TOWN OF WESTON, CT

Facilities Optimization Committee
Regular Meeting
Approved minutes
February 16, 2022 7:00 PM
Via Zoom

<u>Attendance:</u> Mr. Bertasi, Ms. Weinstein, Mr. Ezzes, Dr. Pesco, Mr. Edgar, Ms. Harvey, Mr. Felton, Mr. Wolf, First Selectwoman Nestor, Superintendent Wolak, District Operations Director Cross, Tecton Architects (Mr. Wyszynski, Ms. Ciaverella) members of the public.

<u>Approval of minutes</u>: Dr. Pesco made a motion to approve the minutes of the January 19th and the January 26th meeting minutes. The motion was seconded by Mr. Wolf. The motion carried.

<u>Discussion regarding the school and town facilities project:</u>

Mr. Wyszynski reviewed the attached PowerPoint which discusses the preliminary planning options regarding the facilities.

Goals:

- 1. Long term solution
- 2. Maintain or improve educational environment
- 3. Optimize town and school facilities and possibly reduce overall footprint
- 4. Integrate 2020 POCD
- 5. Identify and leverage possible synergies
- 6. Minimize distribution during implementation
- 7. Fiscally responsible

Challenges and Opportunities:

- 1. Require a thoughtful approach to phasing and sequencing
- 2. Usable land areas are limited due to existing improvements and wetlands
- 3. Consider multi-phased/year approach allows for flexibility (I.e. Post Covid impact)
- 4. Based on current enrollment projections, the reduction from 4 schools to 3 would require additions, modifications

Options Planning:

- 1. Optimize existing lowest cost, highest student impact
- 2. Exit HES, new PK-1 less student impact, higher cost
- 3. New 6-8, new PK-1 least disruptive, higher cost

Proposed Option 1:

Step 1-targeted modifications to WMS- cost \$32.5M-52M

Existing conditions work would take place over summer and breaks over a number of years

No improvements to the educational environment.

Step 2-targeted modifications and additions to WIS-2.6-8.6M

Will lose some dedicated education spaces

Ms. Weinstein asked about moving 5th grade to MS so that these modifications don't have to happen. Dr. Pesco responded that there was extensive discussion and was ultimately rejected by the district because the grade transistitions were not as appropriate.

Mr. Wolf thinks it would be helpful to note the student population when the school was originally planned.

<u>Step 3</u>-Targeted modifications/additions to the first floor of HES for preK-1. Costs \$19.5M-\$23.5M

<u>Step 4</u>-2nd floor of North House modified for Town Hall Annex and Jarvis staff \$2.5M-\$4.2 M Ms. Weinstein expressed concern about having Town Staff and students in the same building.

<u>Benefits</u>: lowest capital investment, maximum flexibility to adjust project scope from year to year, opportunity to discard the modulars

<u>Challenges</u>:most disruptive to occupants, minimizes the opportunity for grant reimbursements, does not address improvements to the educational environment, mix of town and school use in the same building.

Cost subtotal of proposed option: \$56.7M-\$86M

<u>Schedule</u>-targeted modifications would take place over 20 years. Mr. Wolf asked why would we drag out a project for 20 years? Mr. Bertasi responded that this is not a construction project-series of maintenance and renovation projects over the course of summers and school breaks.

Proposed Option 2:

<u>Step 1</u>-New preK-1 cost -\$25M-\$27M

Step 2-Modifications to WIS grades 2-5 cost \$ 2.2M-\$8.6M

<u>Step 3</u>-Renovate HES for expanded senior center, town and school employees. Expansion opportunity for town use cost \$4.4M-\$7.4M

<u>Step4</u>-Demolish Annex, Central Office and create new fields and town walking paths cost \$1.2M-\$1.6M

Step 5-Demolish North House \$1.8M-\$2.6M

<u>Step 6</u> – "Right size" and renovate as new WMS; Disconnect pool and "new" gym for community use. 45% of the building can be new in a "renovate as new project. Cost \$58M-\$63M

Cost subtotal for proposed Option 2:\$99M-114M

<u>Benefits</u>: Repositions all school on a single campus and maximizes the ability to create 21st Century learning environments; Increases possible reimbursements; Consolidates town uses into HES

<u>Challenges:</u> More costly, may have to phase projects over time. Utilizes established field areas; Maintains WMS as currently configured

Ms. Wolf asked about the plausibility of cutting off 35K sq ft from the Middle School. Mr. Wyszynski feels it can be done. Mr. Wolf asked about the possibility of moving an additional grade up to the Middle School, given the excess space. Mr. Wyszynski saidilt is feasible, but the School Administration did not feel it was an appropriate transition.

Ms. Harvey asked about the milestone schedule with pushing required renovations to HES out so far. Will the annex building last that long? The response was that we need to do get the students out of HES first, so we really don't have a choice.

Ms. Weinstein asked if the proposed preK-1 could be built on the school admin field instead of the LAX/soccer turf field. She has concerns about replacing a turf field due to cost and wetlands issues.

<u>Schedule</u>: While the chart shows the projects happening consecutively, Mr. Bertasi pointed out that some projects can take place concurrently.

Proposed Option 3:

Step 1- Build a new 6-8 on Revson Field cost \$66.3M-\$71.4M

Step 2-Modifications to WIS for Grades 2-4 cost \$2.6-8.6

Step 3-New pre-K-1 cost \$25M-\$27M

<u>Step4</u>-Demolish WMS, disconnect pool and "new gym for community use, relocate ball fields to former WMS site cost \$3.8M-\$7.5M

Step 5-Renovate HES for Town and School offices cost \$4.4M-\$7.4M

Step 6-Demolish North House, annex and Central Office; Create new fields cost \$3M-4.2 M

Cost subtotal for Proposed Option 3: \$107M-\$130M

Mr. Wolf asked about saving the "new gym" and pool at WMS. Mr. Wyszynski feels this is viable, and would put 2 fields where the Middle School currently stands. Ms. Weinstein said that this would create a recreational facility for the Town.

Mr. Wolf asked if the new school will be a 2 story structure. He expressed doubts and feels it will destroy the esthetics of the school campus. He is also concerned about the possibility of concern by the neighbors. Mr. Wyszynski said that one of the challenges is the limited Town sites that are available.

Mr. Felton asked if building a new MS on Revson is problematic, could we relocate the MS kids to one of the other school buildings and rebuild on current site. Dr. Pesco said the problem is that HES is not made for middle school students (no science lab, etc) so not really financially viable.

Ms. Weinstein recognized the challenges of building on Revson, but thinks we should still explore this as an option. Mr. Felton asked about building new on the other side of the building. This is problematic because of the wetlands.

Mr. Felton asked about using portable classrooms, as in the proposed option 2. For renovate as new, we need to keep 55% of the footprint. You could look at creating an addition first, and then take a certain portion of students in new footprint while you renovate existing space or demolish. Modulars are not reimbursable, so they try to avoid that.

<u>Benefits/Opportunities</u>: Similar to Option 2, but completely reinvents the PreK-8 educational space

<u>Challenges</u>: most costly, site issues

Milestone Schedule: could do projects concurrently or staggered, based on funding availability.

Summary:

1. Combined age of the buildings:

Option 1 leaves us with buildings that have a combined age of 150 years.

Option 2 leaves us with a combined age of 80 years

Option 3 leaves us with a combined age of 20 years.

2. Number of years disrupted:

Option 1-10 grades over 20 years

Option 2- 6 grades over 3 years

Option 3- 3 grades over 3 years.

3. Projected total cost to Weston, factoring projected State reimbursement:

Option 1 \$74.3M

Option 2 \$ 90.6M

Option 3 \$ 106.9M

Ms. Weinstein asked when we should have a site survey to look at wetlands. She is concerned that the site issues, such as wetlands, may have an impact on our options. Mr. Wyszynski said that we should get public feedback first.

Mr. Ezzes asked when does this shift to the BoE? The FOC's work will shift to what the BoE believes is the best option. Dr. Pesco said that while he believes the BoE would obviously prefer the concept of two new buildings, they have to consider the financial perspective. Mr. Bertasi said that our responsibility is to say that one option is the best but most expensive and another option is viable and is the lowest cost, and there are options in the middle.

Mr. Wolf thinks there's a possibility of 1 ½ new schools and accommodate a 4th grade at WMS. (New preK/K, ½ new WMS). We should consider a grade configuration of Pre-K/K, 1-4, 5-8 grade

configuration. Ms. Wolak said that the teacher focused groups and administrative team did not believe it was the best option and did not get a lot of support.

Discussion ensued regarding staging and renovation options of the Middle School.

Motion to adjourn: At approximately 9 PM, Dr. Pesco made a motion to adjourn, seconded by Ms. Harvey.

- 1. Any new items
- 2. Adjournment



FOC METING DRAFT PLANNING OPTIONS (FOC PEVIEW DOCUMENT)

(FOC REVIEW DOCUMENT)

WESTON, CT

2.16.2022

Goals for Proposed Options



- 1. Long-term solution (20-30 years)
- 2. Must be educationally sound & improve educational environment
- Optimize town and school facilities, possibly reduce overall footprint, integrate 2020 POCD
- 4. Identify & leverage possible synergies for town and school (1)
- 5. Minimize disruption during implementation (phasing)
- 6. Fiscally responsible

POCD ~ Adopted June 15, 2020, Effective July 1, 2020







Challenges & Opportunities



- Any substantial renovation would require thoughtful approach to phasing
- 2. Useable land areas are limited on current campus due to existing improvements and/or wetlands
- Consider multi-phased/year approach to projects to allows for some flexibility (ie. post Covid impact on enrollment & education)
- 4. Based upon current enrollment projections, the reduction from a 4 school to 3 school district will require additions, modifications, and/or compromises of educational space for any option considered

Challenges & Opportunities





Proposed Option ~ 1 (Utilize existing, lowest cost, consolidate)







Proposed Option ~ 1 (Utilize existing, lowest cost, consolidate)



Step	Project	Area (gsf)	Scope of work
1	Targeted modifications/additions to WMS for grades 6-8 (593)	161,111	 Improvements completed during summer/off hours, and/or phased occupied renovations/modifications. Yearly improvements Costs do not include modifications to the building for educational programs.
2	Targeted modifications/additions to WIS for grades 2-5 (746)	114,898 +	 Improvements completed during summer/off hours, and/or phased occupied renovations/modifications. Yearly improvements Requires renovate/add to cafeteria, considerable consolidation and/or relocation of dedicated specialized educational space, reduction of dedicated special program rooms ~ Science, Spanish, Learning Lab, Specialized Ed. / Intervention, Prof. Dev.) Costs include limited modifications to the building for educational programs.
3	Targeted modifications/additions to the first floor of HES for PK-1 (350)	72,267	 Improvements completed during summer/off hours, and/or phased occupied renovations/modifications. Yearly improvements Requires consolidation of dedicated specialized educational space, Learning Labs, Reading/Math/Specialized Ed., Intervention Costs do not include modifications to the building for educational programs.
4	Targeted modifications to HES Second Floor North House for Town Hall Annex (THA) & Jarvis staff, (Bus Depot & Central off. ETR)	16,628	 Requires secure/isolation of access to the second floor (both stair & elevator) for public access Requires modifications to the site to provide a separate entrance to the space Limited modifications to the existing space for second floor office fitout

Proposed Option ~ 1

(Utilize existing, lowest cost, consolidate)



Benefits / Opportunities

Lowest capital investment

Maximum flexibility to adjust project scope from year to year

It is possible to "make do" with space that is not the most conducive to learning (faculty continue to deliver quality education in less-than-optimal space)

Opportunity to optimize town hall staff into HES & discard modulars past useful life

Others?

Challenges

Most disruptive to occupants/students due to yearly renovations (assumes no "swing" space)

Significant sacrifices to dedicated specialized education & specialty space

Minimizes the opportunity for grant reimbursements, more "out of pocket"

Does not include costs for "swing" space, should larger improvement projects be desired.

Does not address improvements to the educational environment. Does not provide opportunity for optimal learning.

Mix of town uses and school uses in the same building, not ideal for operations or security

Other?

Proposed Option ~ 1 (Utilize existing, lowest cost, consolidate)



Step	Project	Area (gsf)	Cost	
Siep	Tiojeci	Aled (gsi)	Low	High
1	Targeted modifications/additions to WMS for grades 6-8 (593) (Assumes improvements completed during summer/off hours)	161,111	32.5 Million (\$32,454,253)	52.4 Million (\$52,361,075)
2	Targeted modifications/additions to WIS for grades 2-5 (746) (Assumes improvements completed during summer/off hours. Requires renovate/add to cafeteria, considerable consolidation/relocation of dedicated specialized educational space, reduction of dedicated special program rooms ~ science, Spanish, learning lab, professional dev.)	114,898 +	2.6 Million (2,587,830)	8.6 Million (8,617,350)
3	Targeted modifications/additions to the first floor of HES for PK-1 (350) (Assumes improvements completed during summer/off hours. Requires renovate/add to cafeteria to multipurpose (ie. North house no longer part of school)	72,267	19.2 Million (19,199,041)	23.5 Million 23.5 Million 23.5 Million 25.5 Million
4	Targeted modifications to HES Second Floor North House for Town Hall Annex (THA) & Jarvis staff, (Bus Depot & Central off. ETR)	16,628	2.5 Millionis ses of (2,494,200) purportition	Million RATION RATION SRATION SRATI
			2 1 2 7 7 1 1 1 1 2 1 2 1 1 1 1 1 1 1 1	00 () ('''

Subtotal for Proposed Option ~1

56.7 Million (56,735,325)

88.6 Million (88,622,200)

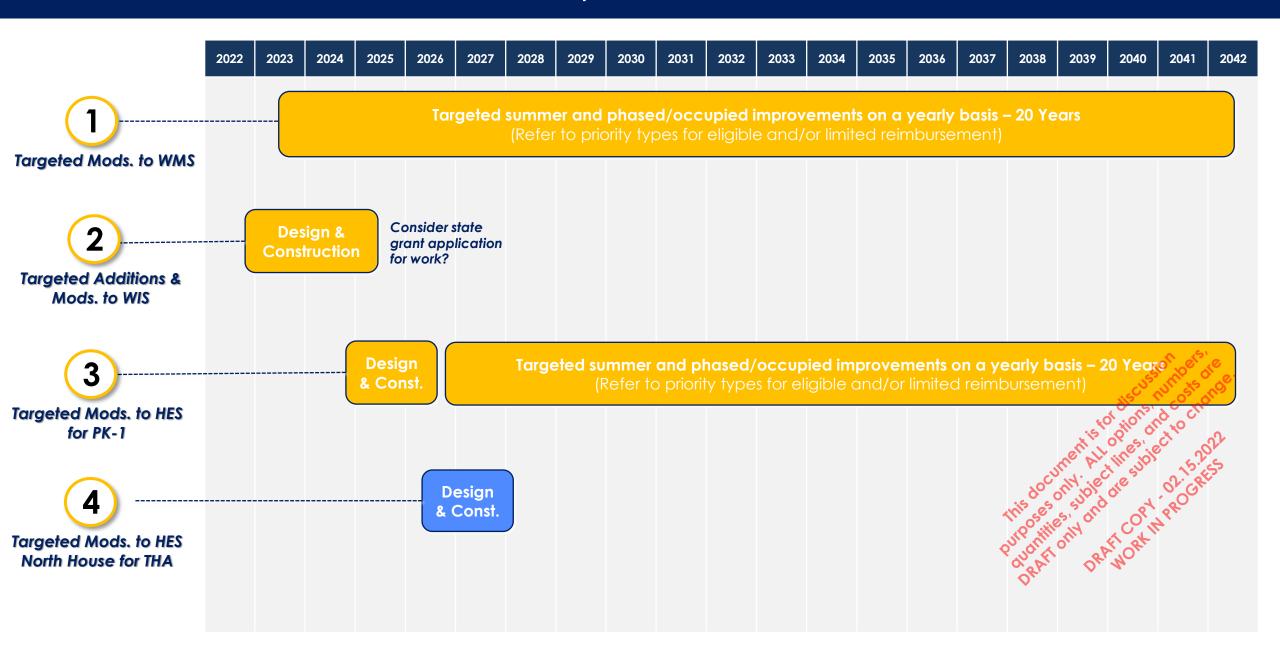
Priority Project Types ~ oscg&R



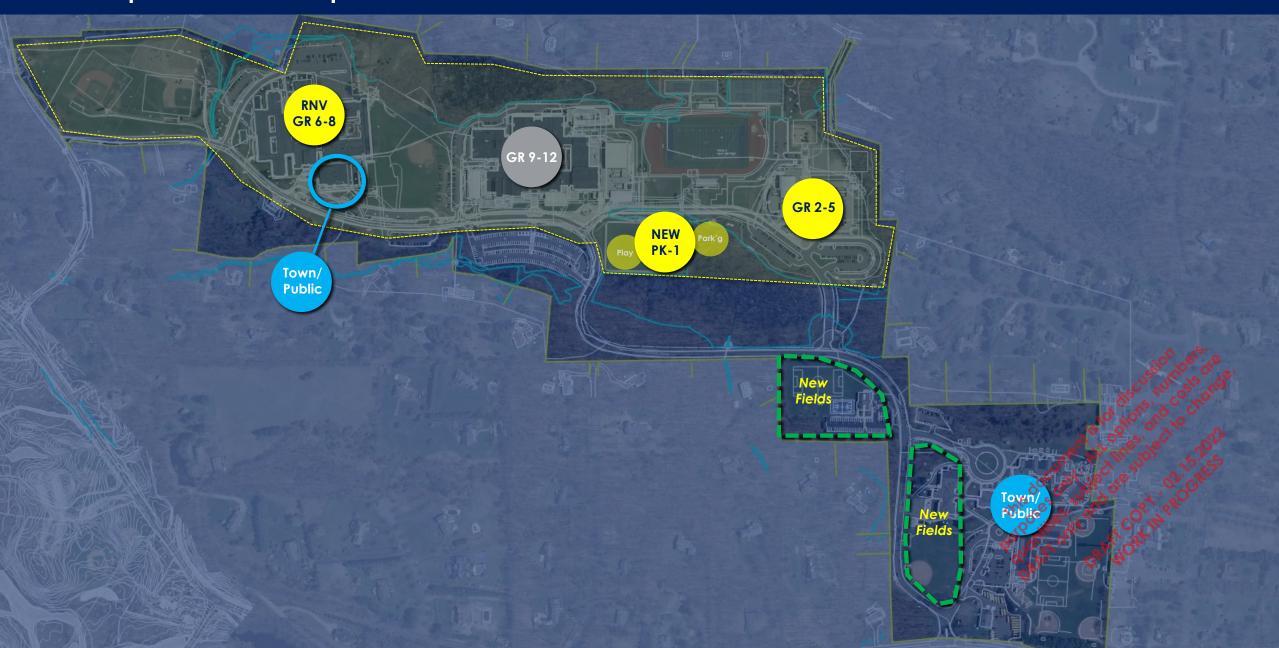
Types of Priority Projects (OSCG&R)			
New Construction (N)	Contaminated Water (CW)		
Extension of Facility (E)	Combined Extension Alteration (EA)		
Alteration of Existing Facility (A)	Emergency Repair (EM)		
Relocatable Classrooms (RE)	Fire Code (FC)		
Roof Replacement (RR)	Handicap Code (HC)		
Energy Conservation (EC)	Lead Abatement (LA)		
Code Violation (CV)	Outdoor Athletic Facilities (O)		
Vo-Ag Equipment (VE)	Oil Tank Replacement (OT)		
Renovation (RN)	Sewage Disposal (SD)		
Indoor Air Quality (IAQ)	Site Improvement (SI) Supplied the State of		
Asbestos Abatement (AA)	Photovoltaic (PV)		

Milestone Schedule ~ Option 1











Step	Project	Area (gsf)	Scope of work
1	New PK-1 (350) building on LAX/Soccer field adjacent to the high school.	43,400	 Option assumes wetlands migration measures to allow for a portion of the parking/building currently impacted by wetlands. New building and site will address 21st century learning environments
2	Modifications to WIS to accommodate grades 2-5 (746)	114,898	 Modest modifications to the existing building and site to renovate/add to cafeteria, considerable consolidation and/or relocation of dedicated specialized educational space, reduction of dedicated special program rooms ~ Science, Spanish, Learning Lab, Specialized Ed. / Intervention, Prof. Dev.)
3	Renovate HES for Expanded Senior Center, Park & Recreation, Central Office, and TH Annex departments (Other community opportunities)	Req. ~ 29,496 Total ~ 54,587 Exp. ~ 25,091	 Renovations include basic building system upgrades (HVAC, electrical, plumbing), full accessibility and life safety code compliance Improvements to include limited modifications to the existing spaces to house the new program elements Modest improvements to the exterior/site, repaving and striping, landscaping
4	Demolish TH Annex, Central Office, and create LAX/Soccer field, walking path, play and parking.	16,319 (12,584 + 3,735)	 Removal of the existing structures in their entirety New grass field, walking path, parking area and playscape
5	Demolish North House & Bus Depot (or repurpose), create fields/parking. Move buses offsite to Besigli Field	34,317 (17,689+16,628)	 Once relocation of students, faculty, and town staff have been completed as a part of Step 4, the town may choose to remove the existing north house and/or Bus Depot. Site improvements could include new parking, fields, play areas, walking paths, and sculpture garden and/or Art Park consistent with the approved POCD and previous master plan studies. Offsite parking at BF would require creation of small office and toilet facilities.
6	Right size and Renovate as new WMS Grades 6-8 (593), disconnect pool & "new" gym for community use	WMS ~ 99,500 G/P ~ 25,980	 "Right Size" the existing middle school through a comprehensive reimagination of the existing Weston Middle School to maximize the 55/45% renovate/new ratio requirement by OSCG&R New building and site will address 21st century learning environments Disconnect "new gym" and pool/locker area and modify for community use.



Benefits / Opportunities

Repositions all school buildings on single campus and maximizes ability to create 21st Century learning environment for grades PK-8

Eliminates need for "swing" space at primary elementary school.

Creates a more unified educational campus, relocates some community use to THA site.

Create opportunity to increase security and access to campus

Increases possible reimbursement from the state 11.43% New, 21.43% for RNV

Consolidates town uses into portion of Hurlbutt Elementary School, Maximizes use of Weston Intermediate School

Others?

Challenges

More costly than Option 1

May be compelled to phase larger projects over time due to magnitude of proposed scope

Utilizes established field area for new building and will require temporary provisions

Some may have concern placing all students on a single campus

Maintains WMS as currently configured, difficult solding to renovate (inefficient, larger than required, conversion to 21st Century Educational environment)

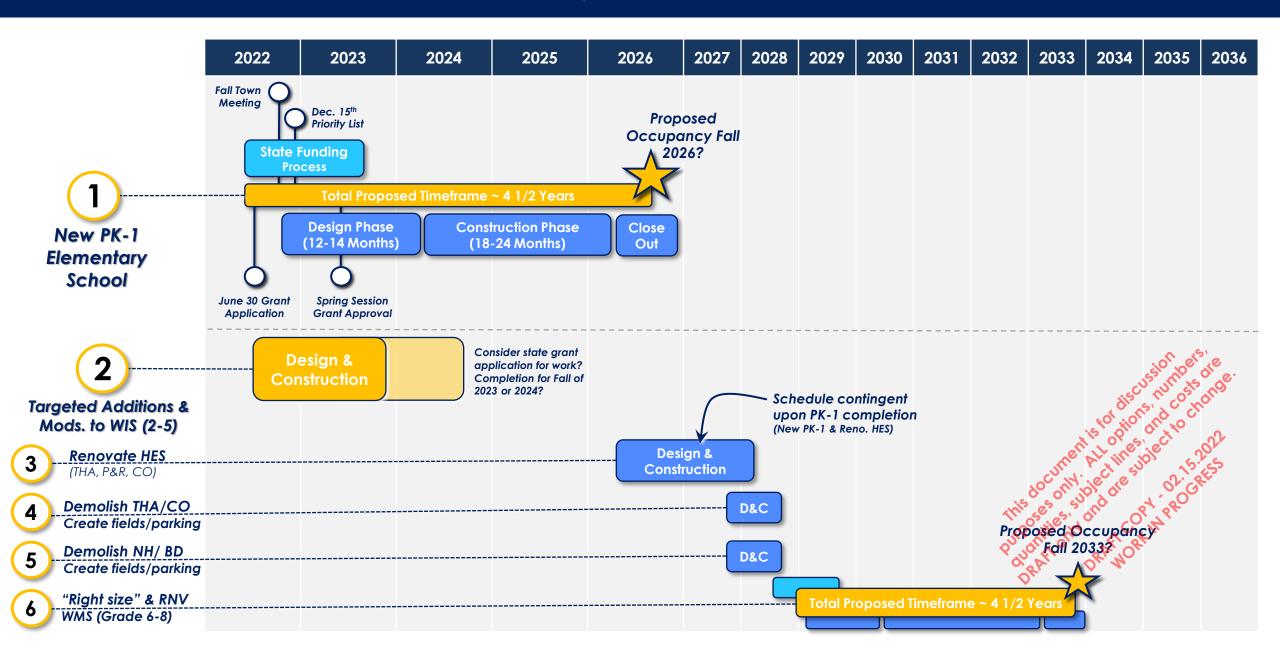
Other?



Ston	Project	Aroa (ast)	Cost	
Step	Project	Area (gsf)	Low	High
1	New PK-1 (350) building on LAX/Soccer field adjacent to the high school.	43,400	25.1 Million (\$25,146,129)	27.1 Million (\$27,125,000)
2	Modifications to WIS to accommodate grades 2-5 (746)	114,898	2.6 Million (2,587,830)	8.6 Million (8,617,350)
3	Renovate HES for Expanded Senior Center, Park & Recreation, Central Office, and TH Annex departments (Other community opportunities)	Req. ~ 29,496 Total ~ 54,587 Exp. ~ 25,091	4.4 Million (\$4,424,400)	7.4 Million (\$7,374,000)
4	Demolish TH Annex, Central Office, create play areas/fields/parking.	16,319 (12,584 + 3,735)	1.2 Million (\$1,223,925)	1.6 Million
5	Demolish North House & Bus Depot (or repurpose), create fields/parking. Move buses offsite to Besigli Field	34,317 (17,689+16,628)	1.8 Million (\$1,715,850)	2.6 Million
6	Right size and Renovate as new WMS Grades 6-8 (593), disconnect pool & "new" gym for community use	WMS ~ 99,500 G/P ~ 25,980	58.2 Million (\$58,200,000) 340 Aillion (\$2,598,000)	63.1 Million 643.050,000) 643.9 Million (\$3,897,000)
	Subtotal for Proposed Option	95.9 Million (\$95,896,135)	114.3 Million (\$114,269,025)	

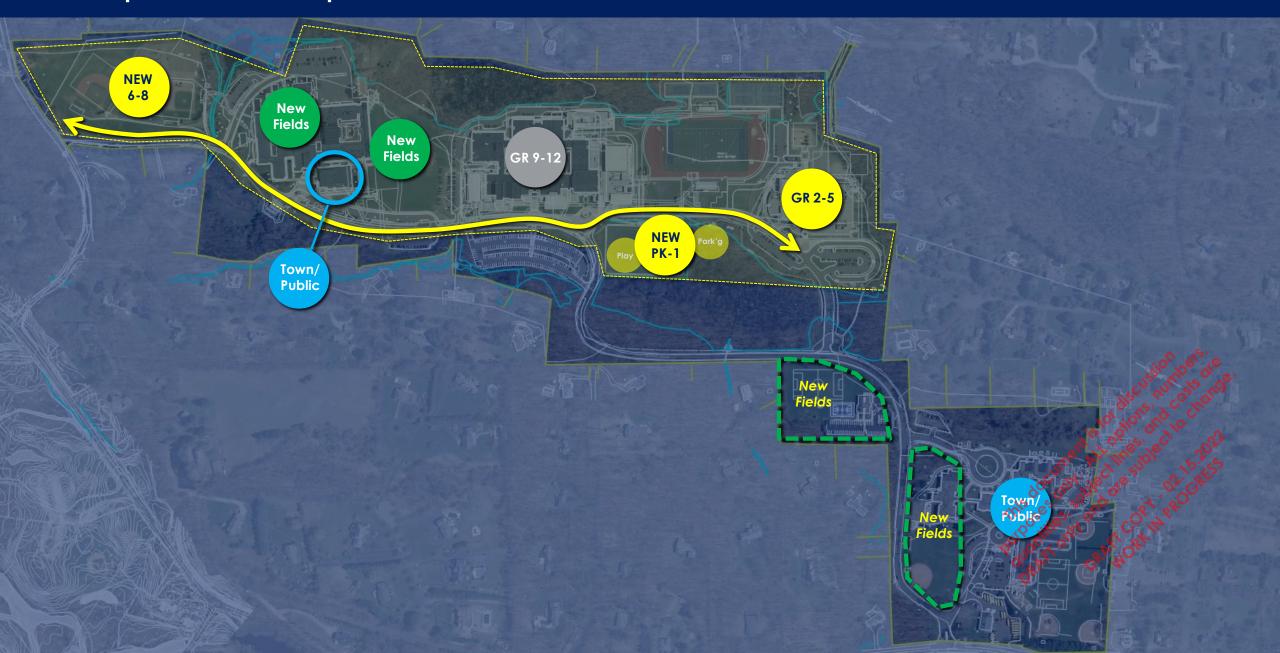
Milestone Schedule ~ Option 2





Proposed Option ~ 3 (Gather Together, New 6-8 + Pk-1)





Proposed Option ~ 3 (Gather Together, New 6-8 + PK-1)



Step	Project	Area (gsf)	Scope of work
1	Build new 6-8 (593) on existing baseball fields (north of WMS).	102,000	 Option assumes wetlands crossing approval and relocation of leach field for Zenon plant. New building and site will address 21st century learning environments
2	Modification to WIS for grades 2-5 (746)	114,898	 Modest modifications to the existing building and site to renovate/add to cafeteria, considerable consolidation and/or relocation of dedicated specialized educational space, reduction of dedicated special program rooms ~ Science, Spanish, Learning Lab, Specialized Ed. / Intervention, Prof. Dev.)
3	New PK-1 (350) building on LAX/Soccer field adjacent to the high school.	43,400	 Option assumes wetlands migration measures to allow for a portion of the parking/building currently impacted by wetlands. New building and site will address 21st century learning environments
4	Demolish WMS, disconnect pool & "new" gym for community use, relocate baseball field on former WMS site	WMS ~ 125,500 G/P ~ 25,980	 Demolish existing middle school & create play fields in its place Disconnect "new gym" and pool/locker area and modify for community use.
5	Renovate HES for Park & Recreation, Central Office, and TH Annex departments (Allows for expansion)	Req. ~ 29,496 Total ~ 54,587 Exp. ~ 25,091	 Renovations include basic building system upgrades (HVAC, electrical, plumbing), full accessibility and life safety code compliance Improvements to include limited modifications to the existing spaces to house the new program elements Modest improvements to the exterior/site, repoving and striping, landscaping
6	Demolish North House & Bus Depot (or repurpose), create fields/parking. Move buses offsite to Besigli Field. Demolish TH Annex, Central Office, create fields/parking	34,317 (17,689+16,628) 16,319 (12,584 + 3,735)	 Once relocation of students, faculty, and fown staff have been completed as a part of Step 5, the town may choose to remove the existing north house and/or Bus Depot. Site improvements could include new parking, fields, play areas, walking paths, and sculpture garden and/or Art Park consistent with the approved POCD and previous master plan studies. Offsite parking at BF would require creation of small office and toilet facilities.

Proposed Option ~ 3 (Gather Together, New 6-8 + PK-1)



Benefits / Opportunities

Repositions all school buildings on single campus and maximizes ability to create 21st Century learning environment for grades PK-8

Eliminates need for "swing" space, places most intensive work furthest from the students

Allows for the ability to create multi-year/phase approach to the work, builds in flexibility

Upgrades PK-8 building stock for future generations, provides opportunity/flexibility for future town use(s)

Leverages reimbursement from the state 11.43%

Consolidates town uses into portion of Hurlbutt Elementary School, Maximizes use of Weston Intermediate School

Others?

Challenges

More costly than Option 1 and 2

May be compelled to phase larger projects over time due to magnitude of proposed scope

Utilizes multiple established field area for new buildings and will require temporary provisions

Others?

This document is to discussion of the control of th

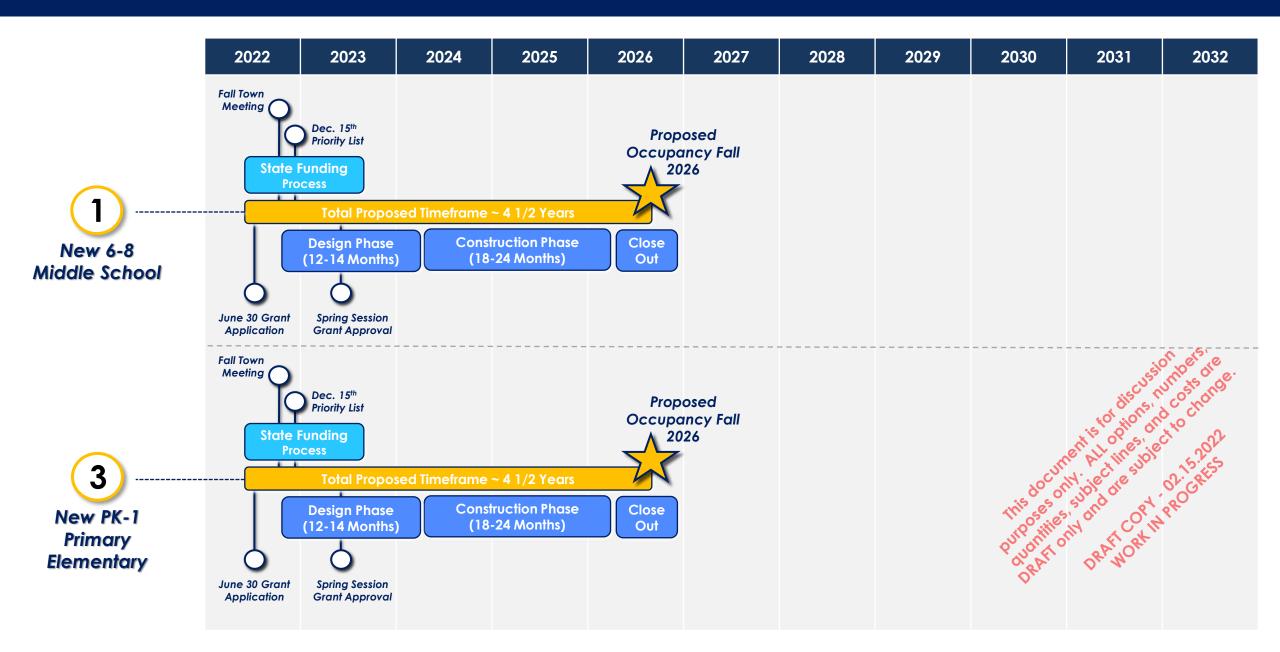
Proposed Option ~ 3 (Gather Together, New 6-8 + PK-1)



Step	Project	Area (act)	Cost	
siep	riojeci	Area (gsf)	Low	High
1	Build New 6-8 (593) on (E) baseball field (north of WMS).	102,000	66.3 Million (\$66,300,000)	71.4 Million (\$71,400,000)
2	Modification to WIS for grades 2-5 (746)	114,898	2.6 Million (2,587,830)	8.6 Million (8,617,350)
3	New PK-1 (350) building on LAX/Soccer field adjacent to the high school.	43,400	25.1 Million (\$25,146,129)	27.1 Million (\$27,125,000)
4	Demolish WMS, disconnect pool & "new" gym for community use, relocate baseball field on former WMS site	WMS ~ 125,500 G/P ~ 25,980	3.8 Million (\$3,765,000) 2.6 Million (\$2,598,000)	7.5 Million (\$7,530,000) 3.9 Million
5	Renovate HES for Park & Recreation, Central Office, and TH Annex departments (Allows for expansion)	Req. ~ 29,496 Total ~ 54,587 Exp. ~ 25,091	4.4 Million (\$4,424,400)	Million
6	Demolish North House & Bus Depot, create fields/parking. Move buses to DPW or other offsite location. Demolish TH Annex, Central Office, create fields/parking	34,317 (17,689+16,628) 16,319 (12,584 + 3,735)	1.8 Million (\$1,715,850) (#1,715,850) (#1,223,925)	26 Million (\$2,573,775) 26,573,775) 36,631,900)
	Subtotal for Proposed Option ~	107.8 Million (\$107,761,135)	130.2 Million (\$130,149,025)	

Milestone Schedule ~ Option 3, concurrent

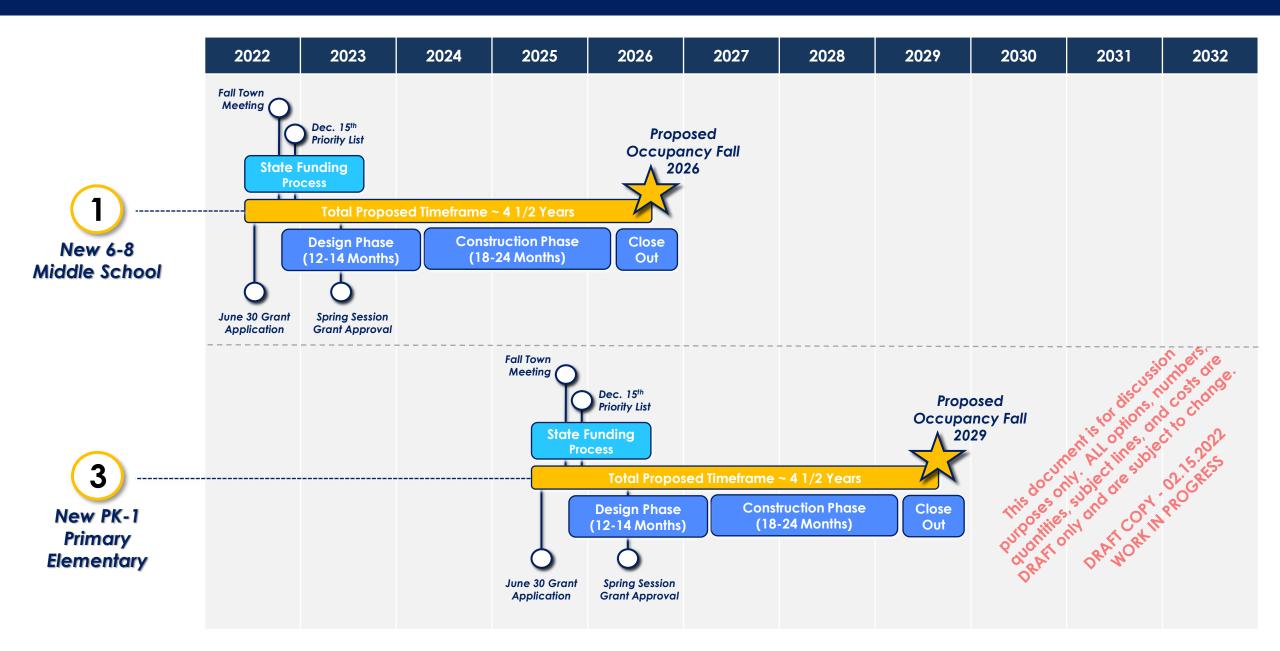




Milestone Schedule \sim Option 3, continuous const. \bigvee

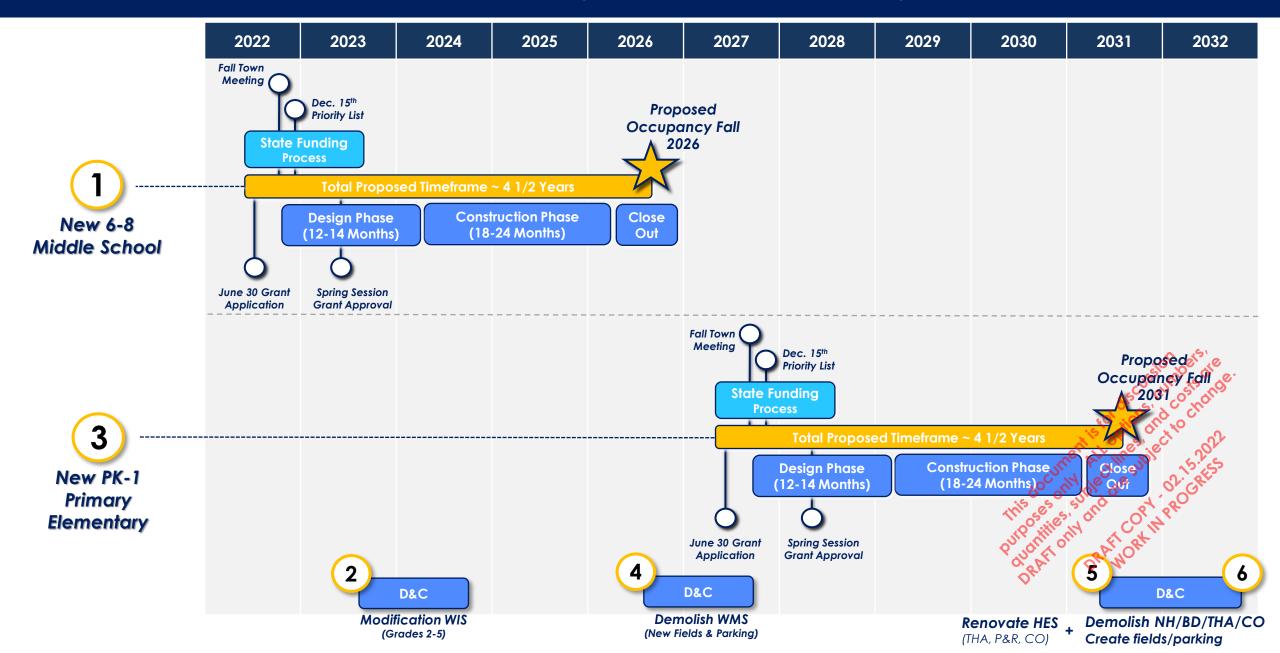






Milestone Schedule ~ Option 3, no overlap





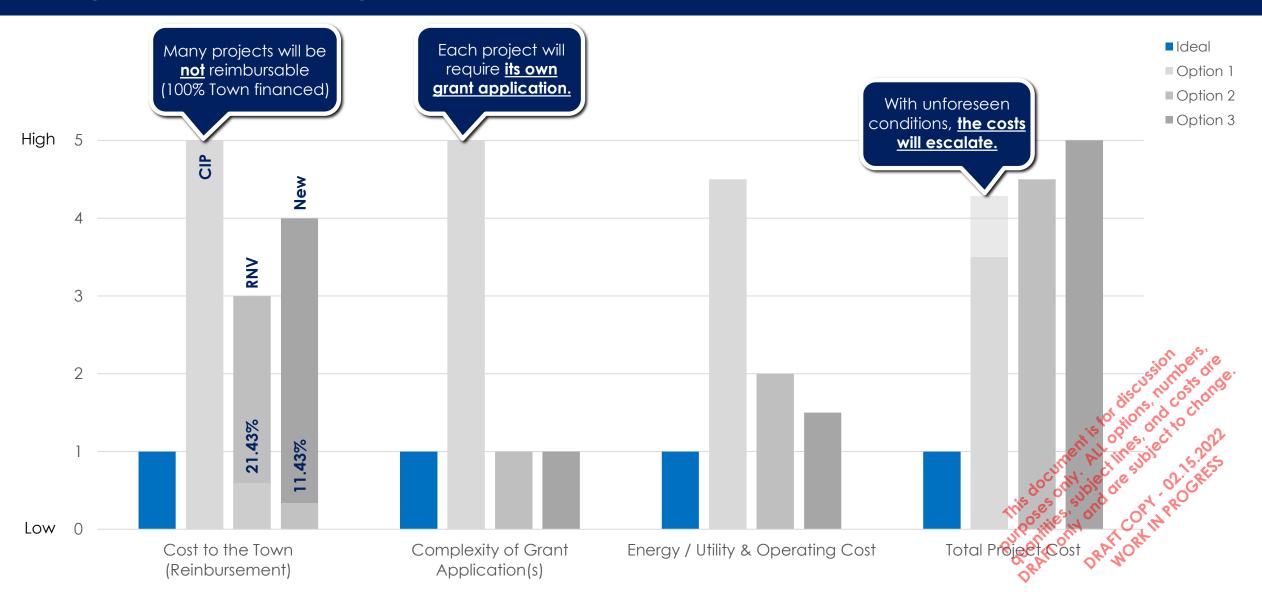
Program Summary



	Maintain and Repair	Renovate Existing	New PK-1	New 6-8 and New PK-1
	Existing	Option 1	Option 2	Option 3
Combined Age of Facilities	~150 years old HES: 1953/54 (69 years old) WIS: 2005 (17 years old) WMS: 1959/60 (63 years old)	~150 years old HES: 1953/54 (69 years old) WIS: 2005 (17 years old) WMS: 1959/60 (63 years old)	~80 years old PK-1/New: (0 years old) WIS: 2005 (17 years old) WMS: 1959/60 (63 years old)	~20 years old NEW: (0 years old) WIS: 2005 (17 years old) NEW: (0 years old)
Number of School Grade Years Impacted	10 grades x 20YR (schools live through decade-long maintenance cycle)	10 grades x 20YR (schools live through decade-long maintenance cycle)	6 grades x 3YR (GR. 3-5 for 1 year, 6-8 for 2 years)	3 grades x 1YR (GR. 3-8 for 1 year)
Projected Costs at 2/3 of Range	~ \$67.8M (+ unforeseen conditions)	~ \$78M (+ unforeseen conditions)	~ \$108.2M	This ses is surned to Print PROTOR THE STREET OF THE THE

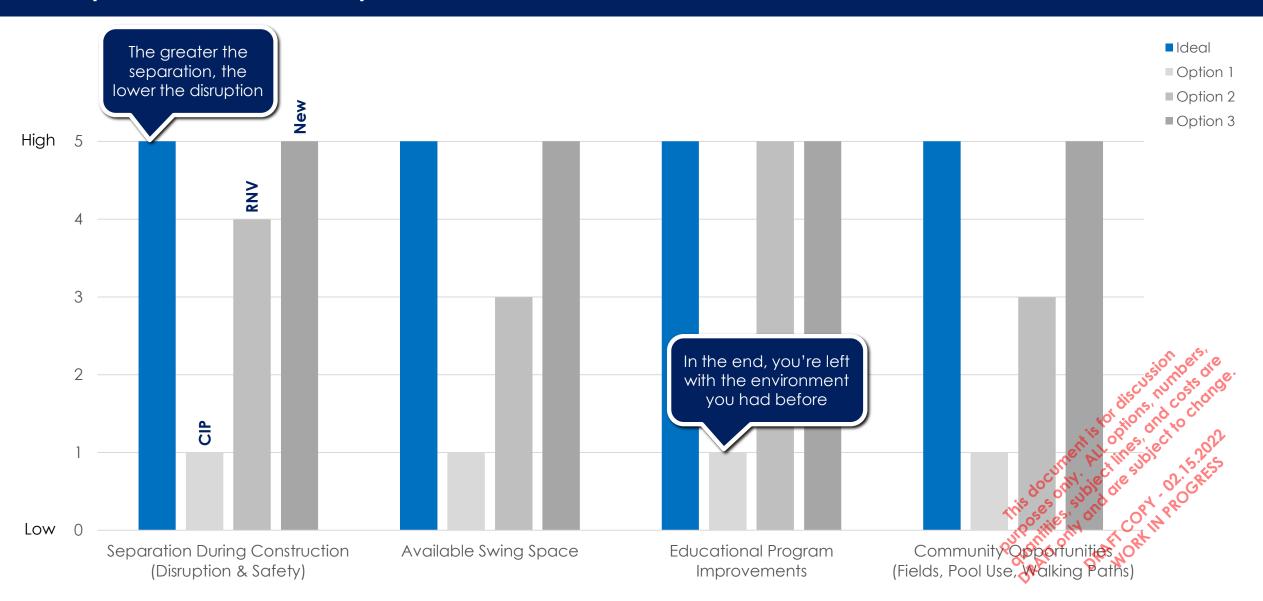
Options Comparison





Options Comparison





Challenges & Opportunities







FOC MEETING DRAFT PLANNING OPTIONS (FOC REVIEW DOCUMENT)

WESTON, CT

2.16.2022