



## TOWN OF EAST LONGMEADOW

Town Manager's Report

January 14, 2025

Good evening:

Happy New Year!

Attached please find project reports for the work period from December 2<sup>nd</sup> through January 3<sup>rd</sup> regarding the construction of the new high school. Additionally, please find the project report for the High School Natatorium for the week of January 3<sup>rd</sup>. The building is beginning to take shape as the first phases of structural steel began last week.

The Town Manager's office recently contracted with Tom Peine Communications for a Communications Audit. I have attached the executive summary of this audit to my report and am happy to share the full, nearly 100-page, report with anyone if interested. This audit highlights our strengths and opportunities for growth in our communication practices. The final goal being, to improve our connection with our residents, businesses and employees of the Town.

The Center Town District Steering Committee met on December 12<sup>th</sup> to identify the limits of the Proposed Center Town District. The committee deliberated using maps created by the public during one of our public forums as well as all information gathered from the same. The proposed boundary selected by the committee essentially mimicked the Business, Commercial and Industrial properties surrounding the rotary, west on Maple Street and south on Shaker Road. The Committee shall meet again on January 29<sup>th</sup> to discuss the specific rules and regulations of the potential new district.

The Town partnered with Westmass Development to discuss funding options for the cleanup of 70 Maple Street. Westmass provided an analyzation of the site with short term and long term goals for redevelopment in mind. In addition to a comprehensive review of existing site assessments and environmental conditions, Westmass developed cost estimates for remediation and compiled critical socioeconomic and health data to strengthen future grant applications and facilitate informed decision making. The Town also applied for and was accepted into the UCONN-TAB program for the Spring semester which provides technical assistance for Brownfield funding resources.

The Town is also pleased to welcome Will Cahillane as our new Building Commissioner as of December 23<sup>rd</sup>. Will comes to us from a brief stint in the private sector, but with extensive experience as a Building Inspector for the City of Springfield. We are excited to have Will join the team! Please swing by his office in Town Hall to welcome him to Town.

We are well into budget planning for FY26. Kim, Rebecca and I have had multiple meetings trying to forecast and plan for all impacts to this year's numbers. Department Heads will be submitting Level 1 budgets by January 17<sup>th</sup> and we will be meeting with everyone shortly thereafter. I look forward to another collaborative process and working together to put forward another responsible budget.

Upcoming Events: Center Town District Steering Committee – Wednesday, January 29<sup>th</sup> at 6pm at the COA

Respectfully submitted,

Thomas D. Christensen  
Town Manager

## Natatorium Building - East Longmeadow High School Weekly Report No. 003 Monday, 12-30-24 through Friday, 1-03-25

East Longmeadow High School  
180 Maple Avenue, East Longmeadow, MA 01116

### Natatorium Building – East Longmeadow High School

#### I. Safety:

- a. The Project has run 18 consecutive workdays without a lost time injury through Friday, 1-03-25.

#### II. Average Daily Manpower (Monday - Friday):

- a. No work completed at the Pool Building this past week.
- b. Note the Project did not work on Wednesday, 1-01-25, due to the New Year's Day Holiday.

#### III. Meetings:

No meetings were held this week concerning the Pool Building.

#### IV. Testing/Inspections:

No inspections or testing performed this week.

#### On-Site Activities:

##### Div. 1 – Construction Manager at Risk: (Fontaine Brothers)

- a. Fontaine continues processing and developing the following:
  - Product submittals for structural steel, concrete, site work, and now MEP & FP at this time.
  - Generate/issue RFI's for unforeseen items and items in question with the drawings/specifications.
  - Issue approved shop drawings to the OPM of the Rebar and Anchor Bolt Layout Drawings for each Wing.
- b. Fontaine continues drafting subcontracts for the HVAC, Plumbing, Fire Protection and Electrical contractors.

##### Div. 3 – Concrete: (Manafort/Precision)

- a. No formwork or concrete placed this past week. Concrete foundation work is scheduled to begin after the B-Wing in the school building is complete.

##### Div. 5 – Metals (Str. Stl., Decking, Joists): (Norgate Fabrication, Stellar Steel Erection)

- a. Fontaine has awarded the structural steel package to Norgate Fabrication Company out of Canada.
- b. Continued issuing a number of Requests for Information (RFI's) in preparation of their structural steel drawings.
- c. Fontaine has previously met on site with the steel erector to map out crane locations and sequence of steel erection.

##### Div. 31, 32 & 33 – Earthwork, Improvements & Utilities: (Gagliarducci Construction)

- a. No additional site work was completed this past week.

## Weekly Report No. 025 Monday, 12-02-24 through Friday, 12-06-24

East Longmeadow High School  
180 Maple Avenue, East Longmeadow, MA 01116

### **I. Safety:**

- a. The Project has run 134 consecutive workdays without a lost time injury through Friday, 12-06-24.

### **II. Average Daily Manpower (Monday - Saturday):**

The Project averaged 37 workers per day for the period of Monday, 12-02-24 through Friday, 12-06-24.

### **III. Meetings:**

- a. On Monday, 12-02-24, starting at 1:00 PM, a meeting was held to review the list of MEP & FP contractors who sent in pre-qualifications and evaluate their rankings.
- b. The bi-weekly Owner/Architect/Contractor (OAC) Meeting was held on Thursday, 12-05-24, starting at 1:00 PM to review job progress and any open issues. In attendance was the Town of East Longmeadow, JWA/SMMA Architects, Fontaine Brothers, and Skanska.
- c. A Pre-installation Meeting for the Structural Steel Erection was held on Thursday, 12-05-24, starting at 2:00 PM with Norgate Fabricators, Stellar Installers, JWA/SMMA Architects, Fontaine & Skanska was held on Thursday, 12-05-24, starting at 2:00 PM. .

### **IV. Testing/Inspections:**

- a. Independent Testing Lab: (Allied Materials Testing Lab)
  - Allied has been on site multiple times this week performing rebar and concrete inspections for the continued concrete placement at footings, foundation walls and column piers in the A, B, C, and D-Wings.
  - Allied Testing also completed further soil compaction testing at backfill around the concrete footings.
- b. Town of East Longmeadow's Building/Fire Inspectors:
  - No Town inspectors or Fire Marchal were on site this week completing inspections.
- c. Inspections by the Architect, Engineers, and Consultants:
  - OTO Civil Engineers (Dustin Humphrey) was on site this week reviewing the job progress and quality concerning the concrete foundation work.

### **On-Site Activities:**

#### **Div. 1 – Construction Manager at Risk:** (Fontaine Brothers)

- a. Fontaine Brothers is responsible for coordinating and managing all onsite construction activities as well as all safety practices of their subcontractors & vendors.
- b. Fontaine continues processing and developing the following:
  - Product submittals for structural steel, concrete and site work at this time.
  - Generate/issue RFI's for unforeseen items and items in question with the drawings/specifications.
  - Issue approved shop drawings to the OPM of the Rebar and Anchor Bolt Layout Drawings for each Wing.
- c. Fontaine & their subcontractors continue maintaining the as-built drawings as the work is installed.

## East Longmeadow High School & Natatorium Building Weekly Report No. 026 Monday, 12-09-24 through Friday, 12-13-24

East Longmeadow High School  
180 Maple Avenue, East Longmeadow, MA 01116

### East Longmeadow High School Building:

#### I. Safety:

- a. The Project has run 139 consecutive workdays without a lost time injury through Friday, 12-13-24.

#### II. Average Daily Manpower (Monday - Saturday):

The Project averaged 34 workers per day for the period of Monday, 12-09-24 through Friday, 12-13-24.

#### III. Meetings:

- a. Monday, 12-09-24 and Tuesday, 12-10-24: Fontaine Brothers conducted a series of Scope-of-Work Review meetings with the contract awarded low bidders for Fire Protection, Plumbing, HVAC and Electrical contractors for the base school building and pool building.
- b. Wednesday, 12-11-24: A MSBA Meeting was held to review the Project's status & MSBA bidding procedures.
- c. Thursday, 12-12-24: Monthly School Building Committee (SBC) Meeting was held between the Town of East Longmeadow, JWA/SMMA Architects, Fontaine Brothers and Skanska to review project status.
- d. Friday, 12-13-24: The Job Progress Review Meeting was held between JWA/SMMA Architects, Fontaine Brothers and Skanska.

#### IV. Testing/Inspections:

- a. Independent Testing Lab: (Allied Materials Testing Lab)
  - Allied has been on site multiple times this week performing rebar and concrete inspections for the continued concrete placement at footings, foundation walls and column piers in the A, B and C Wings.
  - Allied Testing also completed further soil compaction testing at backfill around the concrete footings.
- b. Town of East Longmeadow's Building/Fire Inspectors:
  - No Town inspectors or Fire Marshal were on site this week completing inspections.
- c. Inspections by the Architect, Engineers, and Consultants:
  - OTO Civil Engineers (Dustin Humphrey) was not on site this week.

#### On-Site Activities:

##### Div. 1 – Construction Manager at Risk: (Fontaine Brothers)

- a. Fontaine Brothers is responsible for coordinating and managing all onsite construction activities as well as all safety practices of their subcontractors & vendors.
- b. Fontaine continues processing and developing the following:
  - Product submittals for structural steel, concrete and site work at this time.
  - Generate/issue RFI's for unforeseen items and items in question with the drawings/specifications.
  - Issue approved shop drawings through the ProCore program.

## East Longmeadow High School & Natatorium Building Weekly Report No. 027 Monday, 12-16-24 through Friday, 12-20-24

East Longmeadow High School  
180 Maple Avenue, East Longmeadow, MA 01116

### East Longmeadow High School Building:

#### I. Safety:

- a. The Project has run 144 consecutive workdays without a lost time injury through Friday, 12-20-24.

#### II. Average Daily Manpower (Monday - Saturday):

The Project averaged 35 workers per day for the period of Monday, 12-16-24 through Friday, 12-20-24.

#### III. Meetings:

- a. The by-weekly Owner/Architect/Contractor (OAC) Meeting was held on Thursday, 12-19-24.

#### IV. Testing/Inspections:

- a. Independent Testing Lab: (Allied Materials Testing Lab)
  - Allied has been on site multiple times this week performing rebar and concrete inspections for the continued concrete placement at footings, foundation walls and column piers in the A, B and C Wings.
  - Allied Testing also completed soil compaction testing on backfill around foundation walls & footings.
- b. Town of East Longmeadow's Building/Fire Inspectors:
  - No Town inspectors or Fire Marshal were on site this week completing inspections.
- c. Inspections by the Architect, Engineers, and Consultants:
  - RSE Structural Engineers (Alex Buntin) was on site Thursday, 12-19-24 performing an inspection of the on-going concrete foundation installation.

### On-Site Activities:

#### Div. 1 – Construction Manager at Risk: (Fontaine Brothers)

- a. Fontaine Brothers is responsible for coordinating and managing all onsite construction activities as well as all safety practices of their subcontractors & vendors.
- b. Fontaine continues processing and developing the following:
  - Product submittals for structural steel, concrete, and site work at this time.
  - Generate/issue RFI's for unforeseen items and items in question with the drawings/specifications.
  - Issue approved shop drawings through the ProCore program.
- c. Fontaine & their subcontractors continue maintaining the as-built drawings as the work is installed.

## East Longmeadow High School & Natatorium Building Weekly Report No. 028 Monday, 12-23-24 through Friday, 12-27-24

East Longmeadow High School  
180 Maple Avenue, East Longmeadow, MA 01116

### **East Longmeadow High School Building:**

#### **I. Safety:**

- a. The Project has run 148 consecutive workdays without a lost time injury through Friday, 12-27-24.

#### **II. Average Daily Manpower (Monday - Friday):**

- a. The Project averaged 24 workers per day for the period of Monday, 12-23-24 through Friday, 12-27-24.
- b. Note the Project did not work on Wednesday, 12-25-24 due to the Christmas Holiday.

#### **III. Meetings:**

- a. No Meetings were held this week due to the Christmas and Chanukah Holidays.

#### **IV. Testing/Inspections:**

- a. Independent Testing Lab: (Allied Materials Testing Lab)
  - Allied has been on site multiple times this week performing rebar and concrete inspections for the continued concrete placement at footings, foundation walls and column piers in the B and C Wings.
  - Allied Testing also completed soil compaction testing on backfill around foundation walls.
- b. Town of East Longmeadow's Building/Fire Inspectors:
  - No Town inspectors or Fire Marshal were on site this week completing inspections.
- c. Inspections by the Architect, Engineers, and Consultants:
  - No inspections were performed this past week.

### **On-Site Activities:**

#### **Div. 1 – Construction Manager at Risk:** (Fontaine Brothers)

- a. Fontaine Brothers is responsible for coordinating and managing all onsite construction activities as well as all safety practices of their subcontractors & vendors.
- b. Fontaine continues processing and developing the following:
  - Product submittals for structural steel, concrete, and site work at this time.
  - Generate/issue RFI's for unforeseen items and items in question with the drawings/specifications.
  - Issue approved shop drawings through the ProCore program.
- c. Fontaine & their subcontractors continue maintaining the as-built drawings as the work is installed.

## East Longmeadow High School Weekly Report No. 029 Monday, 12-30-24 through Friday, 1-03-25

East Longmeadow High School  
180 Maple Avenue, East Longmeadow, MA 01116

### **East Longmeadow High School Building:**

#### **I. Safety:**

- a. The Project has run 152 consecutive workdays without a lost time injury through Friday, 1-03-25.

#### **II. Average Daily Manpower (Monday - Friday):**

- a. The Project averaged 29 workers per day for the period of Monday, 12-30-24 through Friday, 1-03-25.
- b. Note the Project did not work on Wednesday, 1-01-25 due to the New Year's Day Holiday.

#### **III. Meetings:**

- a. Fontaine conducted a pre-bid walkthrough of the existing school building on Monday, 12-30-24 for the Demolition and Abatement Package bidders.

#### **IV. Testing/Inspections:**

- a. Independent Testing Lab: (Allied Materials Testing Lab)
  - Allied has been on site multiple times this week performing rebar and concrete inspections for the continued concrete placement at footings, foundation walls and interior column piers in the A, B C & D Wings.
  - Allied Testing also completed soil compaction testing on backfill around foundation walls.
- b. Town of East Longmeadow's Building/Fire Inspectors:
  - No Town inspectors or Fire Marchal were on site this week completing inspections.
- c. Inspections by the Architect, Engineers, and Consultants:
  - No inspections were performed this past week.

### **On-Site Activities:**

#### **Div. 1 – Construction Manager at Risk: (Fontaine Brothers)**

- a. Fontaine Brothers is responsible for coordinating and managing all onsite construction activities as well as all safety practices of their subcontractors & vendors.
- b. Fontaine continues processing and developing the following:
  - Product submittals for structural steel, concrete, and site work at this time.
  - Generate/issue RFI's for unforeseen items and items in question with the drawings/specifications.
  - Issue approved shop drawings through the ProCore program.
- c. Fontaine & their subcontractors continue maintaining the as-built drawings as the work is installed.

## **Div. 3 – Concrete:** (Manafort/Precision)

- a. Operating the two diesel fired ground heating systems to keep formwork and reinforcement frost free.
- b. Continued using temporary thermal insulation blankets at night to protect the fresh concrete from the cold.
- c. Continued installing interior column concrete pier foundations in the A and B Wings.
- d. Completed the concrete foundation walls at the Auditorium area in accordance with an answered RFI.
- e. Continued installation of interior column leveling plates and grout in the B and C-Wings.
- f. Stripping interior column spread footing formwork in the B-Wing.
- g. Parging/rubbing the top of the concrete foundation walls at the brick shelf, creating a smooth surface, for the air & vapor barrier installed by others. This was done at the A and B Wings.
- h. Concrete placement has been:
  - Concrete was placed on Monday, 12-30-24 (22 cys), Tuesday, 12-31-24 (30 cys), Thursday, 1-02-25 (16 cys) and Friday, 1-03-25 (22 cys) at the B-Wing for interior column spread footings, and A-Wing Auditorium foundation walls and retaining wall in the Loading Dock area of D-Wing.
  - The total yardage of concrete placed through Friday, 1-03-25 is 1,730 cys.
- i. Compression testing at 28 days of all concrete cylinder samples taken to date have been found acceptable.

## **Div. 5 – Metals (Str. Stl., Decking, Joists):** (Norgate for fabrication & Stellar to complete erection)

- a. Fontaine has awarded the structural steel package to Norgate Fabrication Company out of Canada. The structural steel continues in fabrication at the Canada plant.
- b. On Friday, 1-03-25 the erection crane and three (3) tractor trailer loads of steel framing members were delivered to the job site.
- c. Continued issuing a number of Requests for Information (RFI's) in preparation of their structural steel drawings.

## **Div. 7 – Thermal and Moisture Protection:** (Foundation wall AVB/flashing – Superior Damp Proofing)

- a. Completed installing the initial 1,600 LF of air & vapor barrier (AVB) material at the top of the concrete foundation wall and brick shelf at the west and north sides of A-Wing.

## **Div. 31, 32 & 33 – Earthwork, Improvements & Utilities:** (Gagliarducci Construction)

Gagliarducci was on site this week performing:

- a. Installing the foundation wall footing drainpipe system where possible.
- b. Continued to receive deliveries of the structural fill sand for use backfilling concrete foundation walls.
- c. Backfilling foundation footings, walls & interior column piers in the A, B and C Wings where possible.
- d. Continued excavation & installing the crush stone base for interior column spread footings in the A and B Wings.
- e. Continued installing the 3 inch rigid insulation board on the outside surface of the completed foundation walls in the B-Wing in advance of backfilling.
- f. Continued to maintain the gravel “anti-track” pad for trucks exiting the job site, including adding large 6 inch dia. river rock riprap.
- g. Completed constructing a couple of earthen ramps up and over the concrete foundation wall in the B-Wing and E-Wing for equipment access into the Building's wings.

**PHOTOS:**



**Looking at the concrete contractor continuing to install levelling plates at interior column piers in A-Wing**



**Looking at the site contractor continuing to excavate for the interior column spread footings to be constructed**



**The concrete contractor continues to erect formwork for interior column concrete spread footings in the B-Wing**



**The concrete contractor has removed foundation wall formwork at the D-Wing Greenhouse and now the site contractor is installing rigid insulation board prior to**



**Concrete was placed this date into two interior column spread footing piers and an interconnecting grade beam at the east side of B-Wing**



**The damp proofing contractor is installing air & vapor barrier (AVB) onto the foundation wall & brick shelf at west side of A-Wing**

## **Div. 3 – Concrete:** (Manafort/Precision)

- a. Operating the two diesel fired ground heating systems to keep formwork and footing areas frost free.
- b. Continued using temporary thermal insulation blankets at night to protect the fresh concrete from the cold.
- c. Installing interior column concrete pier foundations in the B and C Wings.
- d. Continued installation of interior column leveling plates and grout in the A and C-Wings.
- e. Complete stripping concrete foundation wall formwork at the south & east sides of B-Wing.
- f. Resumed installing concrete foundation wall formwork at the Auditorium area.
- g. Placed concrete at interior column spread footings in the B-Wing on the morning of Christmas Eve.
- h. Concrete placement has been:
  - Concrete was placed on Tuesday, 12-24-24 (15 cys) and Friday, 12-27-24 (38 cys) at the B-Wing for interior column spread footings and Greenhouse foundation walls.
  - The total yardage of concrete placed through Friday, 12-27-24 is 1,640 cys.
- i. Compression testing at 28 days of all concrete cylinder samples taken to date have been found acceptable.

## **Div. 5 – Metals (Str. Stl., Decking, Joists):** (Norgate Fabrication)

- a. Fontaine has awarded the structural steel package to Norgate Fabrication Company out of Canada. The structural steel is in fabrication with erection now scheduled to begin around 1-06-25 by Stellar Steel Erectors. Note this date has slipped from the initial date of 12-16-24.
- b. Continued issuing a number of Requests for Information (RFI's) in preparation of their structural steel drawings.

## **Div. 7 – Thermal and Moisture Protection:** (Foundation wall AVB/flashing – Superior Damp Proofing)

- a. Not on site this week.

## **Div. 31, 32 & 33 – Earthwork, Improvements & Utilities:** (Gagliarducci Construction)

Gagliarducci was on site this week performing:

- a. Continued installing the foundation wall footing drainpipe system where possible.
- b. Continued to receive deliveries of the structural fill sand for use backfilling concrete foundation walls
- c. Continued backfilling foundation footings, walls & interior column piers in the A, B and C Wings where possible.
- d. Continued excavation & installing the crush stone base for interior column spread footings in A, B, and C Wings.
- e. Continued installing the 3 inch rigid insulation board on the outside surface of the completed foundation walls in the B-Wing.
- f. See Daily Report for the Pool Building.

**PHOTOS:**



**The concrete contractor is snapping off wall ties left over after removing the formwork at the outside face of the south foundation wall in B-Wing**



**View looking east at the exterior of D-Wing at the concrete foundation formwork for the Greenhouse off D-Wing**



**The site work contractor is backfilling & compacting the inside face of the south foundation wall in B-Wing**



**The site contractor continues excavating for interior column spread footings at the southeast side of B-Wing**



**Looking at concrete foundation wall forms being erected at the Auditorium area in A-Wing**



**The concrete contractor is parging and smoothing the concrete foundation wall's brick shelf surface preparation for waterproofing and flashing in the A-wing**

## Natatorium/Pool Building: (Weekly Report No. 27, Monday 12-23-24 through Friday 12-27-24)

### I. Safety:

- a. The Project has run 14 consecutive workdays without a lost time injury through Friday, 12-27-24.

### II. Average Daily Manpower (Monday - Friday):

- a. No work completed at the Pool Building this past week.
- b. Note the Project did not work on Wednesday, 12-25-24, due to the Christmas Holiday.

### III. Meetings:

Refer to Section III. "Meetings" under the School Building Project summary noted above.

### IV. Testing/Inspections:

No inspections or testing performed this week.

### On-Site Activities:

#### **Div. 1 – Construction Manager at Risk:** (Fontaine Brothers)

- a. Fontaine continues processing and developing the following:
  - Product submittals for structural steel, concrete, site work, and now MEP & FP at this time.
  - Generate/issue RFI's for unforeseen items and items in question with the drawings/specifications.
  - Issue approved shop drawings to the OPM of the Rebar and Anchor Bolt Layout Drawings for each Wing.
- b. Fontaine has recently awarded contracts to the HVAC, Plumbing, Fire Protection and Electrical contractors.

#### **Div. 3 – Concrete:** (Manafort/Precision)

- a. No formwork or concrete placed this past week. Concrete foundation work is scheduled to begin after the B-Wing in the school building is complete.

#### **Div. 5 – Metals (Str. Stl., Decking, Joists):** (Norgate Fabrication, Stellar Steel Erection)

- a. Fontaine has awarded the structural steel package to Norgate Fabrication Company out of Canada.
- b. Continued issuing a number of Requests for Information (RFI's) in preparation of their structural steel drawings.
- c. Fontaine has previously met on site with the steel erector to map out crane locations and sequence of steel erection.

#### **Div. 31, 32 & 33 – Earthwork, Improvements & Utilities:** (Gagliarducci Construction)

- a. No additional site work was completed this past week.

**Photos:**



**View from inside B-Wing looking east toward the location of the future Pool Building**

## **Div. 3 – Concrete:** (Manafort/Precision)

- a. Continued installing foundation wall formwork & rebar at the east and south sides of the B-Wing.
- b. Continued placing concrete into sections of completed foundation wall forms at these same locations.
- c. Continued using temporary thermal insulation blankets at night to protect the fresh concrete from the cold.
- d. Excavate for interior column concrete pier foundations in the B-Wing along the north & east sides.
- e. Continued installing interior column concrete pier foundations in the A and C Wings.
- f. Continued installation of interior column leveling plates and grout in the A and C-Wings.
- g. Continue to strip concrete foundation wall formwork in the A and B Wings where possible.
- h. Concrete placement has been:
  - Concrete was placed on 12-16-24 (33 cys), 12-17-24 (44 cys), 12-18-24 (44 cys), 12-19-24 (36 cys) and 12-20-24 (20 cys) for the A, B and C-Wing foundation walls, and interior column spread footings.
  - The total yardage of concrete placed through Friday, 12-20-24 is 1,586 cys.
- i. Compression testing at 28 days of all concrete cylinder samples taken to date have been found acceptable.

## **Div. 5 – Metals (Str. Stl., Decking, Joists):** (Norgate Fabrication)

- a. Fontaine has awarded the structural steel package to Norgate Fabrication Company out of Canada. The structural steel is in fabrication with erection now scheduled to begin around 1-06-25 by Stellar Steel Erectors. Note this date has slipped from the initial date of 12-16-24.
- b. Continued issuing a number of Requests for Information (RFI's) in preparation of their structural steel drawings.

## **Div. 7 – Thermal and Moisture Protection:** (Foundation wall AVB/flashing – Superior Damp Proofing)

- a. Superior Damp Proofing was on site Tuesday, 12-17-24 and Friday, 12-20-24 completing additional air & vapor barrier (AVB)/flashing on top of the perimeter concrete foundation wall and brick shelf on the north, south and west sides of E-Wing. Also, along the south side foundation wall of A-Wing.

## **Div. 31, 32 & 33 – Earthwork, Improvements & Utilities:** (Gagliarducci Construction)

Gagliarducci was on site this week performing:

- a. Continued installing the foundation wall footing drainpipe system at the north side of A and B Wings.
- b. Continued to receive deliveries of  $\frac{3}{4}$  crushed stone for use at footing drainage piping, storm water piping and sewage pipe bedding.
- c. Continued to receive deliveries of the structural fill sand for use backfilling concrete foundation walls
- d. Continued backfilling foundation footings, walls & interior column piers in the A, B and C Wings where possible.
- e. Installed the Water Quality Unit (WQU) #2-1, associated with the storm water drainage system, located at the far eastern side of the job site.
- f. Continued excavation & installing the crush stone base for interior column spread footings in A, B, and C Wings.
- g. Continued installing the 3 inch rigid insulation board on the outside surface of the completed foundation walls in the E-Wing.
- h. Reestablished the anti-track stone pad area for trucks to remove mud from their tires when exiting the job site.
- i. See Daily Report for the Pool Building.

**Photos:**



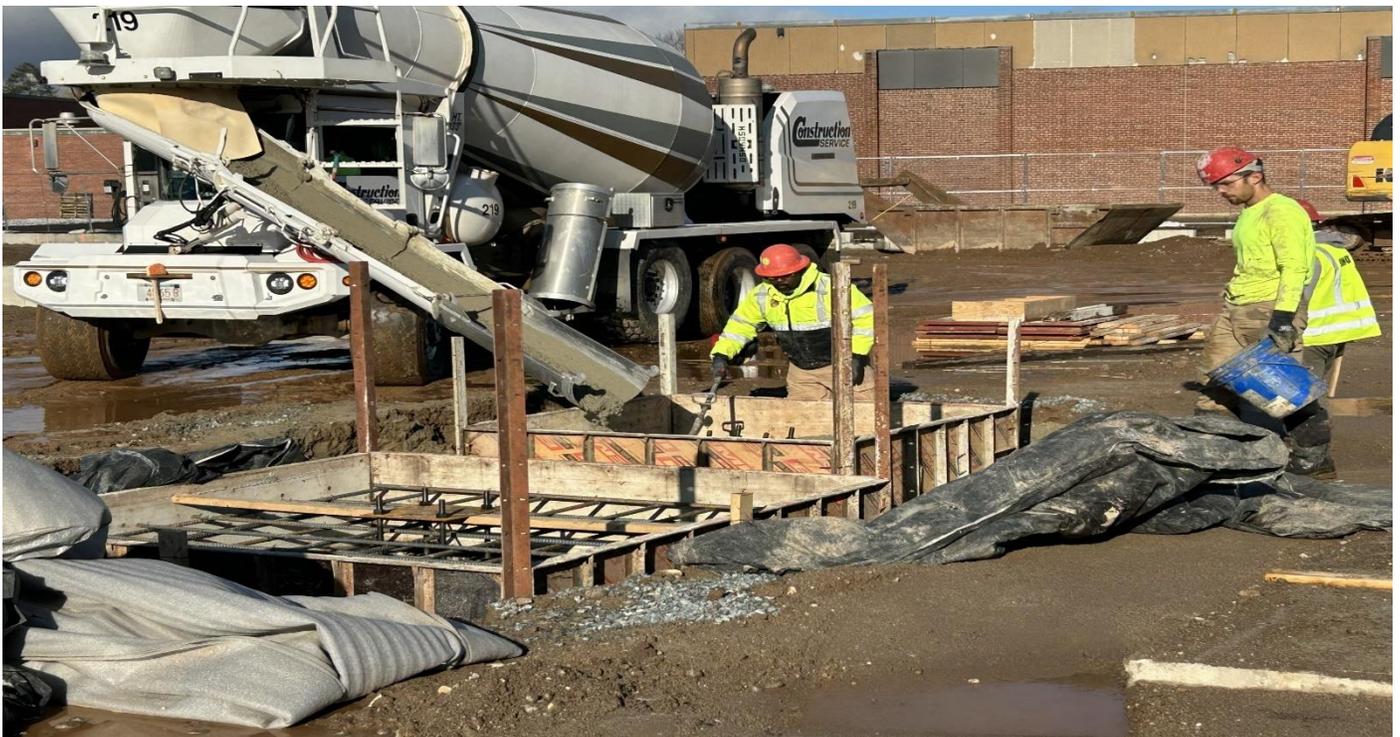
**Looking south from the A-Wing into the C-Wing at the forming of concrete pier footings at Columns A1/A9 and A1/A8.6**



**Looking east at the concrete pump truck placing concrete into foundation wall forms at south side of B-Wing**



**Looking east along the concrete foundation wall located at the north side of the B-Wing now being backfilled**



**The concrete contractor is placing concrete into formwork for interior column spread footings in A-Wing**



**Looking north along the west end of E-Wing at the foundation wall, AVB material, insulation board & exterior backfilling**



**Looking west at the construction of concrete spread footings for interior columns in the B-Wing**

## Natatorium/Pool Building: (Weekly Report No. 26<sup>7</sup>, Monday 12-16-24 through Friday 12-20-24)

### I. Safety:

- a. The Project has run 10 consecutive workdays without a lost time injury through Friday, 12-20-24.

### II. Average Daily Manpower (Monday - Friday):

No work completed at the Pool Building this past week.

### III. Meetings:

Refer to Section III. "Meetings" under the School Building Project summary noted above.

### IV. Testing/Inspections:

No inspections or testing performed this week.

### On-Site Activities:

#### **Div. 1 – Construction Manager at Risk:** (Fontaine Brothers)

- a. Fontaine continues processing and developing the following:
  - Product submittals for structural steel, concrete, and site work at this time.
  - Generate/issue RFI's for unforeseen items and items in question with the drawings/specifications.
  - Issue approved shop drawings to the OPM of the Rebar and Anchor Bolt Layout Drawings for each Wing.

#### **Div. 3 – Concrete:** (Manafort/Precision)

- a. No formwork or concrete placed this past week. Concrete foundation work is scheduled to begin after the B-Wing in the school building is complete.

#### **Div. 5 – Metals (Str. Stl., Decking, Joists):** (Norgate Fabrication, Stellar Steel Erection)

- a. Fontaine has awarded the structural steel package to Norgate Fabrication Company out of Canada.
- b. Continued issuing a number of Requests for Information (RFI's) in preparation of their structural steel drawings.

#### **Div. 31, 32 & 33 – Earthwork, Improvements & Utilities:** (Gagliarducci Construction)

- a. No additional site work was completed this past week.

### Photos:



- c. Fontaine & their subcontractors continue maintaining the as-built drawings as the work is installed.

### **Div. 3 – Concrete:** (Manafort/Precision)

- a. Continued installing foundation wall formwork & rebar at the north, east, and south sides of the B-Wing.
- b. Placed concrete into designated sections of these same foundation wall forms.
- c. Using temporary thermal insulation blankets at night which are spread over concrete footing and wall pours to protect the fresh concrete from cold temperatures.
- d. Continued installing interior column concrete pier foundations in the A-Wing.
- e. Continued installing interior column leveling plates and grout in the A and C-Wings.
- f. Continued rebar, formwork and placed concrete for foundation walls associated with the Stage in the A-Wing.
- g. Complete placing concrete into foundation wall formwork at the north side of A-Wing.
- h. Continue to strip concrete foundation wall formwork in the A, B and C Wings where possible.
- i. Concrete placement has been:
  - Concrete was placed on 12-09-24 (11 cys), 12-10-24 (22 cys), 12-12-24 (55 cys), and 12-13-24 (19 cys) for the A, B and C-Wing foundation walls, footings, and interior column spread footings.
  - The total yardage of concrete placed through Friday, 12-13-24 is 1,380 cys.
- j. Compression testing at 28 days of all concrete samples taken to date have been found acceptable.

### **Div. 5 – Metals (Str. Stl., Decking, Joists):** (Norgate Fabrication)

- a. Fontaine has awarded the structural steel package to Norgate Fabrication Company out of Canada. The structural steel is in fabrication with erection scheduled to begin around 12-16-24 by Stellar Steel Erectors.
- b. Continued issuing a number of Requests for Information (RFI's) in preparation of their structural steel drawings.

### **Div. 7 – Thermal and Moisture Protection:** (Foundation wall AVB/flashing – Superior Damp Proofing)

- a. Superior Damp Proofing was on site late-week continuing to install air & vapor barrier (AVB)/flashing at the top of the concrete foundation walls and brick shelf at the south side of C-Wing & east side of E-Wing and D-Wing.

### **Div. 31, 32 & 33 – Earthwork, Improvements & Utilities:** (Gagliarducci Construction)

Gagliarducci was on site this week performing:

- a. Complete the foundation wall footing drainpipe systems and associated concrete manhole structure at the exterior southeast corner of D-Wing.
- b. Installing the foundation wall footing drainpipe system at the north side of A-Wing.
- c. Continued to receive deliveries of  $\frac{3}{4}$  crushed stone for use beneath the concrete foundation walls, footings, storm water and sewage pipe bedding.
- d. Continued backfilling foundation footings, walls & interior column piers in the A, C and D Wings where possible.
- e. Continued installing the process road base for the access road around the new school building where underground utilities and installed.
- f. Continued excavation & installing the crush stone base for interior column spread footings in A, B, and C Wings.
- g. Continued installing the 3 inch rigid insulation board on the outside surface of the completed foundation walls.
- h. Strip, load, transport and stockpile on site topsoil/loam removed from the northeast corner of the job site.
- i. See Daily Report for the Pool Building - Gags began preparing the area for the new Pool Building with trucking over structural fill materials stockpiled on site, spreading with the dozer, and compacting with the vibrating roller.

Photos:



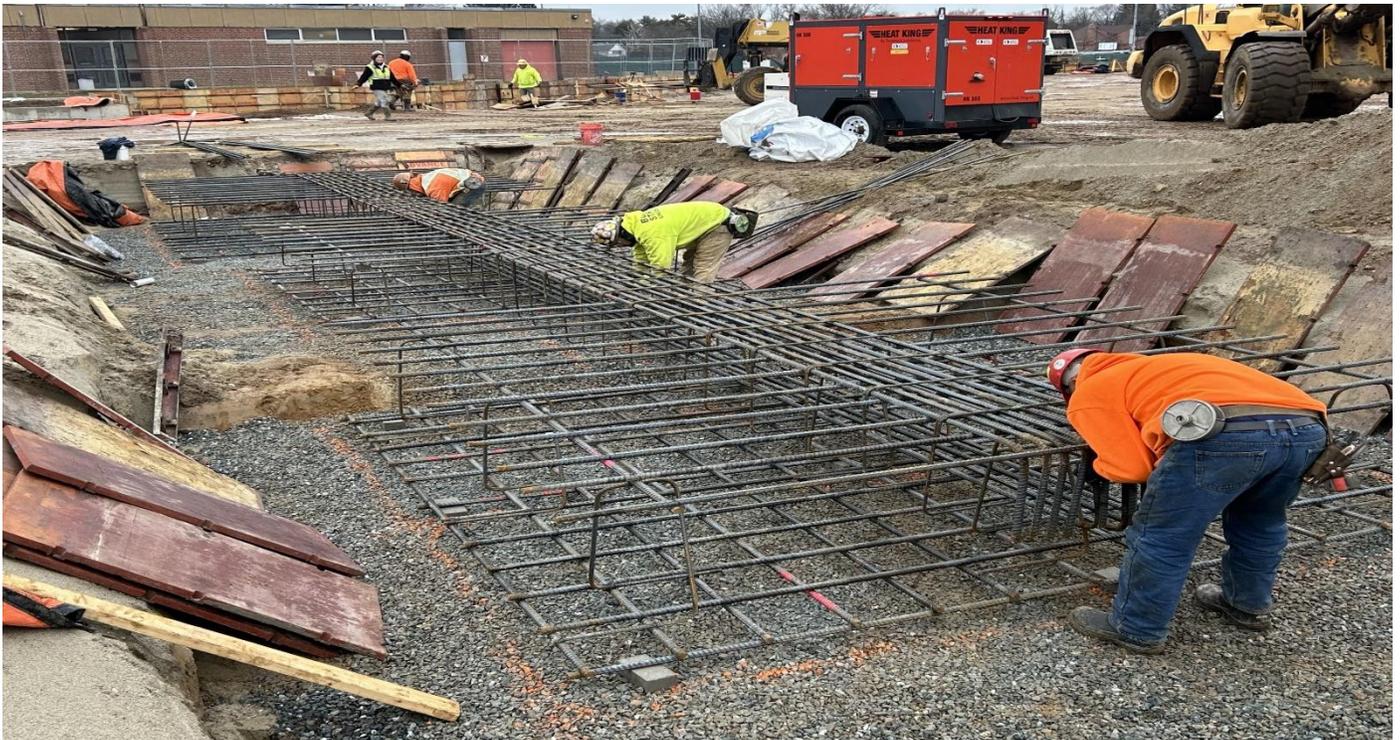
The concrete contractor is placing concrete into the formwork for interior column spread footings in the northwest area of A-Wing



The concrete contractor is installing rebar and foundation wall formwork at south side of B-Wing, where it intersects with the D-Wing



The site contractor is installing the foundation wall footing drainpipe system & storm water manhole at the southeast corner of D-Wing



The concrete contractor is installing rebar at interior column spread footings and large grade beam in the C-Wing



The concrete contractor continues to install grout and leveling plates at interior column spread footings



Looking at installation of the air and vapor barrier (AVB) flashing materials at south side of the C-Wing

## Natatorium/Pool Building: (Weekly Report No. 26, Monday 12-09-24 through Friday 12-13-24)

### I. Safety:

- a. The Project has run 5 consecutive workdays without a lost time injury through Friday, 12-13-24.

### II. Average Daily Manpower (Monday - Friday):

The Pool Building averaged 4 operators of heavy equipment per day for the period of Monday, 12-09-24 through Friday, 12-13-24.

### III. Meetings:

Refer to Section III. "Meetings" under the School Building Project summary noted above.

### IV. Testing/Inspections:

No inspections or testing performed this week.

### On-Site Activities:

#### **Div. 1 – Construction Manager at Risk:** (Fontaine Brothers)

- a. Fontaine continues processing and developing the following:
  - Product submittals for structural steel, concrete and site work at this time.
  - Generate/issue RFI's for unforeseen items and items in question with the drawings/specifications.
  - Issue approved shop drawings to the OPM of the Rebar and Anchor Bolt Layout Drawings for each Wing.

#### **Div. 3 – Concrete:** (Manafort/Precision)

- a. No formwork or concrete has been completed this week.

#### **Div. 5 – Metals (Str. Stl., Decking, Joists):** (Norgate Fabrication, Stellar Steel Erection)

- a. Fontaine has awarded the structural steel package to Norgate Fabrication Company out of Canada.
- b. Continued issuing a number of Requests for Information (RFI's) in preparation of their structural steel drawings.

#### **Div. 31, 32 & 33 – Earthwork, Improvements & Utilities:** (Gagliarducci Construction)

- a. Load the fill material stored at the large stockpile at the south side of the site.
- b. Transport and deposit the fill material within the Pool Building footprint.
- c. Spread and compact this structural fill material to the required, under floor slab elevation.

Photos:



The site contractor is placing structural fill from the stockpile and rough grading within the future pool building footprint



The site contractor is spreading the deposited structural fill material using a large dozer within the pool building footprint



The site contractor is filling and rough grading the pad area within the future pool building footprint



View looking northeast from the B-Wing into the new Pool Building area which is being filled to rough grade

## **Div. 3 – Concrete:** (Manafort/Precision)

- a. Continued installing foundation wall footing formwork & rebar at the north, east, and south sides of the B-Wing.
- b. Placed concrete into these same foundation footings.
- c. Using temporary thermal insulation blankets at night which are spread over concrete footing and wall pours to protect the fresh concrete from cold temperatures.
- d. Continued erecting formwork, rebar & place concrete for foundation footings & walls in the A, C, D and E Wings.
- e. Continued installing interior column concrete pier foundations in the C and D Wings.
- f. Continued installing interior column leveling plates and grout in the C-Wing.
- g. Continued rebar, formwork and placed concrete for foundation footings and column piers associated with the Stage area in the A-Wing.
- h. Remove this same Stage area foundation wall formwork when possible.
- i. Place concrete into foundation wall formwork at the north side of A-Wing and B-Wing.
- j. Concrete placement has been:
  - Concrete was placed on 12-02-24 (52 cys), 12-03-24 (33 cys), 12-04-24 (58 cys), and 12-06-24 (42 cys) for the A, B, C and D-Wing foundation walls, footings, and interior column spread footings.
  - The total yardage of concrete placed through Friday, 12-06-24 is 1,273 cys.

## **Div. 5 – Metals (Str. Stl., Decking, Joists):** (Norgate Fabrication)

- a. Fontaine has awarded the structural steel package to Norgate Fabrication Company out of Canada. The structural steel is in fabrication at this time with erection scheduled to begin around 12-16-24 by Stellar Steel Erectors.
- b. Continued issuing a number of Requests for Information (RFI's) in preparation of their structural steel drawings.

## **Div. 7 – Thermal and Moisture Protection:** (Foundation wall AVB/flashing – Superior Damp Proofing)

- c. Superior Damp Proofing was on site mid-week installing the air & vapor barrier (AVB)/flashing at the top of the concrete foundation walls and brick shelf at the north side of D-Wing and south side of E-Wing.

## **Div. 31, 32 & 33 – Earthwork, Improvements & Utilities:** (Gagliarducci Construction)

Gagliarducci was on site this week performing:

- a. Completed snow removal around the site after the first snowfall.
- b. Continued to receive deliveries of  $\frac{3}{4}$  crushed stone for use beneath the concrete foundation walls, footings and sewage pipe bedding.
- c. Continued backfilling foundation footings, walls & interior column piers in the C, D and E Wings where possible.
- d. Fill the area within the perimeter concrete foundation walls in A-Wing to a rough grade under the finish concrete floor elevation.
- e. Continued excavation & installing the crush stone base for interior column spread footings in B, C & D Wings.
- f. Continued installing the 3 inch rigid insulation board on the outside surface of the completed foundation walls in at the south side of E-Wing up to the point of the AVB/flashing (installed by others).
- g. Resumed installing the foundation wall footing drain system (filter fabric, drainpipe & crushed stone) at the exterior, south side of the D and E Wings.
- h. Installed the 8 inch dia. PVC sewage drainpipe and sanitary manhole structures SMH2-4, SMH2-5 & SMH2-6 on the outlet of the sewage settling tank, at the exterior, east end of D-Wing.
- i. Complete constructing the brick masonry “half-pipe” directional drainage channels in SMH2-4 and SMH2-5.
- j. Excavating for interior column spread footings in the northwest corner of the A-Wing.

Photos:



Standing in the A-Wing looking west into the Stage Area where foundation wall formwork is being completed



View looking east along the north side of B-Wing where the concrete footing and rebar has been installed and the formwork is being removed



**View looking north from within the A-Wing at the foundation work being completed all related to the Stage Area**



**The concrete contractor is installing stepped footings for the foundation wall at Column Line B10 at the south side of B-Wing**



The moisture and vapor barrier contractor is installing air & vapor barrier (AVB) on the north side foundation wall of D-Wing in the Loading Dock area



Looking at the site contractor backing the 8" dia. PVC sewer pipe between SMH2-5 and SMH2-6

**Photos:**



**View from inside B-Wing looking east toward the location of the future Pool Building**



# COMMUNICATIONS AUDIT FOR THE TOWN OF EAST LONGMEADOW

Prepared by



Tom Peine  
Communications

December 2024

# Executive Summary

The East Longmeadow Communications Audit was conducted to evaluate and enhance the town's internal and external communication practices. This comprehensive assessment identified key strengths, challenges, and opportunities to build a more unified and effective communication framework. Through interviews, surveys, and data analysis, the audit provides actionable recommendations to strengthen the town's commitment to clarity, transparency, and engagement.

## Key Findings

1. **Internal Communication:**
  - Emergency communication is an apparent strength; however, daily internal communication is hindered by fragmented workflows, inconsistent updates, and limited centralized resources.
  - Employees expressed a need for better access to timely information, streamlined tools, and more responsiveness from leadership.
  - The town lacks a universal crisis communications plan and a formal communications policy to guide consistent messaging across departments.
  - This lack of structured policies results in inconsistencies in messaging, delays in disseminating updates, and missed opportunities to foster a cohesive approach to communication across departments.
2. **Cross-Department Collaboration:**
  - Silos and inconsistent communication practices create barriers to effective teamwork and operational efficiency.
  - Departments seek structured pathways and shared resources to facilitate collaboration.
3. **Public Communication:**
  - Many residents expressed dissatisfaction with the transparency and timeliness of town communications.
  - The town website requires significant usability and content updates, while email, social media, and text messaging remain the most preferred channels for public outreach.
4. **Engagement and Feedback:**
  - Both employees and residents emphasized the importance of structured ways to give and receive feedback, along with greater recognition for contributions.



- Public engagement efforts need expansion to provide more opportunities for input and transparency in decision-making.

## Recommendations

1. **Centralize Communication Tools:**
  - Invest in user-friendly platforms to provide employees and residents easy access to essential information.
  - Create centralized repositories for forms, policies, and updates to improve consistency and eliminate redundancies.
2. **Enhance Transparency and Engagement:**
  - Share regular updates on decisions, projects, and policies through diverse channels, including newsletters, town halls, and social media.
  - Establish structured feedback mechanisms to address concerns and foster dialogue with employees and the public.
3. **Improve Cross-Department Coordination:**
  - Standardize communication processes across departments using shared calendars, regular meetings, and clearly defined roles.
4. **Redesign the Town Website:**
  - Develop a mobile-friendly, accessible, and regularly updated website to improve user experience and provide timely information.
5. **Establish a Town-Wide Communications Policy:**
  - Develop and implement a communications policy to standardize messaging, improve accountability, and ensure alignment across all departments.
  - Include a town-wide crisis communications plan to formalize emergency protocols and enhance readiness for critical events.
  - Provide periodic employee training on the policy and crisis communications plan to ensure consistent application and improve preparedness.

The data offered in this audit provide the town with a factual foundation to guide their efforts in improving their overall communications. East Longmeadow can create a communication strategy that fosters trust, engagement, and alignment between leadership, employees, and the community by focusing on these areas. These efforts will support the town's broader goals and reinforce its commitment to transparent governance.