018 Council meeting, Council directed the City Attorney to prepare and City Manager to execute a Contract with Central Valley Environmental (CVE) to provide demolition and abatement services of the Library building for a fee of \$276,856 and authorize change orders up to \$50,000 for a total project cost not to exceed of \$326,786.

On October 30, 2018, staff held a pre-construction meeting with CVE to discuss schedule, safety, utilities, noise, and protection of trees and nearby homes, work hours, etc. It was agreed that CVE would begin abatement work on Tuesday November 13. Per the Contract, CVE has thirty (30) working days to complete the work.

In order to keep the community informed on the progress of Civic Center Project and the pending Library demolition project, staff has been using NextDoor, Facebook, Atherton Online, and direct neighborhood contact for the immediate impact area of the Library. Staff has also created a project activity blog which has been shared through the email list:

<http://www.ci.atherton.ca.us/503/Project-Activity-Blog>.

This will continue to be shared as it gets updated. Staff will also be using the "Notify Me" mailing

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list to provide updates to neighbors as the project proceeds.

Lastly, a neighbor of the project recently hosted with Town staff in attendance, a meeting at their home for staff to provide a Library project update to the adjacent neighbors.

This update is receive and file only. No action is required.

Power Purchase Agreement (PPA)

At the October 3, 2018 Council meeting, the City Council heard a presentation from Sven Thesen, Peninsula Clean Energy (PCE) regarding Power Purchase Agreements (PPA). The Council discussed how such agreements can be used as part of the Civic Center Project if the Town adds photovoltaic (PV) to the project. The Council discussed timing of such an Agreement and how that relates to the Civic Center Project. Council provided feedback on the merits of such Agreements and provided direction to staff to *continue to investigate the potential for such Agreements in relation to the Civic Center*. As noted in the presentation, the primary benefits of a PPA, which is a multi-year agreement between a Host (Town) and Provider (which owns and maintains the system) are:

- No Upfront Capital Costs for Town
- Fixed Electricity Costs for Life of Agreement
- System Operation & Maintenance Costs by Provider
- Provider Gets 30% Tax credit & Depreciation and Includes Into PPA

Per Council's prior direction, the current project plans for the Administrative/PD building and Library are:

- Admin/PD Building: No PV's or microgrid system – estimated savings of \$650K for PV's and \$1.65M for microgrid
- Library Building: Includes PV's estimated cost of \$751K and no microgrid system estimated savings of \$570K.

If City Council directs staff to pursue a PPA for one or both the Admin/Building and Library for the PV's and/or microgrid systems, the potential total *capital cost* savings as part of the Project could be approximately \$3.5M.

The Peninsula Clean Energy representative spoke of Gridscape Solutions, Inc. as a potential provider for a PPA project for the Civic Center. They are the firm that did a recent project in the City of Fremont Project which installed microgrids for 3 Fire Stations. The link for the report is:

https://www.energy.ca.gov/research/epic/documents/2016-09-06_workshop/presentations/09%20Gridscape-Fremont%20Fire%20Stations.pdf

Based on Council supported feedback, on October 31, 2018 staff met with representatives from Gridscape Solutions to discuss a potential PPA for Civic Center. One of the issues that arose was

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the benefit of including the Library PV as part of the overall PPA project to ensure that the optimal primary benefits of a PPA are maximized. Staff is also coordinating with Peninsula Clean Energy, the County, and Clean Coalition for expertise in this area.

Gridscape has agreed to provide a proposal for a PPA inclusive of the Library PVs upon receipt of the estimated monthly building energy usage in kW and kWh from WRNS sub-consultant Integral. Gridscape advised that work in Fremont was done through a specific provision within the Government Code that allowed the City to suspend the competitive bid process (California Government Code Section 4217.10). However, the City Attorney has advised careful review of this opportunity as there remains the potential for claims of conflict, bias, abuse, fraud, etc. since whoever is successful will be making a profit from the generation of power from Town property.

If the Town were to segregate the solar panels from the overall construction contract for the library building it would allow for the Town to include the installation of the library's solar panels and desired microgrid as a complete system through a Power Purchase Agreement (PPA). The remaining construction contract scope would include the installation of conduits and other supporting infrastructure required in the building structure to allow for the installation of the solar panels and microgrid batteries and control system by the PPA contractor without affecting the structure, and require that the library contractor coordinate the installation with the PPA contractor. As envisioned, a PPA would allow for the installation of the solar panels, microgrid, and control system at no up-front cost to the Town with regular power purchase payments, at a reduced cost over now current PG&E/PCE energy rates. The PPA would include an energy production guarantee and overall system maintenance over the agreement term.

Staff is requesting confirmation from the Council that staff is continuing in the desired direction with respect to this issue and, with appropriate timing, will include the opportunity for a PPA as part of the Town's Civic Center. Moving forward would separate the PPA and PV from the Civic Center Project itself as a separate path and project that would complete contemporaneously. To facilitate the above, a change to the WRNS Scope of Work would be required to remove the PV from the Base Bid Package. This is the next action item for this Report.

Staff next steps would be to gather further information from Gridscape and navigate any appropriate process for formation of a PPA to include requests for proposals.

Additional Design Services

If Council directs staff to pursue a PPA this would require WRNS Studio to make Library drawing changes/updates—for Electrical, Architectural, and Cal-Green forms since the PV's are currently in the base bid. The WRNS estimate for these changes is \$5,800 and is not expected to impact the project schedule.

To move forward, staff requires approval of a Scope of Work Change for WRNS Studios authorizing the City Attorney to Prepare and City Manager to Execute an Amendment to Remove the Photovoltaic Panels from the Library Design.

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Project Funding

Part of the challenge for the Civic Center Project has involved securing funding for its completion. Once the Town's 2017/18 Financial Audit is complete, staff will present the Council with a more exact determination of available funding for the project. The Library portion of the project is fully funded with a commitment from the County of San Mateo to advance library surplus funds in the amount required to complete the Library, as designed, based on the bids received in 2019. The below focuses only on funding for the Admin/PD/CDD portion of the project.

Through value-engineering, the City Council eliminated \$4,356,000 from the Reconciled Estimates based on the 2018 bids received. The tables below reflect estimates only – **the amounts are not exact and are subject to change based on the bids received and completion of the Town's Annual Audit.**

Reconciled Estimate from 2018 Low Bid	\$32,666,000
Value-Engineering Selections (shorthand)	
• Windows, Storefront, Mock-up Precast	(\$303,000)
• Roofing Changes to Asphalt	(\$150,000)
• Split Face CMU/Elim. Plaster Finish	(\$82,000)
• Hydroseed in-lieu	(\$162,000)
• Removal of Site Furnishings	(\$18,000)
• Fencing Material Changes	(\$12,000)
• Del/Defl of Corp Yard Improvements	(\$837,000)
• Elim. Acoustic Ceiling/Railings/Gate	(\$426,000)
• Reduction of Casework	(\$52,000)
• Selection of P-Laminate	(\$13,000)
• Reduce to Level 3 Ballistic Sheathing	(\$143,000)
• Removal of Ceiling Fans	(\$64,000)
• Deferral of Council Chambers	(\$1,655,000)
• Eliminate Onsite Pad/Utilities for CDD/PD	(\$39,000)
• Site Phasing/Staging Deduct	(\$400,000)
Total Value Engineering (Estimates Only)	(\$4,356,000)
Revised Estimate from 2018 Low Bid	\$28,310,000
Redesign Work Required for VE	\$194,335
Contingency (10%)	\$2,831,000
Total Project Requirements (w/Contingency)	\$31,335,335

Please note: The only additive alternate for the Project is the City Council Chambers. The base bid is designed without the Council Chambers and the addition of the Chambers is an additive alternate that can be selected upon bid.

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Funding Source	Amount
Atherton Now	\$4,576,976
Estimated Unallocated GF Balance 6/2018	\$12,231,268
CIP Funds Allocated	\$4,423,138
Building Facility Reserve Funds	\$505,000
ERAF and Surplus Revenue Projections (18/19 – 21/22)	\$8,800,000
Total	\$30,536,382

The Town's three (3) project estimating firms are working to produce a revised project estimate based on current design and current/projected market conditions. The above calculation is based on taking the low bid from 2018 and extracting the estimated savings from select value-engineering options to arrive at a new reconciled estimate for the project. Please note, this is not an estimate from the project estimating teams. Their input was taken for the value-engineering options only. This is taking an actual market bid and extracting a new reconciled estimate from that bid.

Using that approach, the new base project estimated cost is \$28.3 million, without a built-in contingency. The Town's available projected funding is \$30.5 million. This amount is also an estimate subject to modification via the Annual Audit and future projections of expenditures and ERAF revenue – but is accurate based on the preliminary audit results. While we can project known revenue and streams with reasonable accuracy (conservative growth in property tax revenues, salaries, basic operations), there are a number of large revenue streams that are subject to more significant swings based on the economy that we cannot predict. These include two significant revenue streams such as ERAF receipts from the State and building permit revenue – both of which will also have an impact on the Town's surplus revenues. Overall, revenues over estimated base cost leaves a contingency amount of \$2.2 million, about 8%.

If all things are as projected above, the Town will have sufficient funding to complete the project; however, we will need to address the Town's cash flow needs for basic operations at some point during the 3 years of the project.

Cash Flow

Because this cash flow issue is for basic operations and not specifically the project, staff recommends that any cash flow need be handled via a Tax Revenue Anticipation Note (TRAN) at the appropriate time – usually June of any given year. Based on our available property tax revenues, the Town can issue a TRAN for up to 85% of our property tax revenue projections for the coming year netting about \$7.5 million. *Staff does not recommend a TRAN at the full amount as they are required to be repaid within 15 months of issue.* If the bids come in on target or only slightly higher, the TRAN for operations could be done, but staff would recommend a TRAN of no more than 40% of our property tax projections (approximately \$3.5 million). That sets a parameter for the Council's consideration when the bids return.

If cash flow projections result in more than a \$3.5 million need, staff recommends the Council consider a Certificate of Participation (COP) or Private Placement Funding (PPF) or some other

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funding combination recommended by the Council. Representatives from Urban Futures have discussed these options for the Council on several occasions. Certificates of Participation or the possibility of Private Placement Funding (from residents) would be a mechanism that could be considered by the Town to close a funding gap. However, in addition to these options, the Council can also explore an additional fundraising campaign, separate capital campaigns, bond measures (election), use of reserves, or other solutions.

Because the Council has discussed and provided feedback on this issue across several Council meetings, staff's understanding of Council's direction is as follows:

1. If the bids are such that current and projected available funding is sufficient but there is a cash flow issue that we can solve with tax revenue anticipation notes (TRANs) then staff should proceed with doing so and return that to the Council for action when appropriate. That would likely occur in June 2020.
2. If the bids are such that current and projected available funding is not sufficient, and we need a COP or PPF, then the Council wants to discuss that further before issuance. Because of the Council's sensitivity to COPs or PPF, staff will not proceed with a COP or PPF without formal Council authorization to pursue the option.

Both of the above must wait until the bids return for a clear picture of what exactly will need to be financed, if anything. In the interim, staff is putting put together a spreadsheet of comparative options for the Council's education about TRANs, COPs, and Private Placement Funding (PPF) based on the audited financials (due in December) so we know where we stand before we get the final results of bid in March/April 2019 and can select an option to move forward based on the presented gap, if any.

Staff is asking that the Council review, discuss and confirm staff's understanding of direction for the Civic Center project funding, as it stands today.

POLICY ISSUES

There are no policy issues associated with this report.

FISCAL IMPACT

Attachment 3 is a summary of the project finances via the Monthly Budget Summary.

PUBLIC NOTICE

Public notification was achieved by posting the agenda, with this agenda item being listed, at least 72 hours prior to the meeting in print and electronically. Information about the project is also disseminated via the Town's electronic News Flash and Atherton Online. There are approximately 1,200 subscribers to the Town's electronic News Flash publications. Subscribers include residents as well as stakeholders – to include, but be not limited to, media outlets, school districts, Menlo

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Park Fire District, service provides (water, power, and sewer), and regional elected officials. The Town maintains an active and up to date Project Website at <http://ca-atherton.civicplus.com/index.aspx?NID=290>.

COMMISSION/COMMITTEE FEEDBACK/REFERRAL

This item has or has not been before a Town Committee or Commission.

- Audit/Finance Committee (meets every other month)
- Bicycle/Pedestrian Committee (meets as needed)
- PMC - Civic Center Advisory Committee (meets as needed)
- Environmental Programs Committee (meets every other month)
- Park and Recreation Committee (meets each month)
- Planning Commission (meets each month)
- Rail Committee (meets every other month)
- Transportation Committee (meets every other month)

ATTACHMENTS

Attachment 1: ACC Project Schedule 9-21-18

Attachment 2: Monthly Budget Summary

Attachment 2

Monthly Budget Summary

Fund Allocations	Library Fund	Building Facilities Fund	General Fund	Civic Center Donations	Total
FY 18-19 Budget	\$8,124,830	\$2,675,374	\$981,500	\$6,576,976	\$18,358,680
Expenditures to Date					
Design	\$1,076,624	\$433,724	\$581,357	\$2,479,255	\$4,570,960
Project Management	\$510,063	\$182,844	\$50,138	\$726,873	\$1,469,959
Geo-Tech/Environmental	\$48,706	\$95,442	\$59,280	\$0	\$203,429
Totals	\$1,635,394	\$712,050	\$690,776	\$3,206,129	\$6,244,348
Remaining FY 18-19 Budget	\$6,489,436	\$1,963,324	\$290,724	\$3,370,847	\$12,114,332

Atherton Now Cash Donations (Received)	Amount
Master Plan & Conceptual Design Phases 1 & 2	\$250,457
Schematic Design Phase 3	\$200,838
Design Development	\$506,870
Construction Documents Phase	\$783,026
Total Contributions to Date	\$1,741,191

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Project Schedule - September 21, 2018



ID	Task Name	Duration	Start	Finish	P	Ma	
						3/4	3/11
1	ACC Documentation	0 days	Mon 6/30/14	Mon 6/30/14			
2	Project Setup & Initiation	204 days	Wed 7/23/14	Mon 5/4/15			
34							
35	Design Phase	982 days	Tue 4/7/15	Wed 1/9/19			
36	Master Plan Review & Programming	105 days	Tue 4/7/15	Mon 8/31/15			
44							
45	Conceptual Design	90 days	Tue 5/5/15	Mon 9/7/15			
54							
55	Schematic Design	155 days	Fri 10/16/15	Fri 5/20/16			
71							
72	Design Development	176 days	Mon 6/6/16	Tue 2/7/17			
88							
89	Construction Documents	494 days	Thu 2/16/17	Wed 1/9/19			
90	CD Kick-Off Meeting	0 days	Thu 2/16/17	Thu 2/16/17	87,129		
91	CD Progress	3 wks	Fri 2/17/17	Thu 3/9/17	90		
92	Coordination Meeting	0 days	Thu 3/9/17	Thu 3/9/17	91		
93	Arch to issue Coordination Set	1 wk	Fri 3/10/17	Thu 3/16/17	92		
94	CD Progress	4 wks	Fri 3/10/17	Thu 4/6/17	92		
95	Coordination Meeting 25% CD's	0 days	Thu 4/6/17	Thu 4/6/17	94		
96	Arch to issue Coordination Set	1 wk	Fri 4/7/17	Thu 4/13/17	95		
97	CD Progress	10 wks	Fri 4/7/17	Thu 6/15/17	95		
98	Coordination Meeting 50% CD's	0 days	Thu 6/15/17	Thu 6/15/17	97		
99	Arch to issue Coordination Set	1 wk	Fri 6/16/17	Thu 6/22/17	98		
100	CD Progress	66 days	Fri 6/23/17	Fri 9/22/17	99		
101	Arch issues Planning Submittal	1 day	Mon 9/25/17	Mon 9/25/17	100		
102	CD Progress	4 wks	Tue 9/26/17	Mon 10/23/17	101		
103	Coordination Meeting 90% CD's	0 days	Mon 10/23/17	Mon 10/23/17	102		
104	Arch to issue Coordination Set	2 wks	Tue 10/24/17	Mon 11/6/17	103		
105	Arch to receive Consultant Team 90% CD Permit Set	1 wk	Tue 11/7/17	Mon 11/13/17	104		
106	Arch issues Permit Set	1 day	Tue 11/14/17	Tue 11/14/17	105		
107	CD 90% Cost Estimate	3 wks	Wed 11/15/17	Tue 12/5/17	106		
108	CD Progress	8 wks	Wed 11/15/17	Tue 1/9/18	106		
109	Arch receives/distributes Plan Check Comments	0 days	Wed 1/10/18	Wed 1/10/18	162		
110	CD Progress	3 wks	Thu 1/11/18	Wed 1/31/18	109		
111	VE Progress	26 wks	Wed 6/6/18	Tue 12/4/18	110,175		
112	VE Estimate & Peer Review	3 wks	Wed 12/5/18	Tue 12/25/18	111		
113	Arch to receive Consultant Team 100% CD Documents	4 days	Thu 1/3/19	Tue 1/8/19	166,112		
114	Issue Conformed Construction Documents, Project Manual	1 day	Wed 1/9/19	Wed 1/9/19	113		
115							
116	Town Approvals	882 days	Tue 9/1/15	Wed 1/16/19			
117	Design Review	882 days	Tue 9/1/15	Wed 1/16/19			
118	Programming	10 days	Tue 9/1/15	Mon 9/14/15			
121	Conceptual Design	22 days	Tue 9/8/15	Wed 10/7/15			
124	Schematic Design	10 days	Mon 5/23/16	Fri 6/3/16			
127	Design Development	21 days	Thu 1/19/17	Thu 2/16/17			
130	Construction Documents	409 days	Fri 6/23/17	Wed 1/16/19			
131	50% CD Review	10 days	Fri 6/23/17	Thu 7/6/17	99		
132	Written Comments issued to Design Team	0 days	Thu 7/6/17	Thu 7/6/17	131		
133	90% CD Review	10 days	Wed 12/6/17	Tue 12/19/17	107		
134	Written Comments issued to Design Team	0 days	Tue 12/19/17	Tue 12/19/17	133		
135	VE Review	10 days	Wed 12/5/18	Tue 12/18/18	111		
136	Written Comments issued to Design Team	0 days	Wed 12/19/18	Wed 12/19/18	135FS+1 day		
137	Conformed CD Review	10 days	Thu 1/3/19	Wed 1/16/19	166		
138	Written Direction to Issue Documents for Re-Bid	0 days	Wed 12/19/18	Wed 12/19/18	135FS+1 day		
139							
140	Entitlements	341 days	Wed 7/23/14	Wed 11/11/15			
152							
153	Permitting	683 days	Fri 5/20/16	Wed 1/2/19			
154	Atherton Civic Center	683 days	Fri 5/20/16	Wed 1/2/19			
155	Preliminary Planning/Building Review	0 days	Fri 5/20/16	Fri 5/20/16	70		
156	Preliminary Planning/Building Review	0 days	Wed 1/18/17	Wed 1/18/17	87		
157	Submission to Planning	0 days	Mon 9/25/17	Mon 9/25/17	101		
158	Processing by Planning	22 days	Tue 9/26/17	Wed 10/25/17	157		
159	Receipt of Planning Commission Approval	0 days	Wed 10/25/17	Wed 10/25/17	158		
160	Submission to Building Dept	1 day	Wed 11/15/17	Wed 11/15/17	106,159		
161	Processing by Building Dept	8 wks	Thu 11/16/17	Wed 1/10/18	160,149		

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ID	Task Name	Duration	Start	Finish	P	Ma
162	Receipt of Plan Check Comments	0 days	Wed 1/10/18	Wed 1/10/18	161,159	3/4 3/11
163	Drawing Revisions	23 wks	Thu 1/11/18	Wed 6/20/18	162	
164	Re-Submission to Building Dept	0 days	Wed 12/5/18	Wed 12/5/18	111FS+1 day	
165	Processing by Building Dept	4 wks	Thu 12/6/18	Wed 1/2/19	164	
166	Permit Issued - (*Review periods are estimates only)	0 days	Wed 1/2/19	Wed 1/2/19	165	
167						
168	Bidding Phase	488 days	Mon 4/24/17	Wed 3/6/19		
169	Bidding	488 days	Mon 4/24/17	Wed 3/6/19		
170	Issue Contractor RFQ	0 days	Mon 4/24/17	Mon 4/24/17		
171	RFQ Q&A	40 days	Mon 4/24/17	Fri 6/16/17	170	
172	Contractor SOQ Due	0 days	Thu 6/29/17	Thu 6/29/17		
173	Issue Documents for Bidding	0 days	Thu 3/22/18	Thu 3/22/18		
174	Pre Bid Conference	0 days	Wed 4/4/18	Wed 4/4/18	173FS+10 days	
175	Bidding	54 days	Thu 3/22/18	Tue 6/5/18	173	
176	Re-Bid	30 days	Thu 1/3/19	Wed 2/13/19	138FS+10 days	
177	Final Day to Submit Questions	0 days	Wed 1/30/19	Wed 1/30/19	176FS-11 days	
178	Final Addendum Issued	0 days	Wed 2/6/19	Wed 2/6/19	177FS+6 days	
179	Receive Bids	0 days	Wed 2/13/19	Wed 2/13/19	176	
180	Evaluate Bids	4 days	Thu 2/14/19	Tue 2/19/19	179	
181	Town Approval	0 days	Wed 2/20/19	Wed 2/20/19	180FS+1 day	
182	Execute Construction Agreement	2 wks	Thu 2/21/19	Wed 3/6/19	181	
183						
184	Construction Phase	1027 days	Tue 3/28/17	Wed 3/3/21		
185	Construction	1027 days	Tue 3/28/17	Wed 3/3/21		
186	Notice to Proceed	0 days	Wed 3/6/19	Wed 3/6/19	182,232,233,234,16	
187	Kick-off Meeting	0 days	Wed 3/6/19	Wed 3/6/19	186	
188	Ground Breaking Ceremony	0 days	Wed 3/13/19	Wed 3/13/19	187FS+5 days	
189	Construction	520 days	Thu 3/7/19	Wed 3/3/21	187	
190	FFE Installation	120 days	Thu 9/17/20	Wed 3/3/21		
191	FFE Purchasing: Start	0 days	Thu 9/17/20	Thu 9/17/20	189FS-6 mons,138	
192	FFE Installation: Start	0 days	Thu 2/4/21	Thu 2/4/21	189FS-1 mon	
193	FFE Installation: End	1 mon	Thu 2/4/21	Wed 3/3/21	192	
194	Move Coordination	517 days	Tue 3/28/17	Wed 3/20/19		
195	Inventory	69 days	Tue 3/28/17	Fri 6/30/17		
200	Surplus	310 days	Mon 4/10/17	Fri 6/15/18		
203	Site Work	268 days	Tue 3/28/17	Thu 4/5/18		
211	Modular Buildings	308 days	Tue 3/28/17	Thu 5/31/18		
220	Storage Pods	307 days	Tue 3/28/17	Wed 5/30/18		
227	Move	404 days	Fri 9/1/17	Wed 3/20/19		
228	Mover Procurement	112 days	Fri 9/1/17	Mon 2/5/18	196,197,198,199	
229	Mover Bid Award	12 days	Tue 2/6/18	Wed 2/21/18	228	
230	Mover Contract	10 days	Thu 2/22/18	Wed 3/7/18	229	
231	Mover NTP	1 day	Thu 3/8/18	Thu 3/8/18	230	
232	Pre Move Packing	55 days	Fri 3/9/18	Thu 5/24/18	231	
233	Move Items to Storage	15 days	Fri 5/25/18	Thu 6/14/18	231,232	
234	Move Library	2 days	Mon 10/15/18	Tue 10/16/18	231,232,219	
235	Move Heritage and City Council	10 days	Thu 3/7/19	Wed 3/20/19	231,232,219,186	
236						
237	Project Opening	20 days	Thu 3/4/21	Wed 3/31/21		
238	Staff Opening	1 mon	Thu 3/4/21	Wed 3/31/21	193	
239	Public Opening	0 days	Wed 3/31/21	Wed 3/31/21	238	