



**OLYMPIC REGIONAL  
NEW YORK  
DEVELOPMENT AUTHORITY**

**MINUTES  
SPECIAL MEETING OF THE ORDA BOARD OF DIRECTORS  
JANUARY 8, 2009 – 4:00 PM  
LAKE PLACID OLYMPIC CENTER**

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Meeting called to order 4:01 pm

Roll call taken, all present – Mr. Pat Barrett asked to be excused.

Chairman welcomed new board Member representing Warren County – Mr. Robert Flacke. Supervisors Randy Preston, Roby Polity, Mayor Rogers, Jim McKenna and Terry Horrocks were welcomed as well.

Agenda was presented - Ted Blazer made a few opening remarks before introducing Bob Hammond – ORDA Project Administrator

Bob introduced Jan Kibbens; ORDA's Project manager for the Conference Center

The following presentation was reviewed:

# Conference Center at Lake Placid Update Presentation

# Conference Center at Lake Placid

How the Project got started.

Community engaged a grassroots effort to develop modern conference facilities

ORDA considered opportunities to modernize the Olympic Center facilities

How Project was funded.

ORDA secured commitment from the Governor's Office for funding

ORDA secured commitment from the NY Power Authority for funding

How the plan prepared by the Design Team was developed

Community Input

Stakeholder Input

Demand Use Analysis

When it was bid and the bid results.

Project was bid in early 2008

Bid Results were \$33,200,000 (Excluding Soft Costs and FF&E)

## **Background Summary**

# Original Project Delivery

## Approach

### Design – Bid – Build

Lengthy Process

Procurement of designer and procurement of Builder (s)

All documents need to be completed and bid before construction starts

Re-Design of the Conference Center would take 9 months

Places the owner in the middle of disputes between the contractor and design professionals

Wick's Law requires minimum of four Prime Contractors

Owner is responsible for Construction Management of all Prime Contractors

Intensifies the potential for change orders

Multiple Prime Contractors blurs lines of responsibilities

Document review is biased

Cost of construction is unknown until bids are finalized

Architect's Estimates are estimates

Changes in market costs during the design are passed to owner

Over design

Potential of bids exceeding budget causing Owner to redesign or abandon project

Volatility in commodity costs

Market demand for construction services

# New Project Delivery Approach

## Design – Build

Accelerates Process

Single procurement of both Designer and Builder

Approval of design elements can be phased

Work can be phased

Removes the owner from being in the middle of disputes between the builder

and design professionals

Single Point of Contact

Eliminates Multiple Prime Contractor disputes

Cost of construction is predetermined

Contract cost is set at a Maximum Project Cost

Significantly reduces the potential for change orders

Designer and Builder are a team requiring shared risk for design

Claims due to Multiple Prime Contractors are eliminated

## Design – Build

### Developing the Ideal Approach

## Programming Team

In-House Development

ORDA leads and manages program document development

Documents are developed in-house by ORDA and Construction Manager

Dormitory Authority

Contract and General Conditions

Peer Review

Budget Estimating / Cost Accounting

Preferred Design Professionals

Assist with Program Development

Peer Review of Project Documents

Web-Based Project Management System

Streamlines communication with Programming Team

Facilitates communication with Design-Build Team

Allows Stakeholders access to Project Progress

## Programming Documents

Bridging Documents

Comprehensive Program Description

Job Specific Performance Specifications

Comprehensive Contract Requirements

Quality Control / Quality Assurance Plan

## Maintain the Program

The Demand Use Analysis estimated the following:

Four Events of 2,000 persons /yr

Seven Events of 500 persons /yr

Five Events of 150 persons /yr

Five Events of 100 persons /yr

Fifty-Nine Events of less than 100 persons /yr

More recent research suggests:

Five Events of greater than 500 persons /yr  
but less than 800 persons /yr

Two Events of 12,000/yr

## Reapply the Program

Improve the 1932 Arena to an Event Hall  
Re-Invent the Lussi Rink into a Ballroom  
Expand to the front for Meeting Space  
Expand to the back for Back-of-House

Event Hall  
Ballroom  
Meeting Rooms  
Kitchen

## Preserving our Heritage

Scope has always targeted the restoration and upgrade of existing facilities  
Escalation of the project cost negatively impacted these goals

**“New approach will ensure that the existing spaces are preserved and updated”**

## Schedule

January - Post Request for Qualifications on NYS Contract Reporter

February

Review Qualifications and Interview Qualified Firms

Select three firms and distribute Request for Proposals with Bridging Documents

March/April

Accept RFP's

Review submissions and interview firms  
Award Project

# Board and Community Input

Review and Comment on Request for Qualifications  
and Selection Criteria

Review and Comment on Request for Proposals  
and Selection Criteria

Review and Comment on Project Program  
Participate in review of RFQ, Short Listing and  
Interviews

Participate in review of RFP and Interviews

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Through out the presentation Board members commented regarding the new direction of Design – Bid – Build to Design – Build.

Serge Lussi stated that it is important to note that we will have a better product by scaling down the project. Refurbishing the 32 Rink is imperative. Serge also noted that Bob and Ted must watch the project closely especially in the development of the bridging documents. As well he stated that the Town of North Elba (Supervisor) as well as the Visitors Bureau must be comfortable with the program and design.

Ed Weibrecht asked if the same people who do the design construct the building. Bob Hammond replied that the company that successfully meets our demands for the program and specifications is responsible for the design and construction. Ed inquired what the downside would be in this process and was told by Bob that bad bridging documents was the downside to design – build.

Betsy Lowe inquired re: if it was a renovation or new construction and that she had conversations with the Dormitory Authority regarding the process. Bob Hammond explained that the only rehabilitation would be the Lussi Rink and that all other construction would be new but that as far as the rehab is concerned the Lussi Rink had already been abated of any hazardous waste. Betsy also inquired regarding the community review process and was told by Bob and Ted that the program for the facility

essentially remains the same and that Terry Horrocks would be involved but that there was no planned public forum. Additionally Ted stated that the facility is owned by the Town of North Elba and that after the last round of public meetings, ORDA has a good idea of what not to build and that the Supervisor would be involved in the review of the building.

Bob Flacke noted that he was familiar with Design Build projects and the key to the success was in the bridging documents. He emphasized that it will take a lot of oversight on the part of ORDA but that it is the way to go.

Glen Bruening questioned if ORDA had spent any funds on the old design. Ted responded yes but that due to ongoing legal communications with HNTB, we could not comment. Glen also inquired regarding APA approvals to which Bob Hammond commented that he had already been in contact with them and that the project would not effect traffic patterns any differently than the project previously presented to them.

Cliff Donaldson commented that there had been communications with our Washington representatives to receive funds from the stimulus package. Cliff noted that the project was shovel ready, had addressed environmental issues, would be lead certified and would have ongoing economic impact beyond the construction. Cliff also noted that Governor Paterson had developed a list of projects for NYS and that ORDA is not sure if the Conference Center is on the list. Ted was to check on this.

Jim McKenna - CEO of the Visitors Bureau noted that we had been without a Conference Center for 18 months and that approximately \$6m has been lost in regional revenue. He stated that he is comfortable with the process and that this project must move forward.

A motion was proposed by Bob Flacke to endorse the design – build approach  
It was seconded by Serge Lussi  
All were in favor.  
None opposed.

Meeting adjourned 5:25 pm