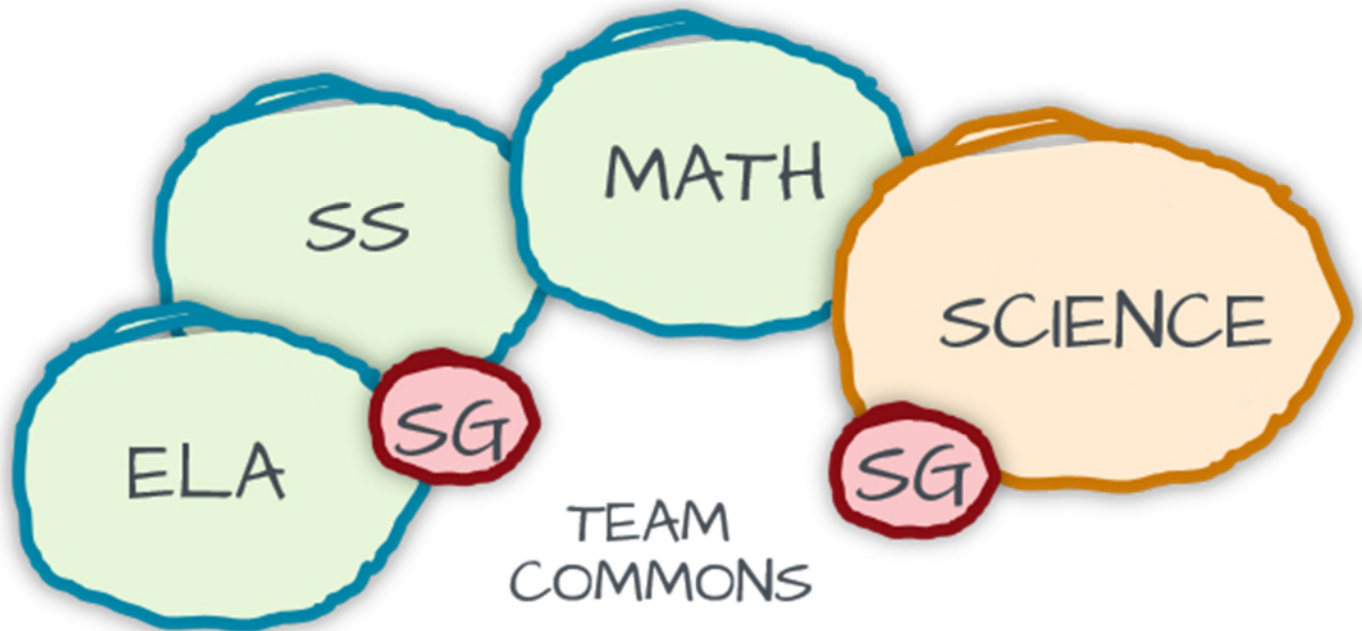




Concord Middle School Project

Project Manager Report

May 2021





CONCORD MIDDLE SCHOOL PROJECT

PROJECT MANAGER'S REPORT MAY 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 **May 2021**.

Project Progress

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

The Design Team commenced Schematic Design on May 6. Hill and SMMA attended School Building Committee (SBC) meetings on May 6 and 20 as well as a meeting with the Bruce Freeman Rail Trail Advisory Committee on May 6.

Milestones

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

- The Design Team distributed Schematic Design programming questionnaires to current CMS faculty and staff on May 3 and collected responses on May 10. Follow-up interviews with the CMS faculty and staff were held May 19, 20, 24, and 27. Remaining interviews are scheduled for June 2. Final reports to be issued and completed by mid-June.
- The Project Team continued to review options for the size of the gym and auditorium. At the May 6 SBC meeting, size and cost options (additional Combinations F, G, H, and I) were presented including concessions to the approved Educational Plan (elimination of maker space and alternate PE space) to offset costs. The committee voted and passed the elimination of maker space and alternate PE space from the project scope; the revision of the size of the gym to accommodate two 74' practice courts within the width required by the single MIAA main court; the revision of the auditorium size to 420 seats; and the review of the building design to seek opportunities for simplify and lower total project costs. Therefore, Options G and I remain on the table. A summary of these scope options are reflected in the attached Final Scope Definition presentation sheets in the Cost Analysis section.
- At the May 20 SBC Meeting, the Schematic Design work plan and timeline was presented to the committee including a list of decisions, Schematic Design deliverables, proposed focus groups, and proposed monthly SBC meetings. The committee discussed and voted in favor of the proposed Schematic Design work plan and timeline, attached for reference in the Meeting Minutes section.

Milestones projected for the coming months are:

- Complete Schematic Design programming report.
- Complete amended Feasibility Study report.
- Finalize project budget.
- 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.

Town of Concord

Concord Middle School Project



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 Apr. 29, 2021
■ Schematic Design	Tentative Completion date of Dec 8, 2021
■ Special Town Meeting	Tentative date of Dec. 10, 2021
■ 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: The Project Team is waiting on confirmation from the Town of Concord for the next Special 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 Study 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 to \$109M and the projected cost with 7%

Town of Concord

Concord Middle School Project



escalation is between \$83M to \$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 \$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



Project Dashboard



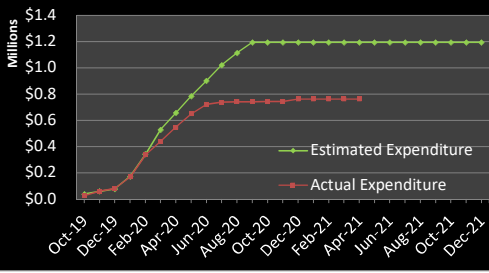
**Town of Concord
Concord Middle School
Project Dashboard**

May 31, 2021

EXECUTIVE SUMMARY



Hill International

Project Accomplishments this Month					Current Issues & Areas of Focus			Current Progress Photos		
Schematic design commenced on May 6.					COVID-19 Pandemic					
Scope changes were voted on and passed at the May 6 SBC meeting including the elimination of maker space and alternate PE space as well as refinements in the gym and auditorium sizes (Options G and I).					Final Amended Feasibility Report Schematic Design Programming Report					
The proposed Schematic Design work plan and timeline were voted and passed at the May 20 SBC meeting.										
Projected Major Tasks next Month										
Complete Schematic Design Programming Report										
Complete amended Feasibility Study Report										
Finalize project budget										
Agree on dates to authorize Design Development Phases										
Schedule Summary - Upcoming Milestones					Diversity Compliance			<div>Project Cash Flow - Plan vs Actual</div> 		
	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										
Description	BUDGET				COST				CASH FLOW	
	Baseline	Budget	Authorized Changes	Approved Budget	Committed Costs	Uncommitted Costs	Forecast Costs	Total Project Costs	Expenditures to Date	Balance To Spend
Site Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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
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
Scope changes from the Original Scope										
N/A										
Project Budget Transfers										
N/A										



Project Cash Flow

May 31, 2021

Concord Middle School
Estimated Project Cash Flow Thru SD Phase



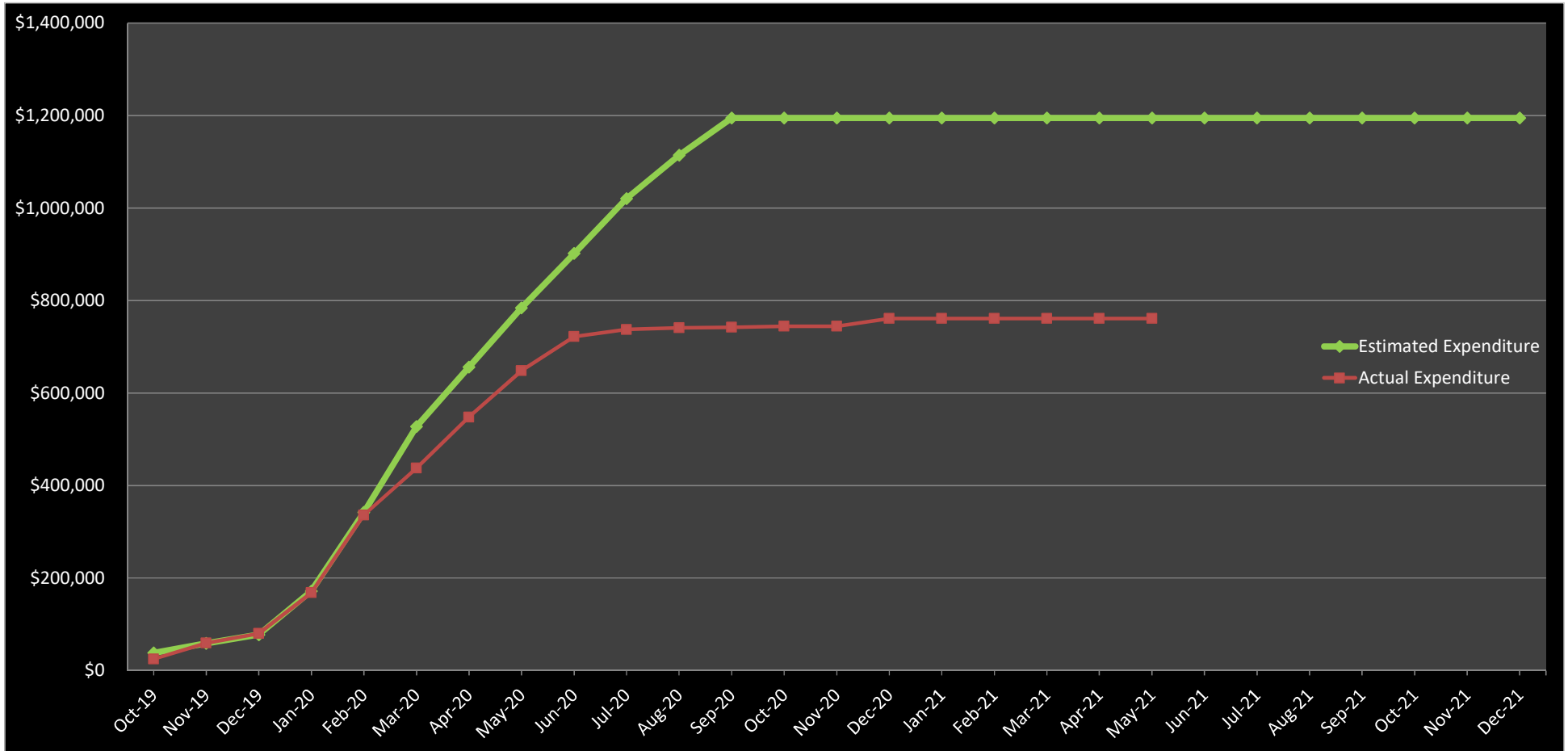
	Month	OPM	Designer & Consultants	Commissioning Agent, FF&E & Misc.	Construction	Contingency	Estimated Outlay	Actual outlay	Est Cum	Act Cum
Feasibility Study	1	Oct-19	\$38,290				\$38,290	\$25,110	\$38,290	\$25,110
	2	Nov-19	\$20,550				\$20,550	\$34,595	\$58,840	\$59,705
	3	Dec-19	\$18,790				\$18,790	\$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	\$761,322
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			



Town of Concord
Concord Middle School
Estimated Project Cash Flow Graph



May 31, 2021





Schedule Update

HILL

"Early" Release of SD, allows for cushion between SD Completion & Town Meeting

Special Town Meeting December 10, 2021

Special Town Election December 17, 2021

ALT Special Town Election March 10, 2022

Escalation Projection @ 2023, Q1 should be 8%

Projected School Opening January 6, 2025

Project Re-Start & Feasibility Study		Schematic Design		Design Development / Construction Documents												Bid / Award		Construction												Punch List & Move-In																							
Dec 9, 2020 - May 24, 2021		May 10, 2021 - Nov 19, 2021		Dec 30, 2021 - Jan 17, 2023												Jan 18, 2023 - Mar 27, 2023		Mar 28, 2023 - Aug 29, 2024												Aug 30, 2024 - Jan 5, 2025																							
NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR												
2020		2021												2022												2023												2024												2025			

Concord Middle School Schedule Review 5/31/21

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	05/06/21	12/17/21	225																																				
2021 01-26 CMS Schedule Draft	Design FS/SD			759																																				
2021 01-26 CMS Schedule Draft	Town Meeting	12/10/21	12/10/21	0																																				
2021 01-26 CMS Schedule Draft	Town Vote	12/17/21	12/17/21	0																																				



Cost Analysis



Concord Middle School Project

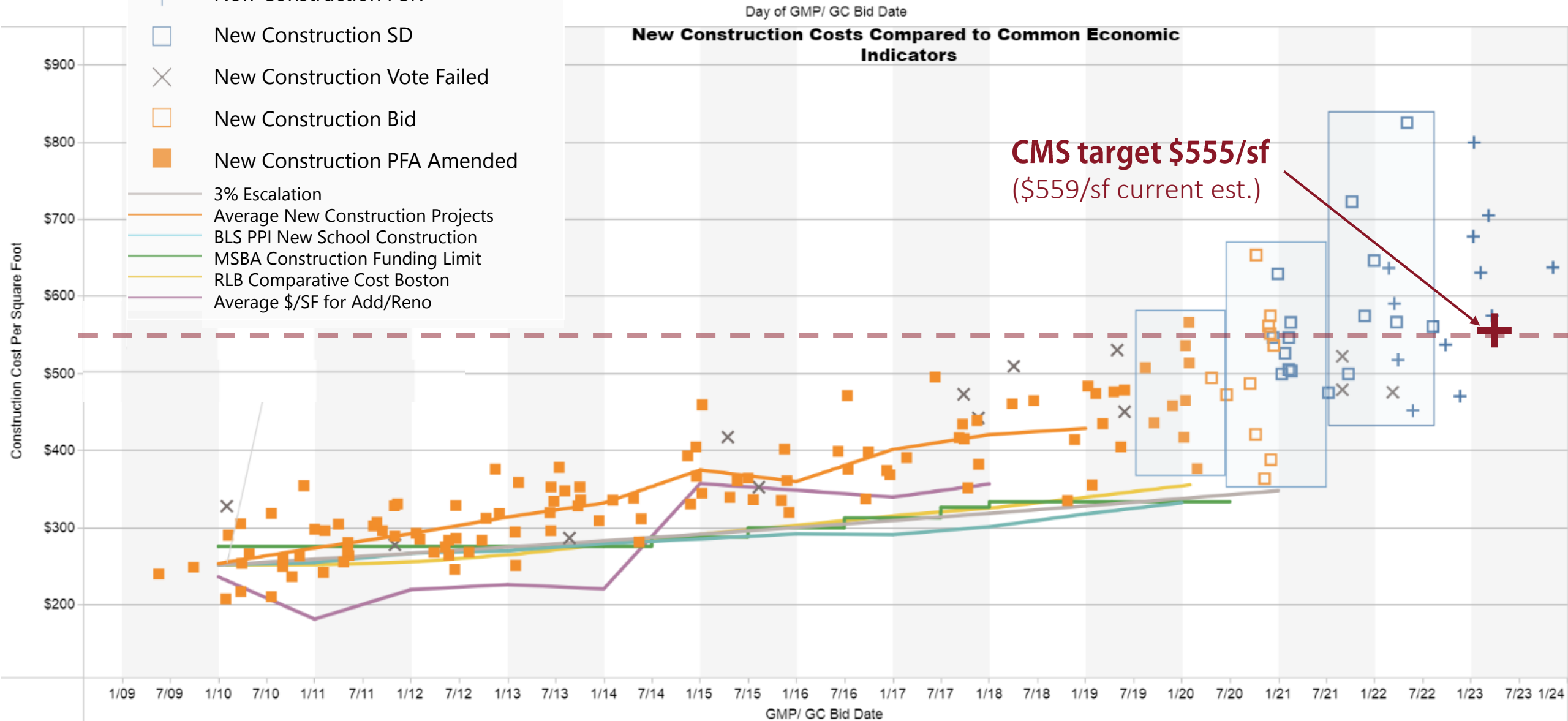
Preliminary Cost Analysis

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





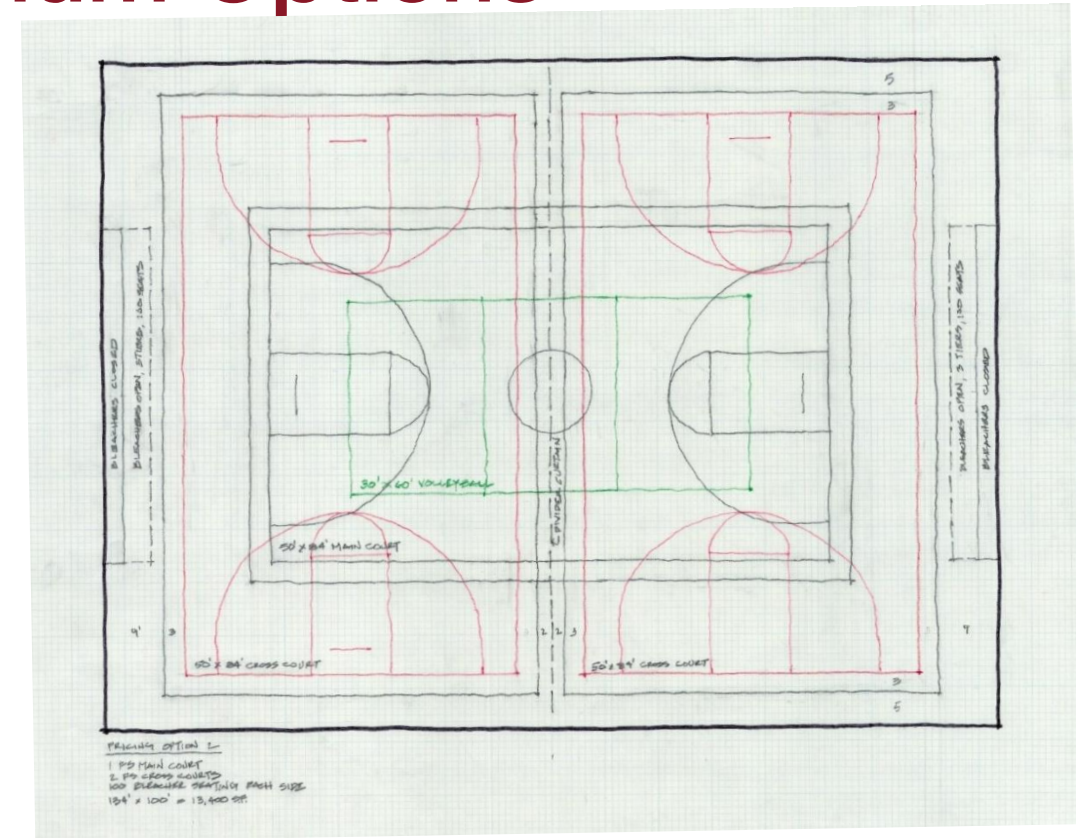
Final Scope Definition

Community Request: Gymnasium Options

OPTION 1: Based on CCYB request (former)
134' x 100' = **13,400 net.**

This includes:

- (1) full size, MIAA main court, 50 x 84 with lots of run-out (the cross courts dictate the longest dimensions)
- (2) full size, MIAA cross court, 50 x 84 with 8' of run-out beyond the goals; 9' on the long sides and 5' to the divider curtain assuming 500 in bleachers



Community Request: Gymnasium Options

OPTION 2: Based on CCYB request (former)
118' x 90' = 10,620 net.

This includes:

(1) full size, MIAA court, 50 x 84 with lots of run-out (the cross courts dictate the long dimension) and 6' along the long sides

(2) large but **NOT FULL SIZE** 46 x 74 cross courts with: 6' of run-out beyond the goals; 8' on the long sides and 5' to the divider curtain
4' for stacked, closed bleachers for school assembly, assuming 500 in bleachers

CMS Building Project Design – CCYB Input

- To keep court space at current levels, CCYB need two functioning courts to replace the Sanborn and Peabody courts; private schools can't be relied upon given the potential long-term impact of COVID
- The approved 7,000 sq. ft. design includes a single MIAA regulation basketball court (50' x 84') with two 55' x 39' cross courts
 - The approved 55' x 39' cross-court length is insufficient for middle school-sized kids (also applies to CMS basketball teams, not just CCYB) - there is a real safety issue with running room at the end lines with the smaller courts
- Two sufficiently sized courts in a single gymnasium will cut the cost of custodian fees (and potentially rental fees) for CCYB in half
- CCYB and CMS basketball needs fully align – both require a minimum of two 74' x 46' courts (10,000+ sq. ft.) to allow simultaneous practices and adequately prepare them for high school basketball

Community Request: Gymnasium Options

OPTION 3: Based on CCYB request (current)

112' x 94' = **10,528 net.** (updated)

This includes:

(1) full size, MIAA court, 50' x 84' with MIAA compliant runout

(2) large but **NOT FULL SIZE** 46' x 74' cross courts with: 8' of run-out beyond the goals; 5' on the long sides and 5' to the divider curtain (updated based on CCYB input)

4' for stacked, closed bleachers for school assembly, assuming 500 in bleachers

CMS Building Project Design – CCYB Input

- To keep court space at current levels, CCYB need two functioning courts to replace the Sanborn and Peabody courts; private schools can't be relied upon given the potential long-term impact of COVID
- The approved 7,000 sq. ft. design includes a single MIAA regulation basketball court (50' x 84') with two 55' x 39' cross courts
 - The approved 55' x 39' cross-court length is insufficient for middle school-sized kids (also applies to CMS basketball teams, not just CCYB) - there is a real safety issue with running room at the end lines with the smaller courts
- Two sufficiently sized courts in a single gymnasium will cut the cost of custodian fees (and potentially rental fees) for CCYB in half
- CCYB and CMS basketball needs fully align – both require a minimum of two 74' x 46' courts (10,000+ sq. ft.) to allow simultaneous practices and adequately prepare them for high school basketball

Community Request: Gymnasium Options

OPTION 4 (new) : Based Charlie Parker Request
104' x 94' = 9,776 net.

This includes:

- (1) full size, MIAA court, 50' x 84' with MIAA compliant runout
- (2) large but **NOT FULL SIZE** 42' x 74' cross courts with: 8' of run-out beyond the goals; 5' on the long sides and 5' to the divider curtain
- 4' for stacked, closed bleachers for school assembly, assuming 500 in bleachers

	Cross-Court Scenario	
	Standard	CCYB
Cross court dimensions	42' x 74'	46' x 74'
Distance to divider curtain	3'	5'
Run out beyond goals	6'	6'
Distance in corner to 3 pt line	1'3"	3' 3"
3 pt arc	19'9"	19'9"
50' x 84' MIAA HS Court length-wise across x-courts	yes	yes
Gym size	86' x 102'	
Net square feet	8,772	10,600
Gross square feet	13,158	15,900

Community Request: Auditorium Options

Option 1: Auditorium with capacity for 2 grade levels, plus staff (550 seats)

Option 2 (*updated*): Auditorium with current capacity (**420** seats)

Option 3: Auditorium with capacity based on MSBA standard for High Schools. Seats $\frac{2}{3}$ rd of enrollment, equivalent of **467** seats based on CMS design enrollment of 700 students.



Example of a 417-seat auditorium (Turner Falls)

Above Budget Scope Analysis – Overview

Combination Scenarios

Combination A	Combination B	Combination C
74' x 46' Cross + 350 Seats	74' x 46' Cross + 550 Seats	2 MIAA + 350 Seats
\$3.15-\$4.7 million	\$4.8-\$7.2 million	\$4.85-\$7.25 million
Combination D	Combination E	Combination F
2 MIAA + 550 Seats	2 MIAA + 467 Seats	74' x 46' + 467 Seats
\$6.5-\$9.75 million	\$5.8-\$8.7 million	\$4.1-\$6.15 million
Combination G	Combination H	Combination I
74' x 46' + 420 Seats	74'x42' + 467 Seats	74'x42' + 420 Seats
\$3.7-\$5.55 million	\$3.6-\$5.35 million	\$3.2-\$4.8 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. 74' x 46' cross court, run out and side-line dimensions have been confirmed by CCYB and updated in Combinations A-G above.
3. 74' x 42' cross court assumes all of the same run out and side-line dimensions as 74'x46' cross court layout.

Above Budget Scope Analysis – Update (CCYB)

Combination Scenarios

		Combination F		Combination G	
	CURRENT	74'x46' + 467 Seats		74'x46' + 420 Seats	
	Ed Plan (3/4 Vote)	High	Low	High	Low
GSF Add	NA	8,853		8,007	
NSF Add	NA		5,902		5,338
Building GSF	142,995	151,848	148,897	151,002	148,333
Impervious Area - Bldg	81,850	90,703	87,752	89,857	87,188
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	200,679	197,728	199,833	197,164
% Impervious	14.1%	14.7%	14.5%	14.7%	14.5%
Delta to 15%	0.9%	0.3%	0.5%	0.3%	0.5%
Delta to 15% (SF)	12,606	3,753	6,704	4,599	7,268
RANGE budget increase	\$0	\$4.1-\$6.15 million		\$3.7-\$5.55 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

Above Budget Scope Analysis – Update (Alt.)

Combination Scenarios

		Combination H		Combination I	
	CURRENT	74'x42' + 467 Seats		74'x42' + 420 Seats	
	Ed Plan (3/4 Vote)	High	Low	High	Low
GSF Add	NA	7,710		6,864	
NSF Add	NA		5,140		4,576
Building GSF	142,995	150,705	148,135	149,859	147,571
Impervious Area - Bldg	81,850	89,560	86,990	88,714	86,426
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	199,536	196,966	198,690	196,402
% Impervious	14.1%	14.6%	14.5%	14.6%	14.4%
Delta to 15%	0.9%	0.4%	0.5%	0.4%	0.6%
Delta to 15% (SF)	12,606	4,896	7,466	5,742	8,030
RANGE budget increase	\$0	\$3.6-\$5.35 million		\$3.2-\$4.8 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

GROUND FLOOR PLAN - 7,000 SF GYM

GROUND FLOOR PLAN - 13,000 SF GYM

- Core Classroom
- Team Commons
- Special Education
- World Language
- Vocation/Tech Classroom
- Administration & Guidance
- Media Center
- Auditorium
- Music
- Art
- Physical Education
- Cafeteria



Meeting Minutes

Concord Middle School Building Committee
Meeting Minutes
May 6, 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 7:33 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 approval of the April 15 and April 29, 2021 meeting minutes will be deferred to the next meeting.

Correspondence

Heather Bout provided an update on Correspondence. Ms. Bout noted there was a total of 3 emails. 2 asked to continue looking at keeping costs down and making tough decisions and the 3rd asking the committee to make sure that the committee supports the arts and a larger auditorium.

Select Board Update

Matt Johnson provided an update from the latest Select Board meeting. Mr. Johnson noted Dawn and Pat gave a rundown of where the committee is at this point. Terri Ackerman proposed that the Select Board send a letter to the Middle School Building Committee expressing the desire to keep the maximum cost of the middle school total project cost below or at \$100M which should have been received by the committee. Another item in the motion by the Select Board was for the Finance Committee and School Building Committee work together to seek all other sources of funding in order to help offset the cost impacts on the Town.

Dawn Guarriello read the letter (see attached) from the Select Board to the committee and community members. The letter encourages the MSBC to target a total project budget of \$100M. Mr. Johnson noted it was a unanimous decision from the Select Board to send the letter.

Linda Escobedo, Select Board Chair, noted to the committee to try to get the whole town to a "Yes" for the new school and to take community wide input into consideration.

Pat Nelson finds it very serious that the Select Board and Finance Committee had asked the committee to keep the budget at \$100M but is not convinced the project will be at \$100M.

Peter Fischelis noted the committee had been mindful of the cost and the motion was not to exceed \$108M after hearing from the community input.

Vote Schematic Design Scope

Dr. Laurie Hunter revisited the Educational Plan and looked at the Alternative PE. If the gymnasium gets larger, the dedicated space for OT/PT could be rearranged. Dr. Hunter also looked at the Maker Space to potentially be held in the Library. The combined space would reduce the educational space by 2,600 NSF, 3,900 GSF, which would decrease the project cost by \$2.7M.

Justin Cameron noted he had gone back to the educational plan numerous times and wanted to remind the committee that the town is combining two middle schools with a robust programs in art, language and special educations.

Heather Bout expressed concern with having a shaved down version of the educational plan when creating a 21st century school for the town when not having a dedicated Maker Space.

Frank Cannon expressed concern with parking with the larger gymnasium and auditorium.

Court Booth would like to see Alt PE be restored if possible in the Schematic Design Phase.

Kristen Olsen of SMMA presented a slideshow on different options based on community requests for the gymnasium. Option 3 (10,528 NSF) for the gymnasium is the current CCYB request which includes 1 full size MIAA court, 50'x84' and 2 large cross courts, 46'x74'. Option 4 (9,776 NSF) for the gym is 1 full size MIAA court and 2 large cross courts of 42'x74'.

Justin Cameron noted Concord is a part of MIAA middle schools for the past 20 years and have been a part of leagues. Concord Middle School is a part of a traveling basketball leagues and have to comply.

Ms. Olsen presented 3 options for the auditorium. Option 1 had a capacity for 2 grade levels plus staff (550 seats). Option 2 has 420 seats. Option 3 has 467 seats which seats 2/3rd of the enrollment of 700 students and is MSBA standards for High School. The committee had reviewed 9 different combinations to date. Currently there are 4 options for the committee to review, either gym cross court size of 74'x46' or 74'x42' and auditorium seating of 420 or 467.

Pat Nelson asked what size gym to accommodate for Alt PE space. Ms. Olsen noted a part of the gym could be used for Alt PE but the space for it is very different from typical gym space.

Matt Johnson questioned how the auditorium went from 270 seats to over 400 seats. Dr. Hunter noted in the beginning the project, it went from a cafetorium to a 1 grade auditorium (270 seats) without consideration of the extracurricular activities. When considering the needs of the community as well as factoring musical and concerts, an auditorium of 400 seats plus makes sense.

Heather Bout moves that the committee take a re-look at the space summary with a focus areas being the gym, auditorium, alt PE and maker space which is not to preclude looking at anything else. Motion was then withdrawn by Ms. Bout.

Matt Johnson motions CMSBC revise its space summary recommendation to move to Schematic Design which removes maker space and alternate PE space, revise the size of the gym to accommodate two 74' practice cross courts within the width required by the single MIAA main court and revise the auditorium size to 420 seats. The motion was seconded by Charlie Parker. Discussion Ensued. Peter Fischelis noted the community input was for a larger gym and auditorium but not cut into other spaces.

Chris Popov motions to amend the motion to consider the complexity of the design and reducing it for additional cost savings as possible. Chris Popov withdraws the amendment.

Matt Johnson then moves to revise the original motion. Matt Johnson moves that the CMSBC revise its space summary recommendation to move to schematic design which includes removing the dedicated square footage for the maker space and alternate PE space, revise the size of the gym to accommodate two 74' practice cross courts within the width required by the single MIAA main court, revise the auditorium size to 420 seats and review the building design to seek opportunities to simplify and lower total project costs. Seconded by Court Booth. No discussion. Motion passed with 14 vote in favor and 2 opposed, Stephen Crane abstained.

New Business

No new business.

Public Comment

No public comment.

Adjournment

Dawn Guarriello requested the meeting to be adjourned at 10:30 AM. Court Booth made the motion to adjourn, Charlie Parker seconded the motion. The motion carried unanimously.

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

https://concordps.zoom.us/rec/play/iBNyf44_AIPaxscqzNL3JC5VPHaEGUVATcbioswkkXZs3mogU2OY_7Ot8iWcIf5JKbrjYAMcR1yqXJIK.2N9vPdhp2n2mN-za?startTime=1620300791000& x zm rtaid=Nofn2KytRImOzdGyz0t9bg.1620756006739.d135476b3fc5af1dde015dbf7a227691& x zm rhtaid=74

To: Dawn Guarriello and Pat Nelson, Co-Chairs, Middle School Building Committee
Cc: Select Board Members, Laurie Hunter, Stephen Crane, Kerry LaFleur
From: Linda L. Escobedo, Select Board Chair, on behalf of the Select Board
Date: May 5, 2021
Subject: Feasibility and Pre-Schematic Design Space and Budget Deliberations

Dawn, Pat, and Members of the Middle School Building Committee,

(Please distribute this email to all the committee members.)

As you are aware, the May 5 Select Board meeting included a summary update and ensuing discussion on the most recent Middle Building School Building Committee's (MSBC) meeting of April 29, and we thank you for adding to that update. Understandably, the Select Board has been following the work of the committee closely, given the importance and ramifications for years to come of decisions made about this new middle school project.

The Select Board has also received significant community correspondence and feedback, particularly since the MSBC initially approved the education space plan and has engaged in more specific discussions about possible space additions/changes and the projected budget for the project. We applaud both the level of community engagement and the deliberative process of the MSBC in its responsiveness to feedback received.

That said, the Select Board is keenly aware of the public's concern about the impact a project of this magnitude will have on residents' annual tax bill for a minimum of 20 years and strongly encourages the MSBC to target a total project budget of \$100 million to the extent possible. Integral to this recommendation is an understanding that the committee will make the hard decisions it must while genuinely being open to the community feedback received to date. This may also include possible modifications to the building/educational space plan as needed. The Select Board will continue to encourage additional discussion among the School, Town, and finance entities regarding funding mechanisms for the new middle school project.

Cognizant of the fact that the MSBC hopes to soon move into the feasibility study phase of its tasks where more design details to inform its decisions will be available, we have nonetheless given this recommendation in the spirit of getting us to successful project adoption in the future. Committee members' continued stance to work through key decisions together, with compromise where necessary, is the path to this goal.

We thank you for all your due diligence in pursuing the charge of this committee and look forward to a new middle school building project to support Concord's expectations for a strong educational program and excellence in student learning outcomes.

Concord Middle School Building Committee
Meeting Minutes
May 20, 2021
Revision June 3, 2021

PRESENT: Laurie Hunter, Dawn Guarriello, Court Booth, Pat Nelson, Matt Root, Charles Parker, Stephen Crane, Frank Cannon, Jared Stanton, Chris Popov, Jon 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

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

Matt Johnson requested revisions to the April 29 meeting minutes as follows:

- 1.) Clarification between Dean Banfield GSF number and Kristen NSF response.
- 2.) Mary Hartman noted \$108 was not presented at Town Meeting.

Matt Johnson made a motion to approve the April 15, 2021 minutes as distributed on April 28, 2021. Seconded by Heather Bout. Motion carried unanimously.

The minutes of April 29 and May 6, 2021 to be approved at the next meeting.

Correspondence

Ms. Guarriello noted emails of support and thankfulness of the committee's continued efforts.

Ms. Bout communicated consideration of hard-wiring the building and suggestions for space planning. The next public forum is June 7th at 7:00pm. The new website (<https://www.cmsbuildingproject.org/>) and Q&A is almost complete and will be launched soon.

Ms. Guarriello thanked the team for their transparency, openness and willingness to share.

Schematic Design Overview

Ms. Guarriello noted that a huge milestone was met with the completion of the feasibility study and movement into the schematic design.

Mr. Johnson noted that the committee needs a revised space summary/template to close the loop on the Feasibility Study. Other items to be studied in Schematic Design includes the square footage of the gym, auditorium and simplification of design.

Charlie Parker reiterated that the target budget is \$100M given the feedback from the Finance Committee and Select Board.

Ms. Guarriello stated that she is not comfortable cutting more space. Charlie Parker agreed that the space summary is final.

Kristen Olsen of SMMA presented on the Schematic Design Overview noting the committee did achieve the earlier release of Schematic Design. There was a desire to follow the MSBA process which includes expansion potential and locations. The important Schematic Design Phase decisions include many different building design elements like programmatic adjacencies, entrances and exits. For site plan, the parking count, drive ways and circulation. Exterior and interior design, includes life cycle cost analysis, materials and aesthetics. SMMA will continue to look into the EZ code goals set forth by the sustainability subcommittee and will be looking at VRF as the baseline. Lastly, a deeper dive into safety and security measures with Fire and Police department.

Review of SD Deliverables

The floor plans for schematic designs are just floor plans, that captures space and systems decisions. The goal is to have sufficient detail in the drawings, specifications and Schematic Design report to give the estimators information for a good road map for Design Development. SMMA will also be working with the committee on a Value Engineering (VE) list and will have adds and deducts. Ms. Guarriello noted it is typical for MSBA to have a VE list as part of the process. VE list is constantly changing and throughout all the phases.

Matt Root asked when the next estimate will be published to the committee. Kristen noted that the full estimate would happen in October 2021.

Court Booth questioned the \$555/sqf. Ms. Olsen noted that the \$555/sqf will expand and contract until October 2021 when the budget and scope is finalized for SBC acceptance and Town Vote.

Kristen and Ian clarified that \$559 is the actual cost estimate per SF and \$555 is the target SF.

Feasibility study design contingency is 12% and the SD contingency may drop to 10% or less depending on the comfortability of the estimators with the defined scope.

Mr. Parker questioned if the VE includes large design features such as the bridge. Ms. Olsen noted it is usually not included because it cause program impacts. The floor plan development and re-massing of the building will be completed in early SD and should not be included in the VE list.

Work Plan and Focus Groups

Phil Poinelli will be conducting outreach through questionnaires and teach meeting to better flush out and define the educational programming. Room data sheets will be utilized for this type of design development as well.

Mr. Johnson asked what space summary will be shown to the public in June. Ms. Olsen noted the space summary will include all the items discussed in March and the removal of the maker spaces and alt PE as well as increase in auditorium and gym sizes.

Mr. Johnson reiterated that feasibility deliverables need to be completed and issued at this time. Ms. Guarriello noted currently SMMA is carrying 12 sqf/seat for auditorium and for the gym is between 9-10k net. Kristen Olsen noted this is an evolving process and SMMA will present a range and work with the committee on cost and budget.

Ms. Olsen noted SMMA typically collects additional information with focus groups based on area of expertise for the SD phase. The suggested groups include the site design, exterior and interior design, FF&E & technology, MEP & Sustainability, and Safety & Security (typically only 2 meetings). The exterior and interior design focus group rhythm meets every three weeks.

Educational Programming

Ms. Olsen noted the Educational Programming was discussed in length previously.

The School Building Committee should continue to meet monthly.

Ms. Guarriello noted that the focus groups do not have a chair. The design team facilitates the meetings, gathers information, discussed options, and helps to arrive at decisions. Hill and SMMA will partner to ensure that requests are reasonable.

Discussion ensued.

Pat noted there is interest from the community on hardwire technology vs wireless. SMMA will review the comments and would look into the town and school policies to ensure there is consensus around the approach. These decisions will be made by the committee. This would be in the FFE and technology focus group.

Kristen Olsen noted planning board liaison involvement is very helpful.

Matt Root asked to talk more about the difference between focus groups and subcommittees. If a subcommittee makes a recommendation, does the subcommittee attend the focus groups. Kristen noted many of the subcommittee members may be involved in the working group. Working groups are usually not public meetings and working through design details. The focus groups are usually town and/or school employees. The focus groups would be posted. SMMA will work with Dr. Hunter and Stephen Crane on who the core group is and who should be involved in the focus groups.

Court Booth expressed concern with transparency and open meeting law noting everything the committee does is transparent.

Dr. Hunter asked if there is a way to keep the committee updated without slowing down the process.

Ian Parks of Hill noted during the feasibility phase, it is looking at the big picture of the project. As the project moves into Schematic Design, SMMA be bringing their expertise and facilitating the focus groups.

Stephen Crane commented on town staffing involvement. Wastewater management/septic system discussion will include CPW or waste water management team but are not part of the committee is an example of focus group discussion.

Chris Popov questioned if other towns have concerns about what is discussed and decided in focus groups.

Stephen Crane noted security focus group may not be public with specific details of the system but there could be community input.

Charlie Parker asked about governance.

Matt Johnson mentioned about open meeting law.

Frank Cannon believes the architects are responsible for the design and the committee should not be in designing the building.

Matt Johnson stated it makes sense for SMMA to lead the process and meet with the experts. The safest process would be following the subcommittee structure with the understanding that the agenda item would be interviewing focus various groups.

Jon Harris noted the focus groups seem to be fact finding and any decisions that need to be made should be brought to the subcommittees to vote on.

Kristen would like to entertain a motion for the focus groups to comprise a volunteers and experts, as required by each of their subject matters. The focus groups will be posted publically, recorded and the minutes will be made public as appropriate for safety and security. This will occur over the court of Schematic Design. School Building Committee meetings will take place monthly with updates from all of the focus group meetings At the conclusion of Schematic Design before estimating set is put out for estimating, the subcommittees will meet and review the process and recommendations and ensure if it is consistent with the direction at end of feasibility and the goals. Heather Bout moves the motion. Dr. Hunter seconded. No discussion. Motion passed with 15 vote in favor and 1 opposed, Stephen Crane abstained.

Next Steps

Next meeting will be Thursday, June 3rd.

New Business

No new business.

Public Comment

Dean Banfield, 73 Walden Terrace, noted sending an email to the committee that the administrators is sacrificing two important spaces and suggests if other work or alternatives could be done to manipulate the space summary to save the two spaces with the designers.

Dorrie Kehoe is concerned about clarity from Finance and Select Board to the committee that \$100M is the goal. At the Public Forum in June, the committee should have nailed down what you want and what the gym looks like as it will be an on-going topic.

Adjournment

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

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

https://www.youtube.com/watch?v=sbkE75Q_PbU&list=PL1TTzrWEKOOkQSCY4ADcNvk7hoJ9_lrH8&index=1

SD Phase Decisions

Building Design

- Programmatic Adjacencies
- Entries and Exits
- Expansion potential and locations

Site Plan Design

- Parking count
- Driveways and circulation
- Fields and Program

Exterior and Interior Design

- Exterior material selections in general
- Interior material selections in general

MEP Systems design concepts & Sustainability Options

- Refine preferred system types
- Extent of Air Conditioning
- Sustainability options
 - i. Rainwater harvesting
 - ii. Solar panels
 - iii. EV Charging Stations
 - iv. Other

Safety and Security design

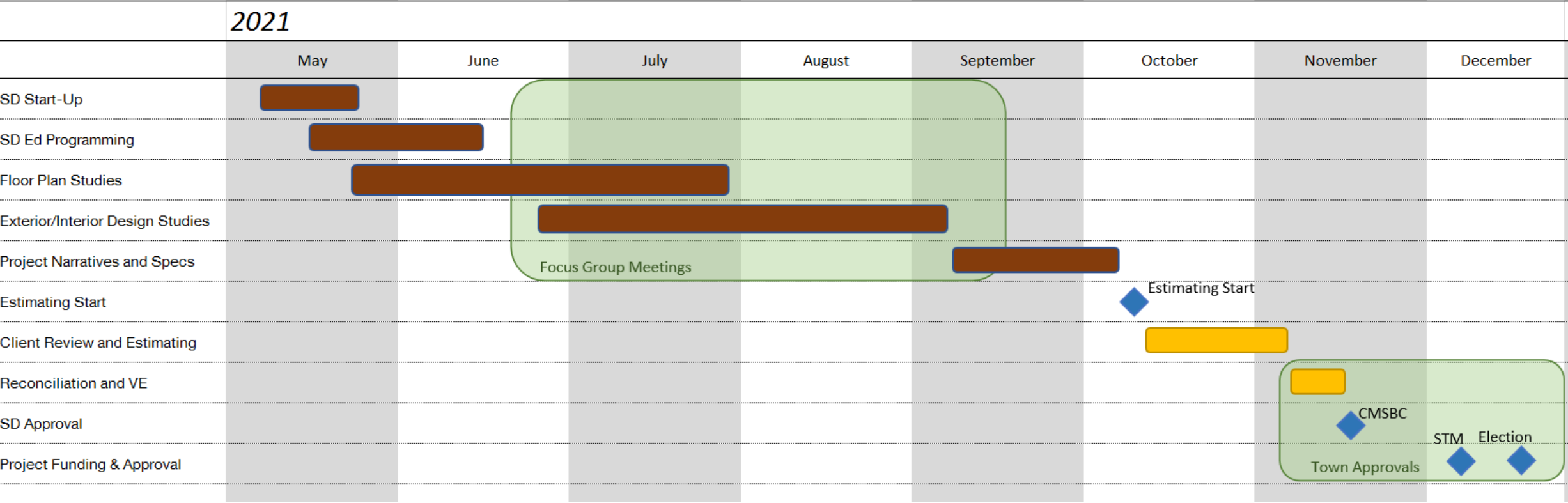
- Passive and active safety and security measures

Schematic Design Deliverables

- Drawings
 - Site (Civil and Landscape)
 - Architectural Floor Plans
 - Location of Mechanical Equipment
- Specifications (Unifomat)
- Schematic Design Report
 - Design team narratives
 - Sustainability narrative including, preliminary Life Cycle Cost Analysis
 - Final Space Summary
 - Ed Plan – annotated by design team with design response
 - Any new or updated existing conditions reports finalized during Schematic Design
 - Room Data Sheets
 - Department of Elementary and Secondary Education (DESE) Submission

Timeline

CMS Work Plan
5/17/2021



Focus Groups

- Site design focus group

Development of SD design for traffic and circulation. Includes conversations about parking and off-site improvements and coordination with Town Departments.

- Exterior & Interior design focus group

Review exterior design concepts including composition of form and material selections such as brick, precast, metal panels etc. Review the design concepts of the large spaces such as the Gymnasium, Auditorium, Dining Commons and Media Center as well as a typical classroom, Administration and typical corridors. Review of the products and materials selected for finishes such as flooring, tile, ceilings, paint colors, etc.

- FF&E & Technology design focus groups

Development of the SD budget and focus on the type and quantity of FF&E planned as well as review of proposed equipment selection. Development of the SD technology budget and general technology deployment objectives including system and product.

Focus Groups

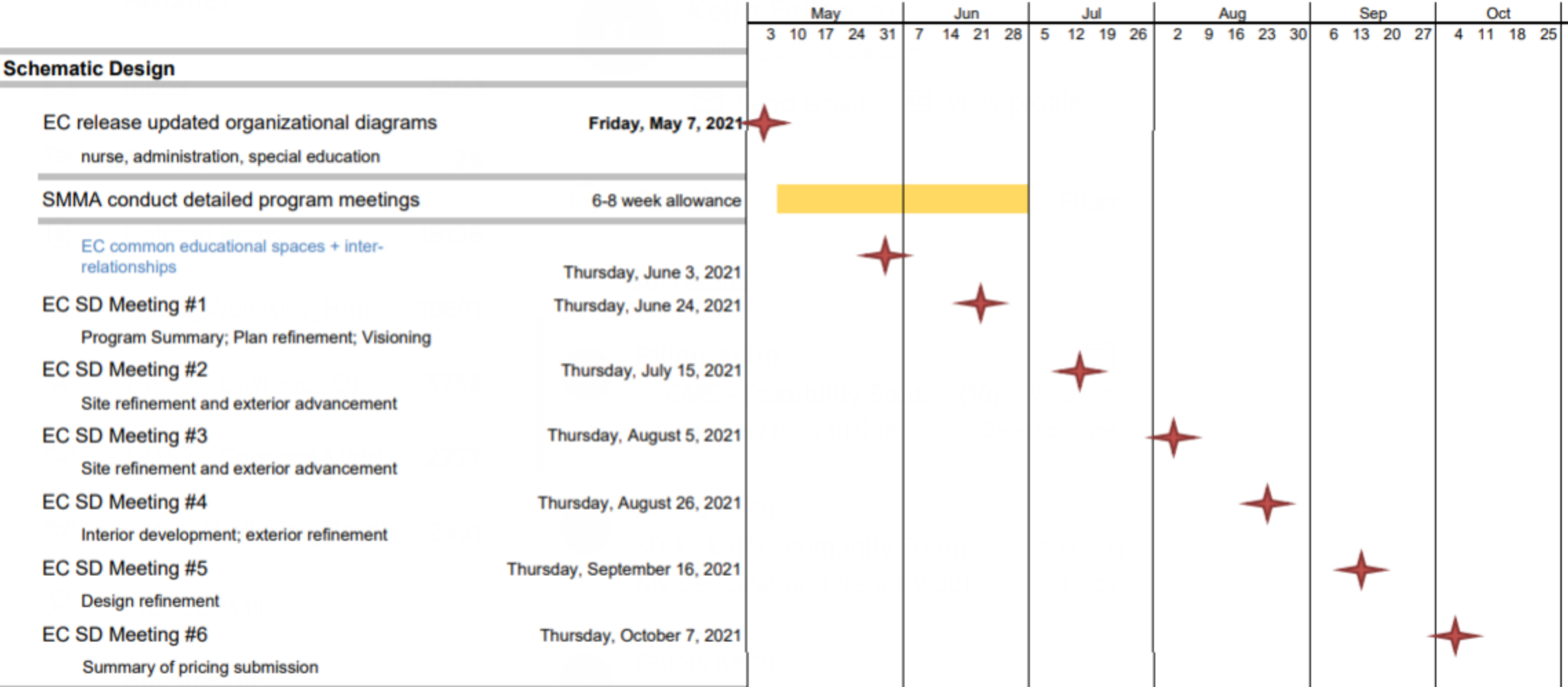
- **MEP & Sustainable design focus groups**

Selection of preferred MEP systems. Review sustainable design features and components which increase the energy efficiency and water reduction within the building, product selection for low and no VOC and renewable materials; and site design and landscape features which contribute to environmentally friendly design.

- **Safety & Security focus group**

Selection of preferred Safety and Security systems. This will include passive and active security measures, fire alarm/panel, bi-directional antenna (BDA) discussion, and access control.

Exterior / Interior Design Focus Group



SD Phase Educational Programming

- Questionnaires to School Staff
 - How teaching takes place in rooms/teams
 - Adjacencies and location in building
 - Room Fit-out (furniture, technology)
 - Operable walls types and locations
 - Use of Team Commons
- Follow-up Meetings with Staff
 - Discussion of questionnaire findings and open items
- Updates to Floor Plans
- Updates to Space Summary

