Concord Middle School Project

Project Manager Report

December 2019

Hill International

The Global Leader in Managing Construction  Risk
CONCORD MIDDLE SCHOOL PROJECT

PROJECT MANAGER’S REPORT
DECEMBER 2019

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Executive Summary
This Project Manager’s Report for the Concord Middle School Project is submitted by Andy Vo from Hill International (Hill), and covers activities through the month of December 2019.

Project Progress
On December 12, 2019 Hill, SMMA met with the Building Committee Chairs to discuss the three project schedules and the team agreed that the aggressive schedule option will not benefit the Concord Middle School Project. The team agreed to eliminate the aggressive project schedule. The two remaining project schedules will contingent on the Town Meeting on summer 2020 versus fall 2020.

On December 19, 2019 Hill and SMMA met with the Building Committee and reviewed the two current schedules, risk register, draft space programming chart and agenda for the upcoming Visioning, Programming and Public Forum Meetings. The Building Committee is aware of the urgency of the Town Meeting and is in the process of determining the date for Town Meeting in 2020.

On December 23, 2019 Hill met with McArdle Gannon Associates, and Concord Public Schools and confirmed the locations for the four geotechnical test borings. The design team has scheduled for the test boring work on January 27, 2020. Nitsch Engineering continued to progress with the site survey at the Sanborn School site.

The design team met with the Sanborn School staff on December 12, 2019 as part of the visioning session to understand the user’s expectation. The second education visioning session, programming meetings, and public forum will take place in January 2020.

The design team has scheduled a meeting with the Sustainability Subcommittee on January 8, 2020 and a follow up meeting at the end of January to discuss the project sustainability goals, sustainability approach and to get feedback from the Sustainability Subcommittee.

Project Charter
Hill international received feedbacks from the Building Committee with 74 draft contents for the Concord Middle School Project Charter. The project Charter will be used as a design guiding principal tool throughout the project.

Hill and SMMA narrowed the project Charter from 74 contents to 15 manageable contents on the Project Charter and present them to the Building Committee on December 19, 2019. The Charter is not yet finalize. The project schedule, budget, building size, sustainability requirements are not finalized until the end of Schematic Design.

Milestones
The following milestones were achieved over the month of December 2019:

- Executed the Design Contract
- Ongoing Project Charter discussion
- Kickoff Meeting with the Design Team
- Drafted project budget
- Started feasibility study
Milestones projected for the coming months are:
- Complete the draft schedule
- Finalize the Project Charter
- Complete project budget
- Complete Visioning and Programming Meetings
- Complete geotechnical test borings

Issues
- Town Meeting Date needs to be confirmed.
- Enrollment for Concord Middle School Project needs to be confirmed.

Schedule
Major milestones are as follows:
- OPM Selection: Completed August 28, 2019
- Designer Selection: Completed November 18, 2019
- Feasibility Study / Schematic Design: July 2020
- Town Meeting/Vote: TBD
- Design Development
- 60% Contract Documents
- 90% Contract Documents
- 100% Contract Documents
- Bidding
- Construction
- Substantial Completion
- Project Substantial Completion
- Demolition of Existing Middle School
- Closeout

Budget
On April 8, 2019 Concord Town Meeting passed, by overwhelming majority, an appropriation not to exceed $1,500,000 to study the feasibility of constructing a new Middle School, which may be located on the Sanborn Buildings.

Based on the Feasibility Study completed by Finegold Alexander, the estimated Total Project Cost may range from $80,000,000 to $100,000,000 depending upon the solution that is agreed upon by the Owner. This Total Project Cost translates to a potential Total Construction Cost of $50,000,000 to $80,000,000.

On December 5th, 2019 Hill met with the Finance Subcommittee and presented the cost analysis for the Concord Middle School using the similar Middle School Project costs from the MSBA. The projected total project cost for the new Concord Middle School with 5% escalation is between $80M - $109M and the projected cost with 7% is
between $83M - $122M. The project budget is not yet finalized until the design team meets with the users and community to determine the programming, building size and enrollments.

Hill International contract for Feasibility/Schematic Design is $299,800 and SMMA contract for Feasibility/Schematic Design is $889,400.

**Cash Flow**
Total project budget is TBD
Total encumbered to date is **$1,189,200**
Total spent on construction to date is TBD
Total spent to date is $80,365 – 7% of total encumbered

**Project Team Summary**

<table>
<thead>
<tr>
<th>Awarding Authority</th>
<th>Town of Concord (ToC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client</td>
<td>Town of Concord / Concord Public Schools</td>
</tr>
<tr>
<td>Owner’s Project Manager</td>
<td>Hill International, Inc. (Hill)</td>
</tr>
<tr>
<td>Designer</td>
<td>SMMA</td>
</tr>
<tr>
<td>CM / GC</td>
<td>TBD</td>
</tr>
</tbody>
</table>
Project Dashboard
### Project Accomplishments this Month
- Executed the Design Contract
- Ongoing Project Charter discussion
- Kickoff Meeting with the Design Team
- Drafted project budget
- Started feasibility study

### Projected Major Tasks next Month
- Complete the draft schedule
- Finalize the Project Charter
- Complete project budget
- Complete Visioning and Programming Meetings
- Complete geotechnical test borings

### Schedule Summary - Upcoming Milestones

<table>
<thead>
<tr>
<th>Metric</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designer's WBE/MBE</td>
<td>17.9%</td>
<td>TBD</td>
</tr>
<tr>
<td>Contractor's WBE/MBE</td>
<td>10.4%</td>
<td>TBD</td>
</tr>
</tbody>
</table>

### Budget Cost

<table>
<thead>
<tr>
<th>Description</th>
<th>Baseline Budget</th>
<th>Authorized Changes</th>
<th>Approved Budget</th>
<th>Committed Costs</th>
<th>Uncommitted Costs</th>
<th>Forecast Costs</th>
<th>Total Project Costs</th>
<th>Expenditures to Date</th>
<th>Balance To Spend</th>
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</thead>
<tbody>
<tr>
<td>Site Acquisition</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
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<td>Design Services</td>
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<td>$ 7,391,260</td>
<td>$ -</td>
<td>$ 889,400</td>
<td>$ -</td>
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<td>Administrative</td>
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<td>$ 3,509,441</td>
<td>$ 299,800</td>
<td>$ 3,209,641</td>
<td>$ -</td>
<td>$ 3,509,441</td>
<td>$ 3,429,076</td>
<td>$ 2,880,000</td>
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<tr>
<td>FF&amp;E</td>
<td>$ 2,880,000</td>
<td>$ -</td>
<td>$ 2,880,000</td>
<td>$ -</td>
<td>$ 2,880,000</td>
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<td>$ 2,880,000</td>
<td>$ 2,880,000</td>
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<tr>
<td><strong>SUBTOTAL</strong></td>
<td><strong>$ 85,193,306</strong></td>
<td><strong>-</strong></td>
<td><strong>$ 85,193,306</strong></td>
<td><strong>$ 1,189,200</strong></td>
<td><strong>$ 84,004,106</strong></td>
<td><strong>-</strong></td>
<td><strong>$ 85,193,306</strong></td>
<td><strong>$ 80,365</strong></td>
<td><strong>$ 85,112,941</strong></td>
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<tr>
<td>Construction Contingency (Hard Cost)</td>
<td>$ 3,570,630</td>
<td>$ -</td>
<td>$ 3,570,630</td>
<td>$ -</td>
<td>$ 3,570,630</td>
<td>$ -</td>
<td>$ 3,570,630</td>
<td>$ 3,570,630</td>
<td>$ 3,570,630</td>
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<tr>
<td>Owner's FFE Contingency</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>NA</td>
<td>$ -</td>
<td>$ -</td>
<td>NA</td>
<td>$ -</td>
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<tr>
<td>Owner's Contingency (Soft Cost)</td>
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<td>$ -</td>
<td>$ 1,378,070</td>
<td>$ -</td>
<td>$ 1,378,070</td>
<td>$ -</td>
<td>$ 1,378,070</td>
<td>$ 1,378,070</td>
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<tr>
<td><strong>SUBTOTAL</strong></td>
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<td><strong>-</strong></td>
<td><strong>$ 4,948,700</strong></td>
<td><strong>-</strong></td>
<td><strong>$ 4,948,700</strong></td>
<td><strong>-</strong></td>
<td><strong>$ 4,948,700</strong></td>
<td><strong>-</strong></td>
<td><strong>$ 4,948,700</strong></td>
</tr>
<tr>
<td><strong>PROJECT TOTAL</strong></td>
<td><strong>$ 90,142,007</strong></td>
<td><strong>-</strong></td>
<td><strong>$ 90,142,007</strong></td>
<td><strong>$ 1,189,200</strong></td>
<td><strong>$ 88,952,807</strong></td>
<td><strong>-</strong></td>
<td><strong>$ 90,142,007</strong></td>
<td><strong>$ 80,365</strong></td>
<td><strong>$ 90,061,642</strong></td>
</tr>
</tbody>
</table>

### Project Dashboard

- **Scheduled Start**: 9/25/19
- **Scheduled Finish**: 11/18/2019
- **Actual Start**: 9/25/2019
- **Actual Finish**: TBD

### Diversity Compliance

<table>
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<tr>
<th>Metric</th>
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<td>Contractor's WBE/MBE</td>
<td>10.4%</td>
<td>TBD</td>
</tr>
</tbody>
</table>

### PROJECT FINANCIAL OVERVIEW

- **Estimated Expenditure**: $0.0
- **Actual Expenditure**: $0.1
- **Balance To Spend**: $0.3
- **Project Budget Transfers**: $0.3

### Current Issues & Areas of Focus
- Review the project schedule with design team
- Develop Project Charter
- Cost Estimates for Feasibility and Schematic Design
- Determine Enrollment for Project
- Town Meeting Dates
- Visioning and Programming Meetings

### Current Progress Photos
- Approved Project Banner

### PROJECT CASH FLOW - Plan vs Actual

- **Estimated Expenditure**: $0.2
- **Actual Expenditure**: $0.3
- **Balance To Spend**: $0.4

- **Estimated Expenditure**: $0.1
- **Actual Expenditure**: $0.2
- **Balance To Spend**: $0.3

- **Estimated Expenditure**: $0.0
- **Actual Expenditure**: $0.1
- **Balance To Spend**: $0.2

- **Estimated Expenditure**: $0.1
- **Actual Expenditure**: $0.2
- **Balance To Spend**: $0.3

- **Estimated Expenditure**: $0.0
- **Actual Expenditure**: $0.1
- **Balance To Spend**: $0.2

- **Estimated Expenditure**: $0.1
- **Actual Expenditure**: $0.2
- **Balance To Spend**: $0.3

- **Estimated Expenditure**: $0.0
- **Actual Expenditure**: $0.1
- **Balance To Spend**: $0.2

- **Estimated Expenditure**: $0.1
- **Actual Expenditure**: $0.2
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- **Estimated Expenditure**: $0.0
- **Actual Expenditure**: $0.1
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- **Actual Expenditure**: $0.2
- **Balance To Spend**: $0.3

- **Estimated Expenditure**: $0.0
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- **Balance To Spend**: $0.2

- **Estimated Expenditure**: $0.1
- **Actual Expenditure**: $0.2
- **Balance To Spend**: $0.3

- **Estimated Expenditure**: $0.0
- **Actual Expenditure**: $0.1
- **Balance To Spend**: $0.2

- **Estimated Expenditure**: $0.1
- **Actual Expenditure**: $0.2
- **Balance To Spend**: $0.3

- **Estimated Expenditure**: $0.0
- **Actual Expenditure**: $0.1
- **Balance To Spend**: $0.2
Schedule
### Option #1
**Delivery Method: DBB/CMR**

<table>
<thead>
<tr>
<th></th>
<th>Start</th>
<th>Finish</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designer Contract Signed</td>
<td>12/16/19</td>
<td>12/16/19</td>
<td>Current review process</td>
</tr>
<tr>
<td>FS &amp; SD</td>
<td>11/19/19</td>
<td>07/10/20</td>
<td>8 Months including Estimates</td>
</tr>
<tr>
<td>Town Meeting</td>
<td>08/26/20</td>
<td>08/26/20</td>
<td>Meeting 45 days after SD</td>
</tr>
<tr>
<td>Town Vote</td>
<td>10/13/20</td>
<td>10/13/20</td>
<td>Vote 45 days after Meeting</td>
</tr>
<tr>
<td>Secure Finance &amp; Execute Contracts</td>
<td>10/14/20</td>
<td>10/22/20</td>
<td>Funding/Contracts 2 weeks</td>
</tr>
<tr>
<td>Design DD/CD &amp; Bidding</td>
<td>10/23/20</td>
<td>12/02/21</td>
<td>13.5 Months to 100% Documents</td>
</tr>
<tr>
<td>Construction - Building</td>
<td>12/03/21</td>
<td>05/27/23</td>
<td>20 Months to building open</td>
</tr>
<tr>
<td>In Building</td>
<td>05/28/23</td>
<td>07/12/23</td>
<td>Open Fall 2023</td>
</tr>
</tbody>
</table>

Existing building demo after the dates for either option.

### Option #2
**Delivery Method: DBB/CMR**

<table>
<thead>
<tr>
<th></th>
<th>Start</th>
<th>Finish</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designer Contract Signed</td>
<td>12/16/19</td>
<td>12/16/19</td>
<td>Current review process</td>
</tr>
<tr>
<td>FS &amp; SD</td>
<td>11/19/19</td>
<td>07/10/20</td>
<td>8 Months including Estimates</td>
</tr>
<tr>
<td>Town Meeting</td>
<td>09/18/20</td>
<td>09/18/20</td>
<td>Meeting 45 days after SD</td>
</tr>
<tr>
<td>Town Vote</td>
<td>11/05/20</td>
<td>11/05/20</td>
<td>Vote 45 days after Meeting</td>
</tr>
<tr>
<td>Secure Finance &amp; Execute Contracts</td>
<td>11/06/20</td>
<td>11/14/20</td>
<td>Funding/Contracts 2 weeks</td>
</tr>
<tr>
<td>Design DD/CD &amp; Bidding</td>
<td>11/27/20</td>
<td>01/06/22</td>
<td>13.5 Months to 100% Documents</td>
</tr>
<tr>
<td>Construction - Building</td>
<td>01/07/22</td>
<td>07/01/23</td>
<td>20 Months to building open</td>
</tr>
<tr>
<td>In Building</td>
<td>07/02/23</td>
<td>08/16/23</td>
<td>Open Fall 2023</td>
</tr>
</tbody>
</table>