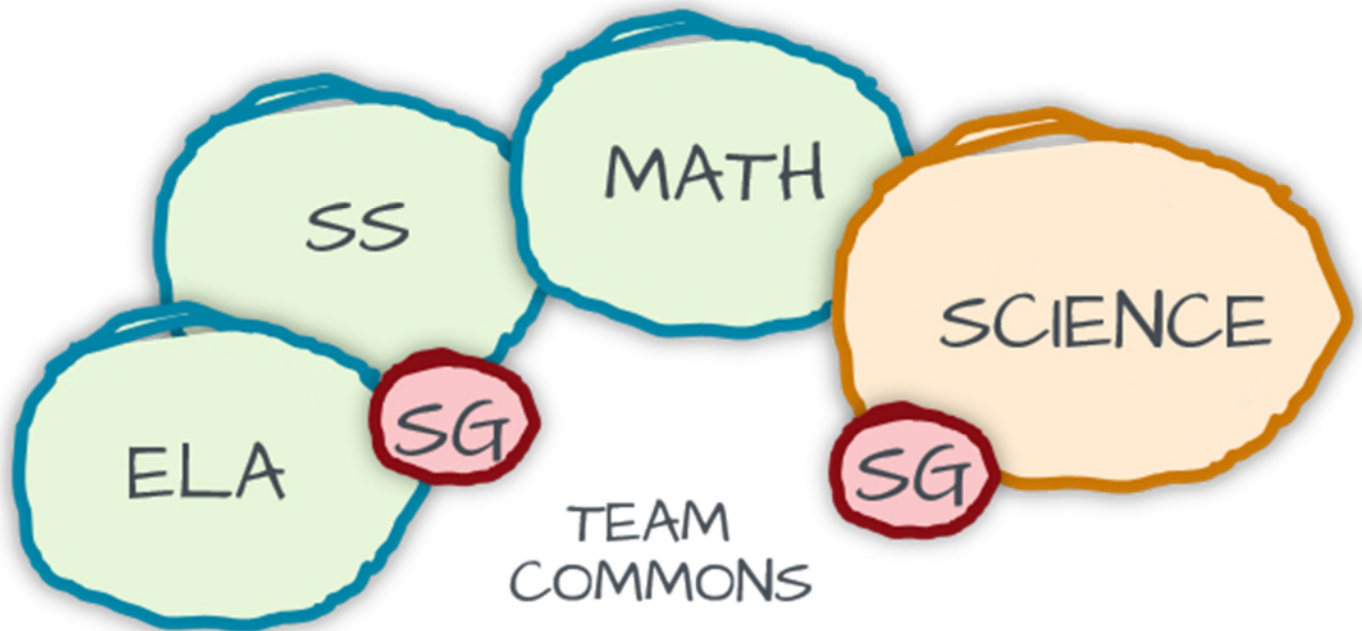




Concord Middle School Project

Project Manager Report

April 2021



Hill International



Hill International

CONCORD MIDDLE SCHOOL PROJECT

PROJECT MANAGER'S REPORT APRIL 2021

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Executive Summary

Town of Concord

Concord Middle School Project



Executive Summary

This Project Manager's Report for the Concord Middle School Project is submitted by **Hill International** (Hill), and covers activities through the month of **April 2021**.

Project Progress

The COVID-19 pandemic is ongoing. All project related meetings are continuing to be held via Zoom Video Conferencing.

Over the month of April, the Design Team continued working on the Feasibly Phase of the project. Hill and SMMA attended School Building Committee (SBC) meetings on April 8, 15, and 29; a communications subcommittee meeting on April 7; and a Select Board meeting on April 5.

Milestones

The following milestones were achieved over the month of April 2021:

- At the April 8 and April 15 SBC meetings, Hill and SMMA presented additional information regarding project delivery method. The committee voted at the April 15 SBC meeting to utilize Design-Bid-Build (DBB).
- Scope and budget discussions continued surrounding additional project scope including a larger gym, larger auditorium, and additional parking at the April 8, 15, and 29 SBC meetings. Additional scope options were presented and discussed ranging in cost from \$3.2M to \$9.75M above the current \$100M total project budget. The committee voted at the April 15 SBC meeting to increase the total project budget to not-to-exceed \$108M in order to further study these additional scope options.
- The committee agreed in the April 29 SBC meeting to proceed with the schematic design phase on May 10.

Milestones projected for the coming months are:

- Complete Project Budget
- Complete Preliminary Feasibility Study Report
- Start Schematic Design Phase
- Agree on dates to authorize Design Development Phase

Issues

- Project cost remains at the upper limit of the budget.
- Hill and SMMA presented a request for an amendment to their contract for the extension of the feasibility and schematic phases.

Schedule

Major milestones are as follows:

- | | |
|---|--|
| ■ OPM Selection | Completed Aug. 28, 2019 |
| ■ Designer Selection | Completed Nov. 18, 2019 |
| ■ Feasibility Study (*amended report remains pending) | Completed April 29, 2021 |
| ■ Schematic Design | Tentative Completion date of Dec 8, 2021 |
| ■ Special Town Meeting | Tentative date of Dec. 10, 2021 |

Town of Concord

Concord Middle School Project



- Town Vote To Be Determined
- Design Development
- 60% Contract Documents
- 90% Contract Documents
- 100% Contract Documents
- Bidding
- Construction
- Substantial Completion (New Building)
- Demolition of Existing Building and Add New Fields
- Closeout

NOTE: Project Team is still waiting on confirmation from the Town of Concord for next town meeting date.

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 School Site.

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

Hill requested an additional \$5,500 to contract the cost estimator, PM&C, to provide cost estimate for Feasibility Study to compare and reconcile with SMMA's cost estimate. Hill got approval from the Leadership Team at the end of March 2020 and has completed the work. Amendment #1 was approved on September 1, 2020 for adding Feasibility cost estimate by PM&C for comparison and reconciliation with SMMA's cost estimate.

Based on the Feasibility Study completed by Finegold Alexander, the estimated Total Project Cost may range from \$80M to \$100M depending upon the solution that is agreed upon by the Owner. This Total Project Cost translates to a potential Total Construction Cost of \$60M to \$80M.

On December 5, 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% escalation 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.

In March 2021, Hill provided a preliminary cost analysis of the current program which forecasts the total project cost at \$99.9M.

In April 2021, the SBC brought forth additional scope requests with community support including a larger gym, larger auditorium, and additional parking. Hill and SMMA presented scope options ranging in cost from \$3.2M to

Town of Concord

Concord Middle School Project



\$9.75M above the current \$100M total project budget. The committee voted at the April 15 SBC meeting to increase the total project budget to not-to-exceed \$108M in order to further study these additional scope options.

Cash Flow

Total project budget is \$108,000,000.

Total encumbered to date is \$1,194,700.

Total spent on construction to date is \$0.00.

Total spent to date is \$761,332. 64% of total encumbered.

Project Team Summary

| | |
|-------------------------|--|
| Awarding Authority | Town of Concord (ToC) |
| Client | Town of Concord / Concord Public Schools |
| Owner's Project Manager | Hill International, Inc. (Hill) |
| Commissioning Agent | TBD |
| Designer | SMMA |
| CM / GC | TBD |



Hill International

Project Dashboard



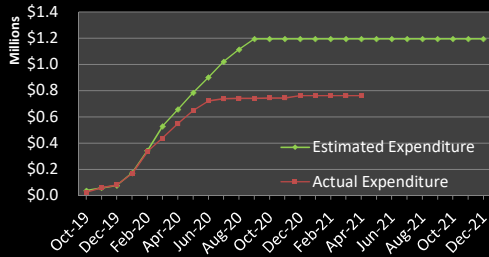
Town of Concord
Concord Middle School
Project Dashboard

April 30, 2021

EXECUTIVE SUMMARY



Hill International

| Project Accomplishments this Month | | | | | Current Issues & Areas of Focus | | | Current Progress Photos | | | |
|--|-----------------|------------------|--------------------|-----------------|---|-------------------|----------------|---|----------------------|---------------------------------------|-----|
| <p>At the April 8 and April 15 SBC meetings, Hill and SMMA presented additional information regarding project delivery method. The committee voted at the April 15 SBC meeting to utilize Design-Bid-Build (DBB).</p> <p>Scope and budget discussions continued surrounding additional project scope including a larger gym, larger auditorium, and additional parking at the April 8, 15, and 29 SBC meetings. Additional scope options were presented and discussed ranging in cost from \$3.2M to \$9.75M above the current \$100M total project budget. The committee voted at the April 15 SBC meeting to increase the total project budget to not-to-exceed \$108M in order to further study these additional scope options.</p> <p>The committee agreed in the April 29 SBC meeting to proceed with the schematic design phase on May 10.</p> | | | | | COVID-19 Pandemic Final Feasibility Report | | | | | | |
| | | | | | | | | | | | |
| Projected Major Tasks next Month | | | | | | | | | | | |
| Complete Project Budget Complete Preliminary Feasibility Study Report Start Schematic Design Phase Agree on dates to authorize Design Development Phases | | | | | | | | | | | |
| Schedule Summary - Upcoming Milestones | | | | | Diversity Compliance | | | Project Cash Flow - Plan vs Actual | | | |
| | Scheduled Start | Scheduled Finish | Actual Start | Actual Finish | Metric | Target | Actual |  | | | |
| Designer Procurement | 9/25/2019 | 11/18/2019 | 9/25/2019 | 12/9/2019 | Designer's WBE/MBE | 17.9% | TBD | | | | |
| Feasibility/Schematic Design | 11/19/19 | 7/1/2020 | 11/19/19 | | Contractor's WBE/MBE | 10.4% | TBD | | | | |
| Town Meeting (Proposed) | 12/10/21 | 12/10/21 | | | | | | | | | |
| Town Vote (Proposed) | 12/17/21 | 12/17/21 | | | | | | | | | |
| Secure Finance and Execute Contracts | 12/10/21 | 12/30/21 | | | | | | | | | |
| Design Development / Contract Documents | 12/30/21 | 1/17/23 | | | | | | | | | |
| Bidding | 1/18/23 | 3/27/23 | | | | | | | | | |
| Construction | 3/28/23 | 8/29/24 | | | | | | | | | |
| Move-in | 8/30/24 | 1/5/25 | | | | | | | | | |
| Demolition Existing Building | TBD | | | | | | | | | | |
| Closeout | TBD | | | | | | | | | | |
| PROJECT FINANCIAL OVERVIEW | | | | | | | | | | Scope changes from the Original Scope | |
| Description | BUDGET | | | | COST | | | | CASH FLOW | | N/A |
| | Baseline | Budget | Authorized Changes | Approved Budget | Committed Costs | Uncommitted Costs | Forecast Costs | Total Project Costs | Expenditures to Date | Balance To Spend | |
| Site Acquisition | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | N/A |
| Construction | \$ 86,926,408 | \$ - | \$ - | \$ 86,926,408 | \$ - | \$ 86,926,408 | \$ - | \$ 86,926,408 | \$ - | \$ 86,926,408 | |
| Design Services | \$ 8,973,641 | \$ - | \$ - | \$ 8,973,641 | \$ 889,400 | \$ 8,084,241 | \$ - | \$ 8,973,641 | \$ 474,042 | \$ 8,499,599 | |
| Administrative | \$ 4,279,595 | \$ 5,500 | \$ 4,285,095 | \$ 305,300 | \$ 3,979,795 | \$ - | \$ 4,285,095 | \$ 287,280 | \$ 3,997,815 | | |
| FF&E | \$ 2,677,500 | \$ - | \$ 2,677,500 | \$ - | \$ 2,677,500 | \$ - | \$ 2,677,500 | \$ - | \$ 2,677,500 | | |
| SUBTOTAL | \$ 102,857,143 | \$ 5,500 | \$ 102,862,643 | \$ 1,194,700 | \$ 101,667,943 | \$ - | \$ 102,862,643 | \$ 761,322 | \$ 102,101,321 | | |
| Construction Contingency (Hard Cost) | \$ 4,346,320 | \$ - | \$ 4,346,320 | \$ - | \$ 4,346,320 | \$ - | \$ 4,346,320 | \$ - | \$ 4,346,320 | | N/A |
| Owner's FFE Contingency | \$ - | \$ - | \$ - | \$ - | \$ - | NA | NA | NA | \$ - | NA | |
| Owner's Contingency (Soft Cost) | \$ 796,537 | \$ (5,500) | \$ 791,037 | \$ - | \$ 791,037 | \$ - | \$ 791,037 | \$ - | \$ 791,037 | | |
| SUBTOTAL | \$ 5,142,857 | \$ (5,500) | \$ 5,137,357 | \$ - | \$ 5,137,357 | \$ - | \$ 5,137,357 | \$ - | \$ 5,137,357 | | |
| PROJECT TOTAL | \$ 108,000,000 | \$ - | \$ 108,000,000 | \$ 1,194,700 | \$ 106,805,300 | \$ - | \$ 108,000,000 | \$ 761,322 | \$ 107,238,678 | | |
| Project Budget Transfers | | | | | | | | | | | |
| | | | | | | | | | | | |



Hill International

Project Cash Flow

April 30, 2021

Concord Middle School
Estimated Project Cash Flow Thru SD Phase



| | Month | OPM | Designer & Consultants | Commissioning Agent, FF&E & Misc. | Construction | Contingency | Estimated Outlay | Actual outlay | Est Cum | Act Cum |
|---------------------------|---------------------|--------|------------------------|-----------------------------------|--------------|-------------|------------------|---------------|-------------|-----------|
| Feasibility Study | 1 | Oct-19 | \$38,290 | | | | \$38,290 | \$25,110 | \$38,290 | \$25,110 |
| | 2 | Nov-19 | \$20,550 | | | | \$20,550 | \$34,595 | \$58,840 | \$59,705 |
| | 3 | Dec-19 | \$18,790 | | | | \$18,790 | \$20,660 | \$77,630 | \$80,365 |
| | 4 | Jan-20 | \$18,790 | \$75,645 | | | \$94,435 | \$88,210 | \$172,065 | \$168,575 |
| | 5 | Feb-20 | \$18,790 | \$151,290 | | | \$170,080 | \$167,735 | \$342,145 | \$336,310 |
| | 6 | Mar-20 | \$24,070 | \$161,376 | | | \$185,446 | \$101,535 | \$527,591 | \$437,845 |
| | 7 | Apr-20 | \$22,670 | \$105,903 | | | \$128,573 | \$110,125 | \$656,164 | \$547,970 |
| | 8 | May-20 | \$21,590 | \$106,361 | | | \$127,951 | \$100,465 | \$784,115 | \$648,435 |
| Pause | 9 | Jun-20 | \$21,590 | \$96,275 | | | \$117,865 | \$73,474 | \$901,980 | \$721,909 |
| | 10 | Jul-20 | \$22,290 | \$96,275 | | | \$118,565 | \$15,520 | \$1,020,545 | \$737,429 |
| | 11 | Aug-20 | \$24,430 | \$69,318 | | | \$93,748 | \$3,785 | \$1,114,293 | \$741,214 |
| | 12 | Sep-20 | \$53,450 | \$26,957 | | | \$80,407 | \$720 | \$1,194,700 | \$741,934 |
| | 13 | Oct-20 | | | | | \$0 | \$2,590 | \$1,194,700 | \$744,524 |
| | 14 | Nov-20 | | | | | \$0 | \$0 | \$1,194,700 | \$744,524 |
| Restart Feasibility Study | 15 | Dec-20 | | | | | \$0 | \$16,798 | \$1,194,700 | \$761,322 |
| | 16 | Jan-21 | | | | | \$0 | \$0 | \$1,194,700 | \$761,322 |
| | 17 | Feb-21 | | | | | \$0 | \$0 | \$1,194,700 | \$761,322 |
| | 18 | Mar-21 | | | | | \$0 | \$0 | \$1,194,700 | \$761,322 |
| | 19 | Apr-21 | | | | | \$0 | \$0 | \$1,194,700 | \$761,322 |
| | 20 | May-21 | | | | | \$0 | \$0 | \$1,194,700 | |
| Schematic Design | 21 | Jun-21 | | | | | \$0 | \$0 | \$1,194,700 | |
| | 22 | Jul-21 | | | | | \$0 | \$0 | \$1,194,700 | |
| | 23 | Aug-21 | | | | | \$0 | \$0 | \$1,194,700 | |
| | 24 | Sep-21 | | | | | \$0 | \$0 | \$1,194,700 | |
| | 25 | Oct-21 | | | | | \$0 | \$0 | \$1,194,700 | |
| | 26 | Nov-21 | | | | | \$0 | \$0 | \$1,194,700 | |
| | 27 | Dec-21 | | | | | \$0 | \$0 | \$1,194,700 | |
| | Subtotal for FS/ SD | | \$305,300 | \$889,400 | \$0 | | \$1,194,700 | | | |

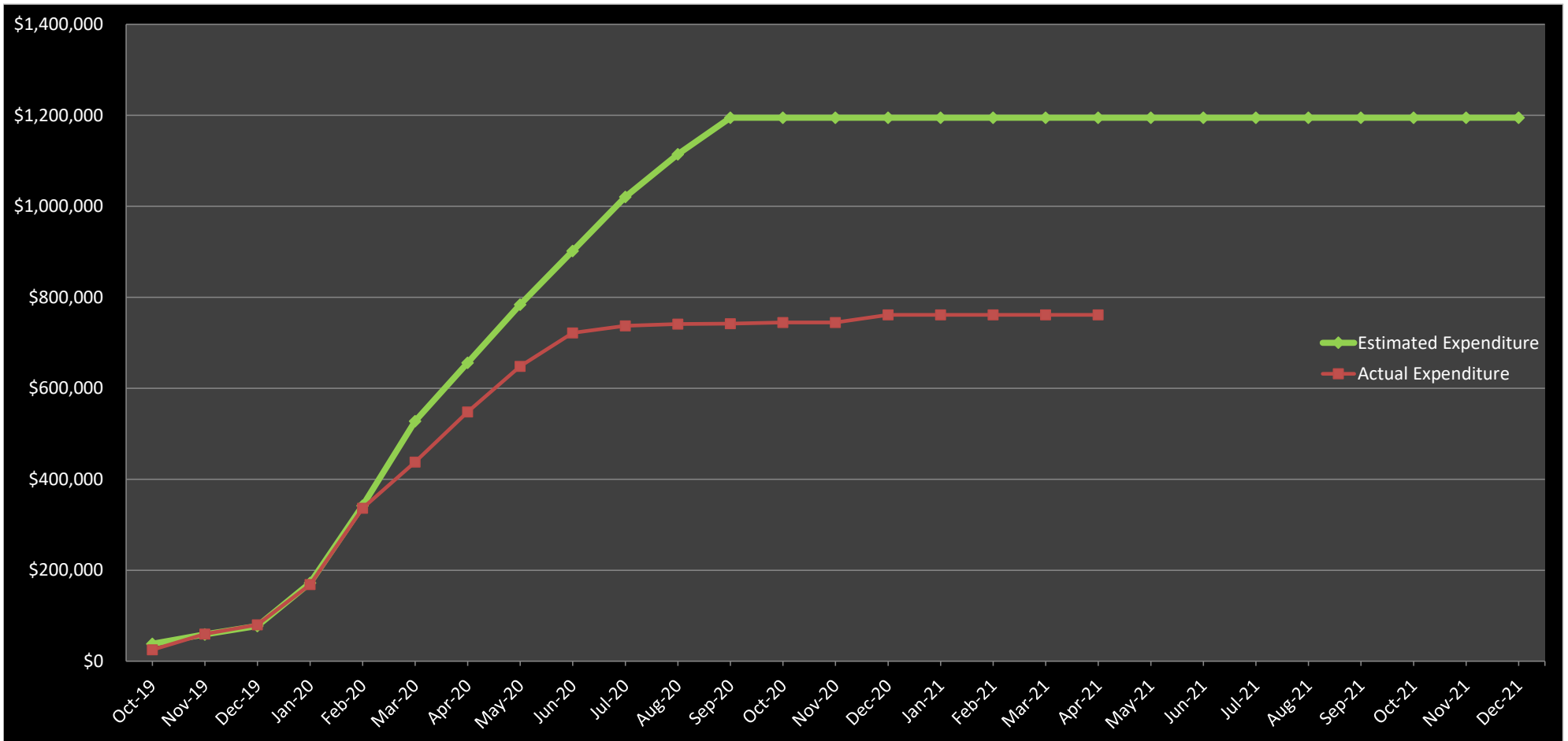


April 30, 2021

Town of Concord
Concord Middle School
Estimated Project Cash Flow Graph



Hill International





Hill International

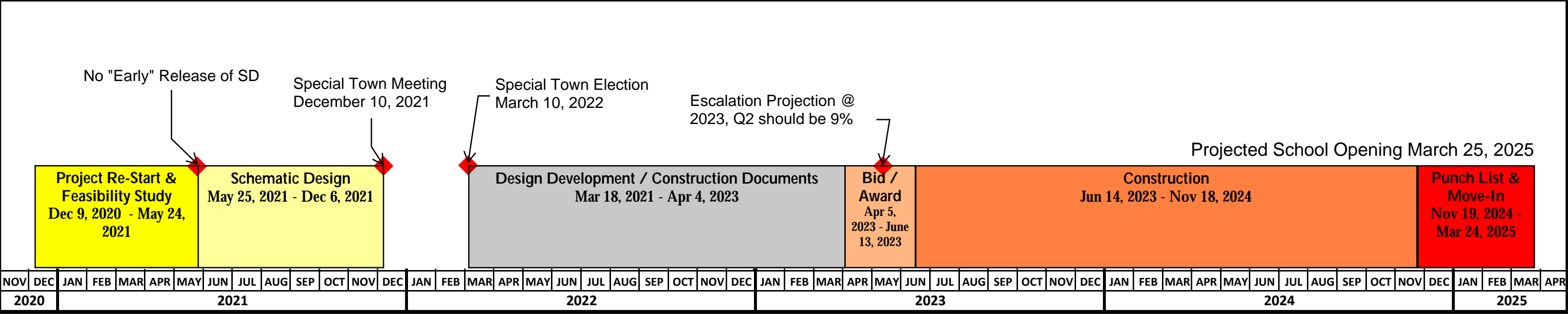
Schedule Update



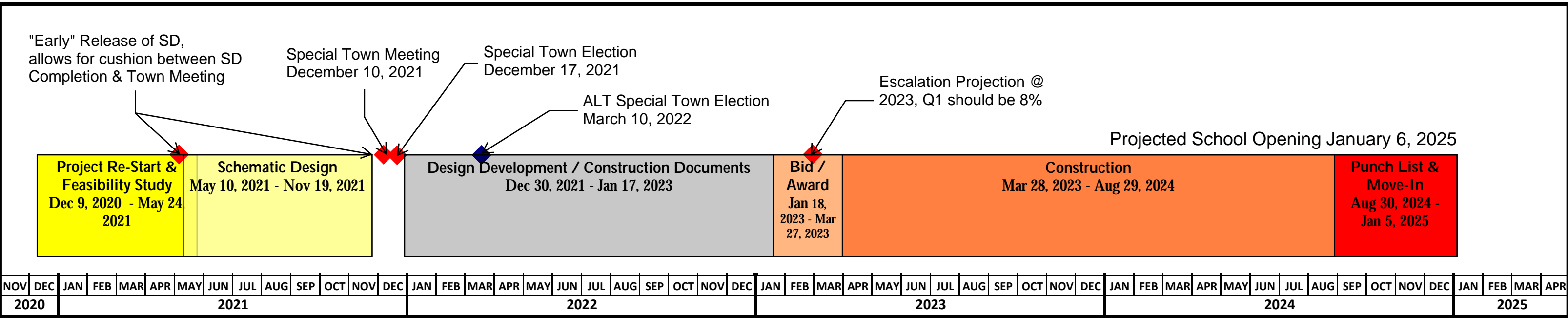
Concord Middle School
Executive Summary Schedule
Feb 5, 2021 DRAFT



Schedule Scenario Option A - No "Early" Release of Design Phases



Schedule Scenario Option B - "Early" Release of Schematic Design & Design Development



Concord Middle School Schedule Review 4/30/21

| | | | | | 2019 | | | | | | | | | | | | 2020 | | | | | | | | | | | | 2021 | | | | | | | | | | | | 2022 | | | | | |
|---|-------------------|----------|----------|----------|------|------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-----|------|--|--|--|--|--|
| Schedule Name | Activity | Start | End | Duration | | July | August | September | October | November | December | January | February | March | April | May | June | July | August | September | October | November | December | January | February | March | April | May | June | July | August | September | October | November | December | January | February | March | April | May | June | | | | | |
| BASELINE SCHEDULE (Contract) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 09-11 Master Schedule Draft | Feasibility Study | 11/19/19 | 04/03/20 | 136 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 09-11 Master Schedule Draft | Schematic Design | 04/06/20 | 09/24/20 | 171 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 09-11 Master Schedule Draft | Design FS/SD | | | 310 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 09-11 Master Schedule Draft | Town Meeting | 11/10/20 | 11/10/20 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 09-11 Master Schedule Draft | Town Vote | 12/28/20 | 12/28/20 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Accelerated Schedule (updated contract) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 02-06 CMS Schedule Draft R5 | Feasibility Study | 11/19/19 | 03/26/20 | 128 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 02-06 CMS Schedule Draft R5 | Schematic Design | 03/27/20 | 08/18/20 | 144 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 02-06 CMS Schedule Draft R5 | Design FS/SD | | | 273 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 02-06 CMS Schedule Draft R5 | Town Meeting | 09/16/20 | 09/16/20 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 02-06 CMS Schedule Draft R5 | Town Vote | 09/30/20 | 09/30/20 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Initial COVID Pause (before pause) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 05-12 CMS Schedule | Feasibility Study | 11/19/19 | 06/12/20 | 206 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 05-12 CMS Schedule | Covid Pause | 06/16/20 | 08/28/20 | 73 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 05-12 CMS Schedule | Schematic Design | 08/31/20 | 03/23/21 | 204 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 05-12 CMS Schedule | Design FS/SD | 11/19/19 | 03/23/21 | 490 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 05-12 CMS Schedule | Town Meeting | 04/15/21 | 04/15/21 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 05-12 CMS Schedule | Town Vote | 06/01/21 | 06/01/21 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Updated COVID Pause (after pause) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 12-07 CMS Schedule Draft | Feasibility Study | 11/19/19 | 03/15/21 | 482 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 12-07 CMS Schedule Draft | Covid Pause | 06/16/20 | 12/01/20 | 168 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 12-07 CMS Schedule Draft | Schematic Design | 03/16/21 | 10/21/21 | 219 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 12-07 CMS Schedule Draft | Design FS/SD | | | 702 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 12-07 CMS Schedule Draft | Town Meeting | 10/05/21 | 10/05/21 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 12-07 CMS Schedule Draft | Town Vote | 11/23/21 | 11/23/21 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Current Proposed Schedule | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021 01-26 CMS Schedule Draft | Feasibility Study | 11/19/19 | 04/29/21 | 527 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021 01-26 CMS Schedule Draft | Covid Pause | 06/16/20 | 12/01/20 | 168 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021 01-26 CMS Schedule Draft | Schematic Design | 05/10/21 | 12/08/21 | 212 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021 01-26 CMS Schedule Draft | Design FS/SD | | | 750 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021 01-26 CMS Schedule Draft | Town Meeting | 12/10/21 | 12/10/21 | 0 | | | | | | | | | | | | | | | </ | | | | | | | | | | | | | | | | | | | | | | | | | | | |



Hill International

Cost Analysis



Concord Middle School Project

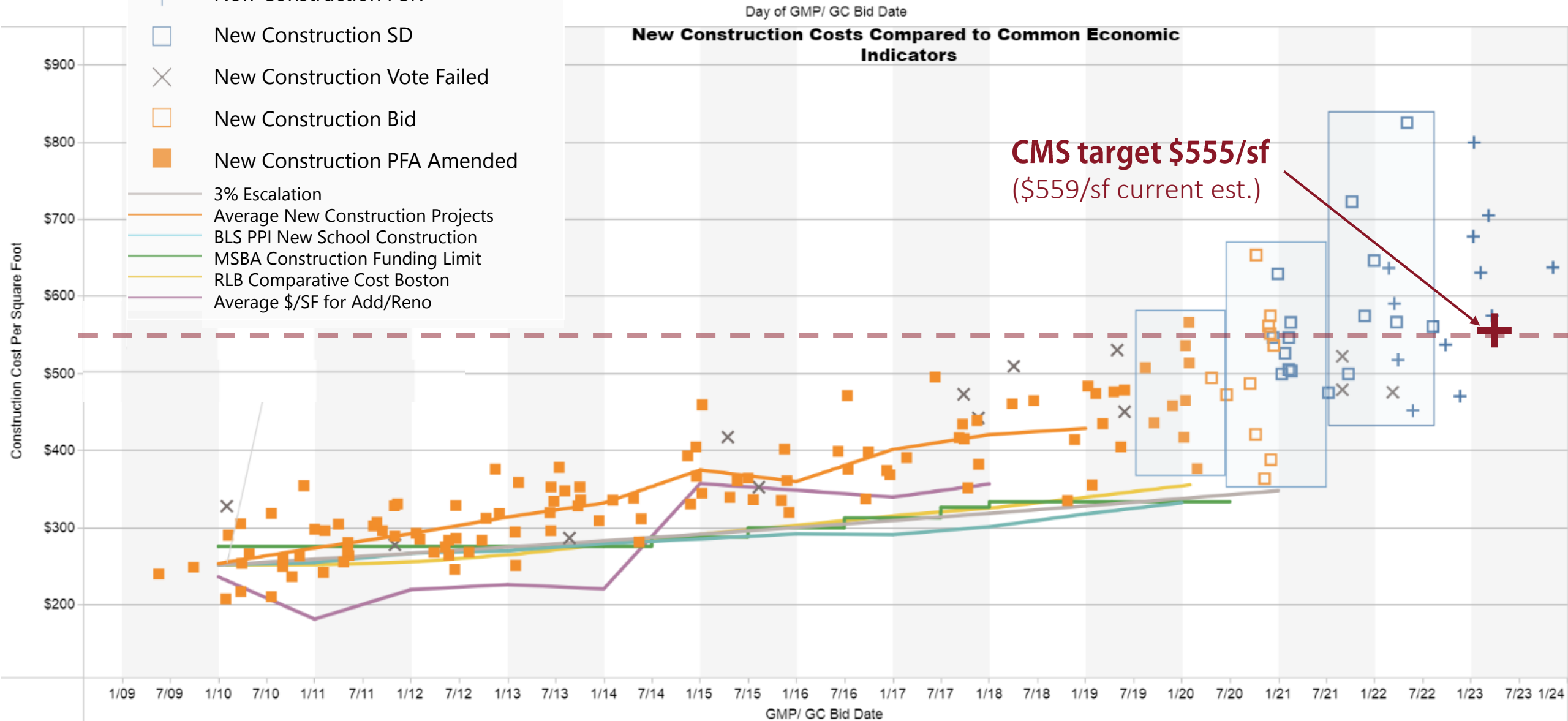
Preliminary Cost Analysis

3/1/2021

| | SF | \$/SF | % | Concord MS Estimate | Notes |
|--------------------------|------------|-------|--------|------------------------|--|
| New Construction | 142,995.00 | \$ | 348.00 | \$ 49,762,260.00 | Includes ZNE Ready goal and LEEDv4 Silver certifiable benchmark |
| Demolition / Hazmat | | | | \$ 1,500,000.00 | Per AMF Feasibility Estimate in May 2020, rounded up to \$1.5M |
| Site Cost | | | | \$ 7,500,000.00 | Per AMF Feasibility Estimate in May 2020, less lower field work and a reduction in site development |
| TOTAL DIRECT | | | | \$ 58,762,260.00 | |
| Design Contingency | | | 12.00% | \$ 7,051,471.20 | Based on AMF Feasibility Estimate, May 2020 |
| Escalation | | | 8.00% | \$ 5,265,098.50 | Assumes bid in Q1 2023 |
| GC | | | 5.00% | \$ 3,553,941.48 | Based on AMF Feasibility Estimate, May 2020 |
| GR | | | 2.50% | \$ 1,865,819.28 | Based on AMF Feasibility Estimate, May 2020 |
| Permits (waived) | | | 0.00% | | |
| P&P Bond | | | 2.00% | \$ 1,529,971.81 | Based on AMF Feasibility Estimate, May 2020 |
| Profit | | | 2.50% | \$ 1,950,714.06 | Based on AMF Feasibility Estimate, May 2020 |
| TOTAL CONSTRUCTION | | | | \$ 79,979,276.33 | |
| CONSTRUCTION COST PER SF | | | | \$ 559.32 | |
| SOFT COSTS @ 25% | | | | \$ 19,994,819.08 | Includes design, OPM, and other professional services, FF&E, owner contingency, utility fees, security, technology, etc. |
| TOTAL PROJECT COST | | | | \$ 99,974,095.41 | |
| ROUNDED DOWN FOR TARGET | | | | \$ 555.00 | Provides an approx. \$800K cushion to \$100M budget limit |

LEGEND

- + New Construction PSR
- New Construction SD
- × New Construction Vote Failed
- New Construction Bid
- New Construction PFA Amended
- 3% Escalation
- Average New Construction Projects
- BLS PPI New School Construction
- MSBA Construction Funding Limit
- RLB Comparative Cost Boston
- Average \$/SF for Add/Reno



Above Budget Scope Analysis

Individual Scope Items

| Project Scope | Description | Additional Project Cost (million) | |
|---|--|--------------------------------------|---------------------------|
| | | based on NSF ¹ | based on GSF ² |
| CMS Ed Plan 3/4/21 | As presented in base Space Summary | None (<i>within \$100m budget</i>) | |
| Add 1 MIAA Court | 1 MIAA Main Court and 2 MIAA Cross Courts | \$4.2 | \$6.2 |
| Larger but not MIAA Cross Courts (<i>from CCYB</i>) | 1 MIAA Main Court and 2 46' x 74' Cross Courts | \$2.5 | \$3.8 |
| Add 80 Auditorium Seats | 350 seats total, no change in stage | \$0.7 | \$1.0 |
| Add 280 Auditorium Seats | 550 seats total, no change in stage | \$2.3 | \$3.5 |

Notes:

1. Net square-footage of the additional scope multiplied by \$555/sf construction cost x 1.25 soft cost multiplier.
2. Net square-footage of the additional scope multiplied by 1.5 net-to-gross factor x \$555/sf construction cost x 1.25 soft cost multiplier.

Above Budget Scope Analysis

Combination Scenarios

| Combination A | Combination B |
|-----------------------------|-----------------------------|
| 74' x 46' Cross + 350 Seats | 74' x 46' Cross + 550 Seats |
| \$3.2-\$4.8 million | \$4.85-\$7.3 million |

| Combination C | Combination D |
|----------------------|----------------------|
| 2 MIAA + 350 Seats | 2 MIAA + 550 Seats |
| \$4.8-\$7.25 million | \$6.5-\$9.75 million |

General Notes:

1. Combination D is the only Combinations above the 15% lot coverage threshold using the currently planned building footprint and impervious paving and walks.
2. Number of auditorium seats requested above Ed Plan need should be confirmed in early Schematic Design
3. Square-footage of gym is based on run-out dimensions that have not been reviewed with CCYB.
4. SMMA advises against a budget increase based on the low end of the estimates. Wait for SD programming and estimate.

Above Budget Scope Analysis

Combination Scenarios

| | |
|-----------------------------|-----------|
| Combination A | C |
| 74' x 46' Cross + 350 Seats | 74' x 46' |
| \$3.2-\$4.8 million | \$4. |
| Combination C | C |
| 2 MIAA + 350 Seats | 2 M |
| \$4.8-\$7.25 million | \$6 |

Combination A is...

- responsive to both the community athletic and arts feedback
 - Practice cross court sizes by CCYB
 - Existing music and performing arts programs and seating maintained
- within 15% lot coverage limit
- within 2019 Article 14 cost assumptions

General Notes:

1. Combination D is the only Combinations above the 15% lot coverage threshold using the currently planned building footprint and impervious paving and walks.
2. Number of auditorium seats requested above Ed Plan need should be confirmed in early Schematic Design
3. Square-footage of gym is based on run-out dimensions that have not been reviewed with CCYB.
4. SMMA advises against a budget increase based on the low end of the estimates. Wait for SD programming and estimate.

Above Budget Scope Analysis - Recommended

Combination Scenarios

| | | Combination A | | Combination F | |
|--------------------------------|--------------------|-----------------------------|----------------|----------------------------|----------------|
| | CURRENT | 74' x 46' Cross + 350 Seats | | 74'x46' + 467 Seats | |
| | Ed Plan (3/4 Vote) | High | Low | High | Low |
| GSF Add | NA | 6,870 | | 8,976 | |
| NSF Add | NA | | 4,580 | | 5,984 |
| Building GSF | 142,995 | 149,865 | 147,575 | 151,971 | 148,979 |
| Impervious Area - Bldg | 81,850 | 88,720 | 86,430 | 90,826 | 87,834 |
| Impervious Area - Roads/Drives | 91,714 | 91,714 | 91,714 | 91,714 | 91,714 |
| Impervious Area - Walks | 18,262 | 18,262 | 18,262 | 18,262 | 18,262 |
| total | 191,826 | 198,696 | 196,406 | 200,802 | 197,810 |
| % Impervious | 14.1% | 14.6% | 14.4% | 14.7% | 14.5% |
| RANGE budget increase | \$0 | \$3.2-\$4.8 million | | \$4.2-\$6.2 million | |

General Notes:

1. CMS Baseline Approved Space Summary (142,995 gsf) project cost = \$99.975 million (approx. \$559/sf)
2. Additional scope construction cost estimates are based on \$555/sf target



Hill International

Meeting Minutes

Concord Middle School Building Committee
Meeting Minutes
April 8, 2021

PRESENT: Laurie Hunter, Dawn Guarriello, Court Booth, Pat Nelson, Matt Root, Charles Parker, Stephen Crane, Frank Cannon, Jared Stanton, Chris Popov, John Harris, Kate Hanley, Russ Hughes, Heather Bout, Justin Cameron, Peter Fischelis, Matt Johnson

PRESENT FROM HILL INTERNATIONAL: Peter Martini, Ian Parks, Duclinh Hoang

PRESENT FROM SMMA/EWING COLE: Kristen Olsen, Philip Poinelli, Bill Smarzewski, Keith Fallon, Matt Rice, Michael Dowhan

MEETING ORGANIZER: Dawn Guarriello

Call to Order

Dawn Guarriello called the meeting to order at 7:30 A.M. via Zoom Virtual Conference call. A recording of the meeting will be made available at the Concord Public School's project page and Town of Concord's website.

Approval of Minutes

The minutes of March 18, 2021 will be approved at the next Concord School Building Committee meeting.

Correspondence

Heather Bout provided an update of the Community Forum. Heather noted on March 31, 2021, the Community Forum had about 150 people in attendance. The summary of comments and questions will be posted on the Middle School Building project website.

Heather provided an overview of the Feasibility Study Community Survey results. The survey was launched on March 26, 2021 and was open through April 5, 2021. There were almost 1,500 responses to the survey. Heather noted some of the questions are more useful as the project works towards Schematic Design and some are helpful now. Some of the questions were related to use of outdoor space, use of the new building and project cost. Kate Hanley provided some survey takeaways noting a lot of comments were not new information and there were strong opinions and opposite views on cost, spaces and speed.

Heather Bout noted the subcommittee is working on a website for the project which includes a Frequently Asked Questions (FAQ) page.

Heather Bout provided an update on correspondence. Heather noted there have been 87 emails since March 18, 2021. The topics of the emails were related to the gym, auditorium, construction delivery method and finance.

Co-chair Pat Nelson provided an update on the Finance Committee and Select Board meetings. The general trend from the Finance Committee included concerns on the cost of the project, impact on tax payers and wanting to have a needs assessment to support making a decision on the gym and auditorium. The Finance

Committee was concerned there was not enough back up or information for the community needs. Pat Nelson noted during the Select Board meeting they were concerned with cost and impact on citizen's taxes but also if the community needs a larger gym or auditorium. During the Select Board meeting, a community member stated that these additions to the building should be invested now. The Select Board was also concerned with the process to support the town-wide need.

Court Booth provided an update on the School Committee meeting. The Committee looked at the issues around continuing school operations, safety and logistics. The sentiment of the School Committee was largely toward the Construction Management At-Risk.

Pat Nelson noted they received a letter from the Rec Commission. The letter supports that the town needs more gym space. During the Rec meeting the team participated in on March 30, there were comments on updating the strategic plan and having a broader needs assessment of recreational needs in the town. The Commissioner and Director of the Rec Department expressed interest in working with any groups to talk about how revenue could be generated by other recreation resources in Town. There were some discussions related to community use of the middle school to be included in the town-wide facilities available for use.

CMSBC, Subcommittee, and Project Team Business

Dr. Laurie Hunter presented a recap of Article 14 Town meeting from April 2019. Jared Stanton noted the cost of the new building in Article 14: CMS facilities was based on \$648 per square foot, recommended Concord Middle School square footage of 125,000 and 6-8% annual escalation which came to an estimated cost of \$90M. Jared noted the project cost would go up approximately 3-7% based on the 2019 Feasibility. Dr. Hunter also pointed to the article that was voted on which noted the building would be net zero ready. Article 14 also included \$1.5M for Feasibility and Schematic Design. The Concord School Building Committee charge, created by the Select Board in May 2019, was created to guide the committee through the process to make a recommendation to the Town Manager on finance and schedule matters. Dr. Hunter noted in July 2019 the CMSBC needed a target cost range in the RFS during the early stages of the Committee which is where the \$80-100M range came from.

Kristen Olsen of SMMA provided an update on the Feasibility Work Plan and a recap of the Ed Plan and Program. In the month of January and February, SMMA attended multiple listening sessions and outreach and reviewed the Ed Plan. On March 4, 2021, there was a vote on the scope and space summary that reflects the Ed Plan. Then on March 18, 2021, SMMA and EwingCole updated the concepts for the larger gym. At the next meeting, April 29, 2021, the project team will be looking for the Committee to vote on the Preferred Schematic to kick off the Schematic Design in May. The approved Space Summary accommodates the team teaching model and adjustments were made to the educational spaces so that an auditorium was added and an enlarger gym by 1000 square feet.

Next topic, Kristen Olsen noted the above budget scope were items the project team had been hearing from the community. The items are gym considerations, auditorium considerations and cost associated. The above budget scope analysis includes a gym with the addition of 1 MIAA court or a gym with two larger but not MIAA cross courts, and an auditorium with the addition of 80 seats (for a total of 350 seats which is the Sanborn's current seating capacity) and addition of 280 auditorium seats (for a total of 550 seats which would accommodate two grade levels with additional seats for staff). SMMA looked into 4 different combination

scenarios and cost ranges for each scenario. The only combination that is above 15% lot coverage threshold is Option 4. Kristen Olsen noted that the School does not gather two grade levels for any of the current or planned programs, so the 550 seat scenario for the auditorium is not something that is rooted in any specific request. Kristen also noted that, of the two gymnasium scenarios, the community request in hand is that from CCYB which is for the 74'x46' cross courts and *not* the two MIAA cross courts.

Ian Parks of Hill International provided a recap of what was previously presented and additional information on the construction delivery method describing Chapter 149 (Design-Bid-Build) and Chapter 149a (Construction Manager At-Risk). The known factors for the Concord Project are: sufficient time for design and bid phases, risk can be managed through quality drawing and specifications and sustainability features can be designed without CM/builder input. Ian presented a side-by-side comparison between DBB and CMAR for each phase of the project. For estimating, the project team would hire an estimator and the CM would be brought on board and provide estimating services. During design reviews, the CM would also be involved along with SMMA and Hill. The Bid/Award for DBB would require 100% bid set and prequalification for General Contractor and subcontractors which includes reviews past performances and references. Alternatively, for CMAR, CM selection is needed where the town would issue a Request for Proposal (RFP) for Construction Management Services after which the town would interview the Construction Managers and select the most qualified CM. The Construction Manager Preconstruction Services include estimating, design review, logistics and schedule review. Design-Bid-Bid allows for project costs to be known during bid/award while for CMAR can take months for the Guaranteed Maximum Price to be finalized. In the case of savings, the money would go back to Concord for both methods.

Above Budget Scope Discussion, including

Dawn Guarriello noted questions related to the gym, auditorium and construction delivery method should be asked today and during the next meeting they can be answered in the interest of time.

Charlie Parker asked how the design of the gym went from 8,600 sqft to 10,600 sqft and what is the necessity for increasing the size of the gym to 10,600 sqft?

Frank Cannon asked who is going to give direction on the need for a second court?--The Building Committee or community?

Chris Popov asked how much over the impermeable lot coverage limit Combination D is. Would the project require a variance. Is it desirable to get a variance with respect to the environmental goals for the project? If we want a variance, how probable are we to get a variance? Are there still design variables? For example, is the amount of space allocated to the core functions a constant that we have to work around or are they flexible when considering space for auditorium and gym?

Matt Root asked if the Committee still able to have discussions about the auditorium and gym in Schematic Design if the vote is to happen next week or is the decision final.

Peter Fischelis noted the community is looking for the CMSBC to include the community in the auditorium and gym discussions. There have been past projects that they did not do a good enough job. Peter asked if the town could have two designs and go out to bid one based on the design of the existing space summary

and design including the larger gym/auditorium; Peter asked if the numbers being presented accurately represent what the additional costs would be or if they would come in lower.

Heather Bout questioned if it is realistic to keep assumptions that parking stays the same if the gym and auditorium size were to increase and, if we were to look at the other combinations, what else may be affected other than potentially parking. Also, Heather asked what the ramifications are of potentially bringing two design options to the town. Is the committee looking to ask the design team to do two different designs? Would there be additional cost?

Court Booth asked if the two MIAA courts operate as an enterprise fund for community use?

Charlie Parker asked if it is possible to have an additional vote at Town Meeting for a separate article to request funding for the larger gym? Can this be done in parallel when asking for additional funding for the school itself?

Matt Johnson asked about the change order process and scope risk. What does the change order process and scope risk related to change orders look like in DBB and CMAR? Matt expressed concern about net zero ready and the special requirements, capabilities and quality of results should the project be delivered via DBB.

Matt Root asked about cost analysis of 5%-9% risk to the overall cost of the project when going CMAR. For CMAR other than preconstruction costs, what other risks are there to be considered that would make up the 5-9% premium? What are the potential savings with CMAR? Would going CMAR provide additional guidance on cost in relation to larger gym and auditorium? And volatility on construction material cost? Is there more flexibility in the subcontractor selection?

Jonathan Harris noted that with DBB there is a competitive process but how is the GMP decided for CMAR? Is it by the contractor and does the Designer/OPM/Town have input on the cost?

Chris Popov asked which process is easier for Hill/SMMA to manage and if the project were to go with DBB, how would the project team manage unforeseen conditions or mistakes?

Heather Bout noted CMAR is an insurance for the cost going up. Heather asked what is the potential risk for the town if the project chooses DBB? How high could the total project cost increase? There are a few towns (Lexington and Waltham) doing projects that are CMAR, is there a particular reason why? Does going CMAR better support sustainability?

Charlie Parker asked if the town were to choose DBB, does the town get interest from larger firms like Turner? Is the town better positioned to deal with risk going through the project if we go CMAR than DBB with respect to being on budget? Is the construction of the school 24 months or 18 months as currently shown accurate?

Court Booth asked if there are savings for going CMAR.

Public Comment

Jennifer Montbach, 45 Pine Street, is concerned with the projected size of the auditorium. Ms. Montbach noted the current Sanborn auditorium is already inadequate and with the new design being reduced in size, it is very concerning. A detailed letter was submitted to the committee with over 100 residents co-signing.

Louis Salemy, 68 Great Meadows Road, noted having submitted a letter to the committee outlining the benefits of CMAR. Mr. Salemy noted having Turner and going CMAR was beneficial for the High School project. Mr. Salemy noted when the project goes out to bid in 2023, there may be issues with getting subcontractors to bid on the project.

Dean Banfield, 72 Walden Terrace, noted for DBB if they bids come back high then the scope would have to be adjusted. Mr. Banfield asked during the CMAR process, when the scope adjustment would happen if costs are high.

Tracy Marano, 39 Partridge Lane, noted there is a lot of support for the building committee and getting the building right.

New Business

No New Business.

Upcoming Meetings

The next School Building Committee is April 15, 2021 at 7:30 am.

Adjournment

Dawn Guarriello requested the meeting to be adjourned at 10:00 AM. Heather Bout made the motion to adjourn, Stephen Crane seconded the motion. The motion carried unanimously.

Details of this meeting can be found on the YouTube link below:

<https://www.youtube.com/watch?v=qvpXIysUWFA>

Concord Middle School Building Committee
Meeting Minutes
April 15, 2021

PRESENT: Laurie Hunter, Dawn Guarriello, Court Booth, Pat Nelson, Matt Root, Charles Parker, Stephen Crane, Frank Cannon, Jared Stanton, Chris Popov, John Harris, Kate Hanley, Russ Hughes, Heather Bout, Justin Cameron, Peter Fischelis, Matt Johnson

PRESENT FROM HILL INTERNATIONAL: Peter Martini, Ian Parks, Duclinh Hoang

PRESENT FROM SMMA/EWING COLE: Kristen Olsen, Lorraine Finnegan, Philip Poinelli, William Smarzewski, Keith Fallon, Matt Rice, Michael Dowhan

MEETING ORGANIZER: Dawn Guarriello

Call to Order

Dawn Guarriello called the meeting to order at 7:30 A.M. via Zoom Virtual Conference call. A recording of the meeting will be made available at the Concord Public School's project page and Town of Concord's website.

Approval of Minutes

Court Booth made a motion to defer the minutes of March 18 and April 8, 2021 to the next Concord School Building Committee meeting. Seconded by Chris Popov. Motion carried unanimously.

Correspondence

Heather Bout provided an update on Correspondence. The Committee received 18 emails since last meeting. The topics of the emails were the auditorium, construction delivery method and gymnasium. Heather noted one of the correspondence items received was a letter with about 109 signatures and now with 174 signatures as of this morning asking for a larger auditorium. The Committee received correspondence with extra analysis on the survey trying to break out different constituencies.

Public Comment

Louis Salemy, 68 Great Meadows Road, former vice chair of the CCH project stated if the cost of going Construction Manager At Risk (CMAR) is a 5-9% increase to total project cost then why would the MSBA allow it. Mr. Salemy noted the high school project saved \$20M going CMAR and when looking at the MSBA website, the majority of the large projects that are over \$80M is going CMAR while the smaller projects are going DBB. Today's bid environment will change when the project goes out to bid in 2023 and not going CMAR will put the project cost at risk. Mr. Salemy states the reason to go CMAR is for their pre-construction services which eliminates the potential for change orders that allows for greater pricing. At CCHS project, there was close to zero change orders.

Elisabeth Winterkorn, 800 Main Street, notes if the town is going to build a building that would last another 50 years that the town is not short sighted and forget the large population that does drama, music, art or theater. The current auditorium design of 270 seats isn't adequate.

Scott Bates, 52 Indian Spring Road, former building committee member with Willard Building Committee questions the information presented to the committee regarding CMAR and DBB. Mr. Bates notes limited quality firms will be interested in this project and for the committee to review the responses.

Todd Benjamin, 33 Sudbury Road, had comments regarding auditorium and gym. Mr. Benjamin noted if the decision to increase the gym or auditorium should be done within the approved budget. The middle school is 1 of 3 or 4 capital projects anticipated and expressed concerns with the burden of the tax payers. Mr. Benjamin also expressed concern with holding CMSBC at 7:30 am noting it excludes parents with kids in the school system and working parents. Mr. Benjamin asked if it's possible to have a staggered schedule, where some meetings are in the morning and some in the evening.

Melissa Liazos, 325 The Valley Road, expressed support for both a larger auditorium and new middle school with a larger gymnasium. Ms. Liazos noted as a parent who have been to many band and orchestra performances, parent meetings and other musicals, the auditorium is always filled to capacity. Ms. Liazos understands there are costs associated and would support the cost for a larger gym and auditorium that would fit the needs of the community.

Presentation and Discussion (Project Scope and Budget)

Kristen Olsen of SMMA presented a recap to the School Building Committee on the work that was done the last few months. Ms. Olsen stated the Project Goals, Article 14, Building Committee charge, project schedule, proposed educational plan and visual representation of space summary and program. The design team provided updates to concept drawings to include the gym considerations, developed a site plan to represent fields program and impervious lot area and reviewed above budget scope. The design team then again revisited the scope in 2021 of the auditorium and provided preliminary costs of the above budget scope.

Lorraine Finnegan of SMMA spoke to the project delivery method. Ms. Finnegan noted CMAR does add value but at an additional cost including additional staffing for design reviews, estimating and logistics. When establishing an initial GMP, there are holds, allowances and construction contingency in addition to owner's construction that does not exist in DBB. Ms. Finnegan notes the project is straight forward and not the type that SMMA would recommend for CMAR, requiring no early package and having no complex phasing requirements, construction operations can be separated from school operations and the new middle school is not an occupied renovation project.

Discussion on Project Budget and Scope and Construction Delivery Method. Court Booth asked if the 7-9% escalation should be constant. Court asked why the MSBA website notes 2-5% instead of 7-9% initial cost. Ms. Finnegan responded with the concern with cost of steel. Ms. Finnegan noted with the concern with cost of materials the town can consider having a bidding contingency just for the escalation with the cost of materials and noted that this had been done on prior Concord school projects. Mr. Johnson asked what the overall building would look like with the increase size of the auditorium. Ms. Olsen responded there is some room on the west side and noted the design for parking is based on typical usage of school, not for specific or the largest events. Mr. Fischelis asked what the risk going with a design for both the base space summary of approximately 143,000 gsf and Option D or just Option D and then changing the plan if the cost is too high or community support isn't present. Ms. Olsen responded there is additional design fee

and additional time required if redesign is required. Ms. Olsen noted value engineering is usually around materials.

Ms. Bout asked why Hill and SMMA are recommending DBB and if it is in relation to cost savings. Ms. Finnegan responded noted the additional services offered by going CMAR are not needed for this project. Mr. Martini added that those additional services provided by the CM are also provided by either the Architect or OPM. Matt Root stated by choosing CMAR, the CM would offer risk management and he would like feedback from the team the town is taking on more risk if choosing DBB. Ms. Hunter noted in her last district, the project was CMAR and when construction started, there were unforeseen conditions which affected school operations and the budget. There is no such thing as no risk even for CMAR. Ms. Finnegan added there is risk no matter which delivery method is chosen and the risk is on the town either way. The CM mitigates risk by having holds and allowances in their GMP but in DBB the cost/risk is carried outside of the construction cost.

Vote

Project Delivery Method (DBB vs CMaR). Stephen Crane made a motion to select Design-Bid-Build as the construction delivery method. Heather Bout seconded. Discussion ensued. Mr. Parker noted in the slides previously sent, 8 of 10 projects over \$90 are CMaR and going CMaR would add value like risk mitigation. Mr. Fischelis asked will going CMaR benefit in a competitive bidding environment where they may have relationships with subcontractors and during the bidding process if there are design changes or if the cost is close to the budget, would going CMaR benefit the project. Mr. Crane made a motion to withdraw the motion of selection Design-Bid-Build as the construction delivery method. Heather seconded. Motion withdrawn. Heather Bout made a motion to adopt Chapter 149 (Design-Bid-Build) as the construction delivery method. Frank Cannon seconded. The motion passed with 11 vote in favor and 6 opposed.

Project Budget and Scope. Peter Fischelis made a motion to design toward Option D with a projected cost of \$110M. Frank Cannon seconded. Discussion ensued and Mrs. Bout questioned the need to make an amendment to create a not-to-exceed amount. She added that expectations set at Town Meeting are important to align with and recommended a motion for a not-to-exceed amount to create a cap on the budget. She also communicated support for Option A. Mr. Crane added that \$108M is consistent with what was presented at Town Meeting. He stated that he would vote against \$110M. Mr. Parker inquired if the vote is for scope changes or a definitive budget. He added that the community survey information related to the project was inconclusive and recommended a conservative approach to approving a budget at this time. He spoke of a desire to increase scope to Option A, amended to have a 42x74 cross court size in lieu of 46x74 cross court size. Mrs. Bout clarified that CCYB communicated needs include both middle school students and community/adult use as well. Mrs. Guarriello communicated support of Option A. Mrs. Hanley raised concerns with option D going over the 15% impervious surface limits for the site and the associated burden of the variance process. Mr. Popov agreed with impervious surface concerns and added concerns for parking demands for Option D. He inquired about the acoustic aspects of the auditorium at a 550 person capacity. Mrs. Guarriello clarified that SMMA has acoustical engineers on their team that will study and recommend acoustic design elements for any size auditorium. Mr. Fischelis made a motion to amend the motion on the floor to a not-to-exceed amount of \$110M for Option D and not-to-exceed the 15% impervious surface limit. Frank Cannon seconded. Mr. Cannon questioned the desire to make the NTE amount \$108M. Mr. Fischelis directed this question to Stephen Crane. Mr. Crane clarified that \$108M was

the initial budget cap and stated that there is “truth in advertising” this amount from the start. Mr. Fischelis then withdrew the amended motion and created a new motion to have SMMA design toward Option D with a NTE amount of \$108M and also not-to-exceed the 15% impervious surface limit. Frank Cannon seconded. Mr. Parker inquired about the incremental cost of the (2) MIAA cross-courts versus the (2) 46x74 cross-courts, which was clarified as \$2.4M. He noted no indication of outside funding sources and added risk to the project. He reiterated that CCYB needs are met with the (2) 46x74 cross-courts. Pat Nelson moved to amend the motion to a not-to-exceed total project budget of \$108M, not-to-exceed 15% impervious surface coverage, and to further consider parameters driving the size of the gym/auditorium. Heather Bout seconded. The amendment passed with 16 votes in favor and 1 opposed. Stephen Crane then moved to vote on the main motion. The main motion for not-to-exceed total project budget of \$108M, not-to-exceed 15% impervious lot coverage, and to further consider parameters driving the size of the gym/auditorium passed with 16 votes in favor and 1 opposed.

Next Steps

The next School Building Committee is April 29, 2021.

New Business

No New Business.

Upcoming Meetings

The next School Building Committee is April 29, 2021 at 7:30 am.

Adjournment

Dawn Guarriello requested the meeting to be adjourned at 11:00 AM. Stephen Crane made the motion to adjourn, Court Booth seconded the motion. The motion carried unanimously.

Details of this meeting can be found on the YouTube link below:

<https://www.youtube.com/watch?v=vzv7J2Te-3A>

Concord Middle School Building Committee
Meeting Minutes
April 29, 2021
Revised June 3, 2021

PRESENT: Laurie Hunter, Dawn Guarriello, Court Booth, Pat Nelson, Matt Root, Charles Parker, Stephen Crane, Frank Cannon, Jared Stanton, Chris Popov, John Harris, Kate Hanley, Russ Hughes, Heather Bout, Justin Cameron, Peter Fischelis, Matt Johnson

PRESENT FROM HILL INTERNATIONAL: Peter Martini, Ian Parks, Duclinh Hoang

PRESENT FROM SMMA/EWING COLE: Kristen Olsen, Philip Poinelli, Matt Rice, William Smarzewski

MEETING ORGANIZER: Dawn Guarriello

Call to Order

Dawn Guarriello called the meeting to order at 7:30 A.M. via Zoom Virtual Conference call. A recording of the meeting will be made available at the Concord Public School's project page and Town of Concord's website.

Approval of Minutes

Dawn Guarriello asked the committee for edits or changes to the March 18, April 8 and April 15, 2021 meeting minutes. For March 18, 2021, Mr. Johnson noted bottom of page 1, last paragraph it states "Pat Nelson should would like SMMA" should be changed to "she" and on the last page, Tracey Marano, "39 Cartridge Lane" should be changed to "39 Partridge Lane" which also needs to be amended in the April 8, 2021 minutes. For April 8, 2021, Mr. Johnson noted the comment to invest in a larger gym or auditorium was made by a member of the public, not the select board members and provided clarification about net zero ready and special requirements, capabilities and quality of results if using the DBB approach. For April 15, 2021, Mr. Johnson suggested adding that Todd Benjamin expressed concern about holding CMSBC meetings during working hours. Mr. Booth made a comment for the April 15, 2021 minutes that the public comment did receive exchanges to be added and the various motions leading up to the votes be part of the narrative.

Matt Johnson made a motion to approve the minutes of the March 18 and April 8, 2021 meeting minutes as amended. Court Booth seconded. Unanimous decision. The meetings of April 15, 2021 will be approved at the next meeting.

Correspondence

Heather Bout provided an update on Correspondence. Ms. Bout noted there was a total of 11 emails sent to the committee. 5 emails were supporting the idea of a larger gym and auditorium, 1 was specifically about a larger gym, 1 was clarification on gym discussions, 3 were about concept of keeping the budget lower and making difficult decisions and a letter from the Finance Committee.

Finance Committee Meeting Discussion

Dawn Guarriello noted the co-chairs were invited to listen on to the Finance Committee's conversation regarding the Middle School with an update from Dean Banfield. The Finance Committee had sent a letter to the School Building Committee. Ms. Guarriello read the letter to the committee. Please see attached letter for reference.

Dean Banfield, 73 Walden Terrace and liaison member of the Finance Committee, presented a PowerPoint to the committee on the CMSBC budget discussion. Mr. Banfield noted the pandemic has created a delay that the committee did not meeting for several months and revisited previous topics. Mr. Banfield went over square foot unit cost (\$694/sqft total project cost with escalation included), scope (size of project in total gross sqft) and escalation (inflation of unit costs to build in the future) for the project. Mr. Banfield discussed the Feasibility report by Finegold and presented the current status of the project. Mr. Banfield noted the current cost and budget was not explained by escalation but rather scope changes.

Kristen Olsen of SMMA added currently the square foot unit cost for construction is \$559/sqft with a target of \$555/sqft cost. Note that these numbers are distinct from the square foot cost cited by Mr. Banfield. \$555/sqft construction cost equates to \$694/sqft total project cost using a multiplying factor of 1.25.

Jared Stanton noted the cost escalation of 6.93% came from the MSBA directly from 2010 to 2016 and could be low. Mr. Stanton noted when putting the RFP for OPM services together the Building Committee did decide at the time the range of \$80 to \$100M that was estimated but was not the budget amount. Mr. Stanton added the debt for elementary schools will be coming off the books in the next couple years in regards to taxes.

Lorraine Finnegan of SMMA noted for escalation, some factors are added but not for the constant increases and decreases in cost of materials. Currently escalation is 6-9% and rising based on today's economy.

Matt Johnson noted the new not to exceed amount was based on extrapolation of escalation estimates and current bid quantities and justify an increase in scope. Mr. Johnson noted this may not be the time to increase scope of the building.

Charlie Parker noted the \$555/sqft may be low based on today's market and the space for the building is high.

Ian Parks of Hill noted the current estimate shows 4% escalation per year.

Mary Hartman, 16 Concord Greene, noted escalation is uncontrollable but scope changes can be managed. Ms. Hartman expressed concern with the burden on taxpayers.

Matt Johnson noted on the FAQ, the incremental cost per million dollars to the taxpayer was understated by over 30%. The Finance Director had corrected it but a new document has not been issued yet on the FAQ. Dawn Guarriello asked to revised and update with the correct information on the FAQ page.

Court Booth noted a small majority of the School Committee expressed reconsidering the space summary should not be out of bounds.

Heather Bout agreed that a small majority of the School Committee would like to continue reviewing the space summary.

Auditorium and Gymnasium Scope Considerations and Definition

Kristen Olsen of SMMA noted the goal would be to start on Schematic Design on May 10, 2021. Ms. Olsen presented a PowerPoint on the Communication Request for the gymnasium with 2 options and Auditorium with 3 options. Option 1 for the gym was full size MIAA main court and cross courts and Option 2 was for (1) full size MIAA court with cross courts of 46'x74' (not full size). Option 1 for the auditorium was capacity for 2 grade levels plus staff (550 seats), Option 2 with current capacity (350 seats) and Option 3 is based on MSBA standard for High School, 2/3 of enrollment (approx.. 467 seats based on 700 students). Ms. Olsen provided above budget scope analysis with two different combinations. Combination A showed 74'x46' cross court and 350 seats. Combination F showed 74'x46' and 467 seats.

Justin Cameron noted there is about 370 seats in the Sanborn Auditorium. The Occupancy Permit for the Sanborn auditorium is for 420 seats and typically for large assembles the school brings about 100 folded chairs to support two grades.

Frank Cannon expressed concern with parking with the increase auditorium seating. Ms. Olsen noted parking is not designed for max capacity.

Matt Johnson noted previously the minutes mentioned the school did not have any two grade events and questioned if the educational plan need to be revised to reflect this requirement. Also, to be mindful of utilization of the auditorium and basketball court. Dr. Laurie Hunter noted she and Mr. Cameron did review the educational plan and made adjustments based on usage and fiscal considerations.

Court Booth noted members of the school committee asked for a more organized assessment of the parking situation. Mr. Booth quoted a member of the school committee asking for more detail on the outdoor spaces, including restoration and consideration of a cross country course as the committee is already focusing on Community constituencies. Mr. Booth noted a concern that pushing this process later might squeeze it and thereby not representing the interest of another constituency, the outdoor users of the property.

Dawn Guarriello noted during Schematic Design is when the designer further develops the site details.

Charlie Parker asked when the committee will be having a more detailed discussion on the gymnasium and auditorium from the design point of view. Mr. Parker expressed a concern for waiting until Schematic Design to make the decisions. Mr. Parker noted sharpening pencils means saving significant amounts of money that hits the taxpayers. Mr. Parker would like the school to be adequate and meets the needs.

Pat Nelson noted the order of magnitude for the gym costs seems high. Pat Nelson asked what other members of the committee thinks about looking at the original approved space summary and taking space from that in order to accommodate additional gym and auditorium space.

Dawn Guarriello asked if SMMA had time to look at the difference between the 42' and 46' wide and put an order of magnitude on that so the committee may have it prior to next week's meeting. SMMA will look into the difference and provide an order of magnitude.

Court Booth noted the idea of reviewing the space summary in its entirety when looking at the gymnasium and auditorium.

Matt Root noted as part of due diligence after hearing from the community for a bigger gymnasium and auditorium and keeping the costs down, the committee should go back and look at what's driving the costs.

Heather Bout expressed concern with reducing educational needs to meet budget.

Peter Fischelis stated that the committee heard from the community input and noted what was originally designed was not acceptable and adequate in terms of the gym and auditorium.

Next Steps

Determine what the scope is beyond the plan scope that was already voted in March and at the next meeting to start Schematic Design on May 10, 2021. The next School Building Committee is May 6, 2021.

New Business

No New Business

Public Comment

Marc Caruso, 76 Hawthorne Ln, noted the driver for the larger gym is the overall lack of space in town.

Johanna Boynton, 72 Chestnut St, praised the committee members for being thoughtful and careful when considering the different the difference voices of the community.

Mary Hartman, 16 Concord Greene, noted at Town Meeting the \$108M was not presented. The only cost presented was \$90M with the caveat that it could change due to escalation. Ms. Hartman noted the demographics of the town shifted in that there is a decrease in student enrollment in the past few years.

Upcoming Meetings

The next School Building Committee is May 6, 2021 at 7:30 am.

Adjournment

Dawn Guarriello requested the meeting to be adjourned at 10:00 AM. Court Booth made the motion to adjourn, Heather Bout seconded the motion. The motion carried unanimously.

Details of this meeting can be found on the YouTube link below:

https://www.youtube.com/watch?v=Wv4HRnIbVRY&list=PL1TTzrWEKOOkQSCY4ADcNvk7hoJ9_IrH8&index=1



Town of Concord
Finance Committee
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742-0535

To: Members of Middle School Building Committee
cc: Select Board
Date: April 25, 2021

Re: Concord Middle School Building Budget

The Finance Committee urges the MSBC to revisit the vote for a \$108m “not to exceed” budget. We believe the rationale relied upon for that vote was inaccurate, making the portion of the incremental \$8m attributable to cost escalation unnecessary. Per SMMA, the current \$99.2m cost estimate assumes going out to bid in June 2023 and comfortably includes escalation costs through that date. We are happy to share our calculations with you.

To the extent that any portion of the incremental \$8m is attributable to design features beyond the approved scope (143k sq ft), we ask you to consider reallocating space from currently planned usages.

At \$100 million, the new middle school will be the largest capital project the town has undertaken. It results in a significant increase to our property tax and delays other pressing municipal capital projects. The average household will see an increase of >1,000/year for at least 20 years. We are concerned that increasing the middle school budget above \$100m only exacerbates an increase that, for some citizens, already poses an unsustainable burden.

We are recommending to the Select Board that they actively pursue other sources of funding which could mitigate this burden and hope you encourage these efforts.

The Finance Committee is fully committed to the construction of a new middle school and we recognize the tremendous effort you are all making. Our call for budget constraint in no way diminishes our gratitude to you, the committee members, to the school administration and to our teachers. We look forward to opening day of a beautiful, new middle school we can all feel good about.

Sincerely,

Mary Hartman, Chair
Concord Finance Committee