



# **Concord Middle School Project**

## **Project Manager Report**

### **December 2021**





## **CONCORD MIDDLE SCHOOL PROJECT**

### **PROJECT MANAGER'S REPORT DECEMBER 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 **December 2021**.

### Project Progress

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

Hill and SMMA attended School Building Committee (SBC) meetings on December 2<sup>nd</sup> and December 9<sup>th</sup> to further review Value Management and re-cap costs for the Warrant Article. Hill and SMMA attended the Town of Concord Tri-Board Meeting (School Building Committee, Finance Committee, and Select Board) on December 16, 2022. Hill and SMMA also met weekly to coordinate work tasks and deliverables to the SBC and subcommittees.

### Milestones

The following milestones were achieved during the month of December 2021:

- At the December 2<sup>nd</sup> SBC meeting, the project team evaluated value management (VM) line items pertaining to topsoil and suitable fill. SMMA presented potential locations to stockpile topsoil and suitable fill. After some research, SMMA believed the Nuclear Metals Inc. Superfund Site would be the most feasible site to stockpile soil temporarily. However, Hill and SMMA recommended against taking additional savings in value management until further analysis of existing soil conditions is completed in early 2022. The SBC voted to maintain the previously accepted partial savings on the VM log items pertaining to assumptions for the removal of topsoil and suitable fill. The SBC rejected adding enhanced ventilation by means of increasing the size of DOAS rooftop units but resolved to pursue some enhanced ventilation by other means as recommended by SMMA.
- At the December 9<sup>th</sup> SBC meeting, Hill and SMMA presented a cost update including accepted value management to date. SMMA reported the slight increase in the A&E budget reflected in finalized proposals from sub-consultants. The SBC voted to recommend an amended value of \$102,815,697 for the warrant article at the Special Town meeting.
- Contract amendments for extended services in Feasibility and Schematic Design Phase in 2021 for both Hill International and SMMA were resolved and executed in the month of December 2021.
- SMMA issued a Feasibility re-start summary on December 14<sup>th</sup>, 2021 detailing extended Feasibility Phase review and decisions made November 2020 through May 2021.

Milestones projected for the coming months are:

- Special Town Meeting
- Special Town Election
- Begin Design Development

### Issues

- Estimated project costs remain at the top of the revised total project budget.
- Hill and SMMA contract amendments through Construction/Close-out

# Town of Concord

## Concord Middle School Project



### **Schedule**

Major milestones are as follows:

■ OPM Selection	Completed Aug. 28 <sup>th</sup> , 2019
■ Designer Selection	Completed Nov. 18 <sup>th</sup> , 2019
■ Feasibility Study	Completed April 29 <sup>th</sup> , 2021
■ Schematic Design	Completed November 5 <sup>th</sup> , 2021
■ Special Town Meeting	January 20 <sup>th</sup> , 2022
■ Town Vote	February 3 <sup>rd</sup> , 2022
■ Design Development	See attached schedule
■ 60% Contract Documents	See attached schedule
■ 90% Contract Documents	See attached schedule
■ 100% Contract Documents	See attached schedule
■ Bidding	See attached schedule
■ Construction	See attached schedule
■ Substantial Completion (New Building)	See attached schedule
■ Demolition of Existing Building and Add New Fields	See attached schedule
■ Closeout	See attached schedule

### **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.

# Town of Concord

## Concord Middle School Project



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 to further study these additional scope options.

In June 2021, the Project Team continued to monitor cost projections given the fluctuation of the building gross square footage from design iterations. Steps were taken to minimize the cost impact due to the increased gym and auditorium size. Total project cost projections currently range from \$100.8M to \$102.4M.

In July 2021, the total project cost fluctuated from \$101.5M to \$100.3M with continued changes to the building gross square footage. Market conditions and schedule can continue to impact cost and will be monitored and reported accordingly.

In September 2021, the estimated total project cost was adjusted from \$100.3M to 101.2M with the assumed construction start date being pushed back from March 2023 to May 2023. This change in schedule resulted in an estimated 1% escalation increase to 8% to 9% resulting in the total budget increase.

In November 2021, the School Building Committee voted on a value not-to-exceed \$103,700,000 for the January 2022 warrant article. As a result, total project budget was increased to \$105.2M including the \$1.5M initial appropriation for Feasibility and Schematic Design.

In December 2021, the School Building Committee voted to recommend an amended value of \$102,815,697 for the warrant article at the Special Town meeting, realizing value management savings. As a result, total project budget was decreased to \$104,315,697 including the \$1.5M initial appropriation for Feasibility and Schematic Design.

### **Cash Flow**

Total project budget is \$104,315,697.

Total encumbered to date is \$1,500,000.

Total spent on construction to date is \$0.00.

Total spent to date is \$1,163,736, 76% 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

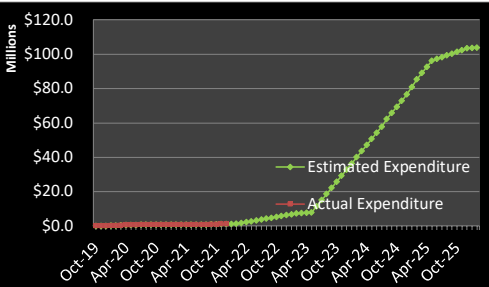


Town of Concord  
Concord Middle School  
Project Dashboard

December 31, 2021

EXECUTIVE SUMMARY



Project Accomplishments this Month					Current Issues & Areas of Focus			Current Progress Photos			
<p>At the December 2nd School Building Committee meeting, the SBC voted not to take any further savings from the Value Management log items pertaining to the removal of topsoil and suitable fill, consistent with concerns from SMMA and Hill.</p> <p>The SBC also voted not to pursue enhanced ventilation by means of altering the size of the DOAS systems, but agreed to pursue enhancing ventilation through other means as the design progresses.</p> <p>At the December 9th, SBC meeting, Hill and SMMA presented slides recapping accepted value management and cost to be presented as the warrant article. The total project budget was adjusted to \$104,315,697 as a result of the SBC vote to amend the warrant article presented at the Special Town Meeting to \$102,815,697.</p>					<p>COVID-19 Pandemic Special Town Meeting Special Town Vote</p> <p>Hill and SMMA Contract Amendments through Construction/Close-out</p>						
Projected Major Tasks next Month											
Special Town Meeting Special Town Vote											
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	11/5/2021	Contractor's WBE/MBE	10.4%	TBD				
Town Meeting (Proposed)	1/20/22	1/20/22									
Town Vote (Proposed)	2/3/22	2/3/22									
Design Development / Contract Documents	2/7/22	2/22/23									
Bidding	10/24/22	4/23/23									
Construction	5/9/23	12/10/24									
Punch List & Move-in	12/11/24	4/11/25									
Demolition Existing Building	4/15/25	9/12/25									
Closeout	9/12/25	1/15/26									
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	\$ 80,000,000	\$ 772,477	\$ 80,772,477	\$ -	\$ 80,772,477	\$ -	\$ 80,772,477	\$ -	\$ 80,772,477	\$ -	
Design Services	\$ 8,281,000	\$ 936,347	\$ 9,217,347	\$ 1,121,847	\$ 8,095,500	\$ -	\$ 9,217,347	\$ 858,440	\$ 8,358,907	\$ -	
Administrative	\$ 4,279,595	\$ 607,638	\$ 4,887,233	\$ 383,653	\$ 4,503,580	\$ -	\$ 4,887,233	\$ 305,296	\$ 4,581,937	\$ -	
FF&E	\$ 2,677,500	\$ (52,500)	\$ 2,625,000	\$ -	\$ 2,625,000	\$ -	\$ 2,625,000	\$ -	\$ 2,625,000	\$ -	
SUBTOTAL	\$ 95,238,095	\$ 2,263,962	\$ 97,502,057	\$ 1,505,500	\$ 95,996,557	\$ -	\$ 97,502,057	\$ 1,163,736	\$ 96,338,321	\$ -	
Construction Contingency (Hard Cost)	\$ 4,000,000	\$ 38,624	\$ 4,038,624	\$ -	\$ 4,038,624	\$ -	\$ 4,038,624	\$ -	\$ 4,038,624	\$ -	
Owner's FFE Contingency	\$ -	\$ 2,019,312	\$ 2,019,312	\$ -	NA	NA	NA	\$ -	NA	\$ -	
Owner's Contingency (Soft Cost)	\$ 761,905	\$ (6,201)	\$ 755,704	\$ -	\$ 755,704	\$ -	\$ 755,704	\$ -	\$ 755,704	\$ -	
SUBTOTAL	\$ 4,761,905	\$ 2,051,735	\$ 6,813,640	\$ -	\$ 4,794,328	\$ -	\$ 4,794,328	\$ -	\$ 4,794,328	\$ -	
PROJECT TOTAL	\$ 100,000,000	\$ 4,315,697	\$ 104,315,697	\$ 1,505,500	\$ 100,790,885	\$ -	\$ 102,296,385	\$ 1,163,736	\$ 101,132,649	\$ -	
Project Budget Transfers										N/A	





# Project Cash Flow

December 31, 2021

# Concord Middle School Estimated Project Cash Flow



	Month	OPM + Commissioning	Designer & Consultants	FF&E & Misc. Admin.	Construction	Contingency	Estimated Expenditures	Actual Expenditures	Estimated Cumulative Expenditures	Actual Cumulative Expenditures
Feasibility Study	1	Oct-19	\$25,110				\$25,110	\$25,110	\$25,110	\$25,110
	2	Nov-19	\$34,595				\$34,595	\$34,595	\$59,705	\$59,705
	3	Dec-19	\$20,660				\$20,660	\$20,660	\$80,365	\$80,365
	4	Jan-20	\$12,565	\$75,645			\$88,210	\$88,210	\$168,575	\$168,575
	5	Feb-20	\$16,445	\$151,290			\$167,735	\$167,735	\$336,310	\$336,310
	6	Mar-20	\$25,890	\$75,645			\$101,535	\$101,535	\$437,845	\$437,845
	7	Apr-20	\$34,480	\$75,645			\$110,125	\$110,125	\$547,970	\$547,970
	8	May-20	\$50,035	\$50,430			\$100,465	\$100,465	\$648,435	\$648,435
Pause	9	Jun-20	\$33,130	\$40,344			\$73,474	\$73,474	\$721,909	\$721,909
	10	Jul-20	\$15,520				\$15,520	\$15,520	\$737,429	\$737,429
	11	Aug-20	\$3,785				\$3,785	\$3,785	\$741,214	\$741,214
	12	Sep-20	\$720				\$720	\$720	\$741,934	\$741,934
	13	Oct-20	\$2,590				\$2,590	\$2,590	\$744,524	\$744,524
	14	Nov-20					\$0	\$0	\$744,524	\$744,524
Restart Feasibility Study	15	Dec-20	\$16,798				\$16,798	\$16,798	\$761,322	\$761,322
	16	Jan-21					\$0	\$0	\$761,322	\$761,322
	17	Feb-21					\$0	\$0	\$761,322	\$761,322
	18	Mar-21					\$0	\$0	\$761,322	\$761,322
	19	Apr-21					\$0	\$0	\$761,322	\$761,322
Schematic Design	20	May-21					\$0	\$0	\$761,322	\$761,322
	21	Jun-21		\$2,400			\$2,400	\$2,400	\$763,722	\$763,722
	22	Jul-21		\$69,318			\$69,318	\$69,318	\$833,040	\$833,040
	23	Aug-21		\$69,318			\$69,318	\$69,318	\$902,358	\$902,358
	24	Sep-21		\$69,318			\$69,318	\$69,318	\$971,676	\$971,676
	25	Oct-21		\$73,918			\$73,918	\$73,918	\$1,045,594	\$1,045,594
	26	Nov-21		\$57,765			\$57,765	\$57,765	\$1,103,359	\$1,103,359
Town Process	27	Dec-21	\$18,016	\$42,361			\$60,377	\$60,377	\$1,163,736	\$1,163,736
	28	Jan-22	\$78,353	\$7,202			\$85,555	\$0	\$1,249,291	
Design Development & Construction Documents	29	Feb-22	\$53,017				\$53,017	\$0	\$1,302,308	
	30	Mar-22	\$53,017	\$436,495			\$489,512	\$0	\$1,791,820	
	31	Apr-22	\$53,017	\$436,495			\$489,512	\$0	\$2,281,332	
	32	May-22	\$53,017	\$436,495			\$489,512	\$0	\$2,770,844	
	33	Jun-22	\$47,017	\$436,495			\$483,512	\$0	\$3,254,356	
	34	Jul-22	\$107,867	\$424,658	\$16,667		\$549,191	\$0	\$3,803,547	
	35	Aug-22	\$56,117	\$424,658	\$16,667		\$497,441	\$0	\$4,300,989	
	36	Sep-22	\$55,207	\$424,658	\$16,667		\$496,531	\$0	\$4,797,520	
	37	Oct-22	\$55,207	\$424,658	\$29,795		\$509,660	\$0	\$5,307,179	
	38	Nov-22	\$55,207	\$424,658	\$7,143		\$487,007	\$0	\$5,794,187	
	39	Dec-22	\$99,207	\$424,658	\$7,143		\$531,007	\$0	\$6,325,194	
	40	Jan-23	\$62,857	\$424,658	\$7,143		\$494,657	\$0	\$6,819,851	
	41	Feb-23	\$57,820	\$424,665	\$7,143		\$489,627	\$0	\$7,309,479	
Bid	42	Mar-23	\$68,030	\$127,350	\$7,143		\$202,523	\$0	\$7,512,002	
	43	Apr-23	\$106,980	\$127,350	\$7,143		\$241,473	\$0	\$7,753,474	
	44	May-23	\$80,630	\$96,200	\$7,143		\$183,973	\$0	\$7,937,447	
	45	Jun-23	\$99,130	\$96,200	\$8,333	\$3,094,687	\$272,669	\$3,571,019	\$0	\$11,508,467
	46	Jul-23	\$100,630	\$96,200	\$8,333	\$3,094,687	\$272,669	\$3,572,519	\$0	\$15,080,986
	47	Aug-23	\$94,880	\$96,200	\$8,333	\$3,094,687	\$272,669	\$3,566,769	\$0	\$18,647,756
	48	Sep-23	\$94,880	\$96,200	\$8,333	\$3,094,687	\$272,669	\$3,566,769	\$0	\$22,214,525
	49	Oct-23	\$94,880	\$96,200	\$8,333	\$3,094,687	\$272,669	\$3,566,769	\$0	\$25,781,294
	50	Nov-23	\$94,880	\$96,200	\$8,333	\$3,094,687	\$272,669	\$3,566,769	\$0	\$29,348,064

December 31, 2021

**Concord Middle School**  
**Estimated Project Cash Flow**

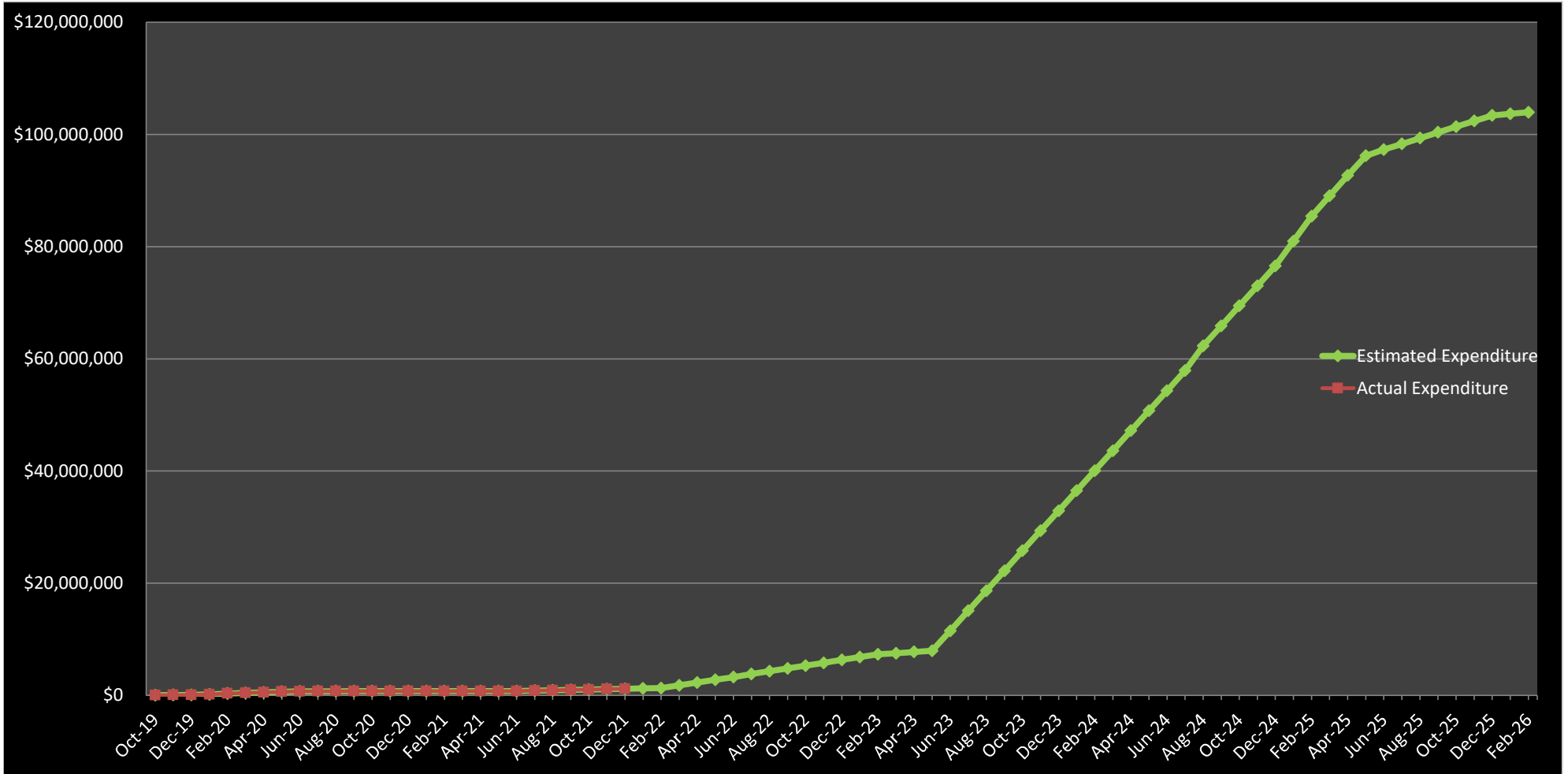


	Month	OPM + Commissioning	Designer & Consultants	FF&E & Misc. Admin.	Construction	Contingency	Estimated Expenditures	Actual Expenditures	Estimated Cumulative Expenditures	Actual Cumulative Expenditures
Construction Phase 1 (New School)	51 Dec-23	\$94,880	\$96,200	\$8,333	\$3,094,687	\$272,669	\$3,566,769	\$0	\$32,914,833	
	52 Jan-24	\$94,880	\$96,200	\$8,333	\$3,094,687	\$272,669	\$3,566,769	\$0	\$36,481,603	
	53 Feb-24	\$94,880	\$96,200	\$8,333	\$3,094,687	\$272,669	\$3,566,769	\$0	\$40,048,372	
	54 Mar-24	\$94,880	\$96,200	\$8,333	\$3,094,687	\$272,669	\$3,566,769	\$0	\$43,615,141	
	55 Apr-24	\$94,880	\$96,200	\$8,333	\$3,094,687	\$272,669	\$3,566,769	\$0	\$47,181,911	
	56 May-24	\$94,880	\$96,200	\$8,333	\$3,094,687	\$272,669	\$3,566,769	\$0	\$50,748,680	
	57 Jun-24	\$94,880	\$96,200	\$8,333	\$3,094,687	\$272,669	\$3,566,769	\$0	\$54,315,450	
	58 Jul-24	\$94,880	\$96,200	\$8,333	\$3,094,687	\$272,669	\$3,566,769	\$0	\$57,882,219	
	59 Aug-24	\$81,380	\$96,200	\$887,500	\$3,094,687	\$272,669	\$4,432,436	\$0	\$62,314,655	
	60 Sep-24	\$81,380	\$96,200	\$12,500	\$3,094,687	\$272,669	\$3,557,436	\$0	\$65,872,091	
	61 Oct-24	\$81,380	\$96,200	\$12,500	\$3,094,687	\$272,669	\$3,557,436	\$0	\$69,429,527	
	62 Nov-24	\$81,380	\$96,200	\$12,500	\$3,094,687	\$272,669	\$3,557,436	\$0	\$72,986,963	
	63 Dec-24	\$81,380	\$96,200	\$12,500	\$3,094,687	\$272,669	\$3,557,436	\$0	\$76,544,400	
	64 Jan-25	\$81,380	\$96,200	\$887,500	\$3,094,687	\$272,669	\$4,432,436	\$0	\$80,976,836	
	65 Feb-25	\$81,380	\$96,200	\$887,500	\$3,094,687	\$272,669	\$4,432,436	\$0	\$85,409,272	
	66 Mar-25	\$81,380	\$96,200	\$87,500	\$3,094,687	\$272,669	\$3,632,436	\$0	\$89,041,708	
	67 Apr-25	\$81,380	\$96,200	\$87,500	\$3,094,687	\$272,669	\$3,632,436	\$0	\$92,674,144	
Phase 2 (Demo & Fields)	68 May-25	\$81,380	\$57,143	\$12,500	\$3,094,687	\$272,669	\$3,518,379	\$0	\$96,192,523	
	69 Jun-25	\$81,380	\$57,143	\$58,538	\$857,143	\$34,388	\$1,088,592	\$0	\$97,281,114	
	70 Jul-25	\$77,780	\$57,143		\$857,143	\$34,388	\$1,026,454	\$0	\$98,307,568	
	71 Aug-25	\$77,780	\$57,143		\$857,143	\$34,388	\$1,026,454	\$0	\$99,334,022	
	72 Sep-25	\$77,780	\$57,143		\$857,143	\$34,388	\$1,026,454	\$0	\$100,360,475	
	73 Oct-25	\$68,800	\$57,143		\$857,143	\$34,388	\$1,017,474	\$0	\$101,377,949	
	74 Nov-25	\$60,255	\$57,143		\$857,143	\$34,388	\$1,008,929	\$0	\$102,386,877	
Closeout	75 Dec-25	\$56,055	\$41,667		\$857,143	\$34,388	\$989,252	\$0	\$103,376,130	
	76 Jan-26	\$47,705	\$41,667		\$166,667	\$28,877	\$284,915	\$0	\$103,661,045	
	77 Feb-26	\$41,855	\$41,667		\$166,667		\$250,188	\$0	\$103,911,233	
	78 Mar-26	\$38,355	\$41,667		\$166,647		\$246,668	\$0	\$104,157,902	
	79 Apr-26	\$28,407	\$41,667				\$70,074	\$0	\$104,227,975	
	80 May-26	\$25,060	\$41,667				\$66,727	\$0	\$104,294,702	
	81 Jun-26	\$20,995					\$20,995	\$0	\$104,315,697	
	82 Jul-26						\$0	\$0	\$104,315,697	
	83 Aug-26						\$0	\$0	\$104,315,697	
	84 Sep-26						\$0	\$0	\$104,315,697	
	Subtotal for FY '19	\$252,910	\$468,999	\$0	\$0	\$0	\$721,909			
	Subtotal for FY '20	\$39,413	\$2,400	\$0	\$0	\$0	\$41,813			
	Subtotal for FY '21	\$355,454	\$2,135,180	\$0	\$0	\$0	\$2,490,634			
	Subtotal for FY '22	\$904,259	\$3,844,367	\$138,128	\$3,094,687	\$272,669	\$8,254,110			
	Subtotal for FY '23	\$1,144,310	\$1,154,401	\$100,000	\$37,136,249	\$3,272,024	\$42,806,983			
	Subtotal for FY '24	\$990,060	\$1,076,286	\$2,966,871	\$34,898,704	\$3,033,743	\$42,965,665			
	Subtotal for FY '25	\$620,827	\$535,714	\$0	\$5,642,837	\$235,204	\$7,034,583			
	TOTAL	\$4,307,233	\$9,217,347	\$3,205,000	\$80,772,477	\$6,813,640	\$104,315,697			



December 31, 2021

Town of Concord  
Concord Middle School  
Estimated Project Cash Flow Graph





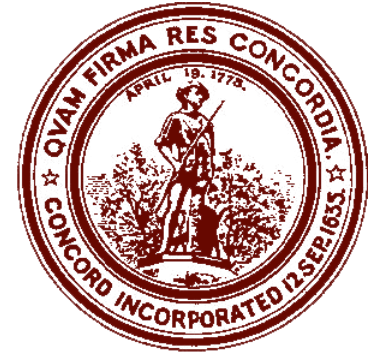
# Schedule Update





# Cost Analysis

# Design Development through Construction



**01 Nov 2021** – Schematic Design Reconciled Estimate **\$82,512,622**

**12 Nov 2021** – CSMBC accepted Value Management **-\$ 912,147**

**19 Nov 2021** – CSMBC accepted Value Management **-\$ 827,988**

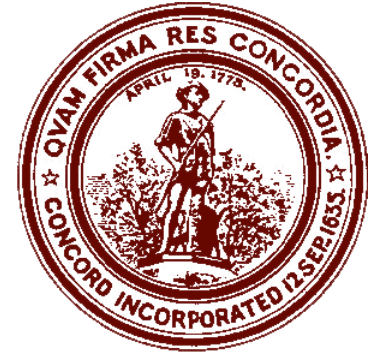
**02 Dec 2021** – CSMBC accepted Value Management **-\$ 0**

**VM Subtotal = -\$ 1,740,145**

**Final SD Construction Budget = \$80,772,477**



# Design Development through Construction



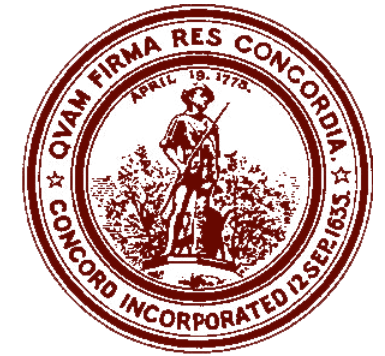
Architecture & Engineering	<b>\$8,095,500</b>
OPM & Administration	<b>\$4,503,580</b>
Furniture & Technology	<b><u>\$2,625,000</u></b>
<b>Subtotal</b>	<b>= \$15,224,080</b>

Construction Contingency	<b>\$4,038,624</b>
Owner's Contingency	<b><u>\$ 761,204</u></b>
<b>Subtotal</b>	<b>= \$4,799,828</b>

**Final DD through CA Budget =**  
**\$100,796,385**

Bidding Contingency (2.5%)	<b><u>\$ 2,019,312</u></b>
<b>Total</b>	<b>= \$102,815,697</b>

# Summary of Recommendations & Votes



**08 Nov 2021** – **Selectboard** – Not to Exceed  
recommendation for Warrant **\$104,000,000**

**12 Nov 2021** – **CMSBC** – Vote for Warrant Article **\$103,700,000**

**09 Dec 2021** – **CMSBC** – Vote for Warrant Article  
amendment at Special Town Meeting  
**\$TBD**

December 7, 2021



## Concord Middle School

### Estimated Cost for Warrant Article / Feb 3rd Town Vote

Description	Warrant Article Cost
<b>20 Construction</b>	
Schematic Design Reconciled Estimate	\$82,512,622
VM Accepted @ Nov 12 CMSBC Meeting	-\$912,147
VM Accepted @ Nov 18 CMSBC Meeting	-\$827,998
VM Accepted @ Dec 2 CMSBC Meeting	\$0
VM Subtotal	-\$1,740,145
<b>Final SD Construction Estimate with VM Accepted</b>	<b>\$80,772,477</b>
<b>30 Architectural &amp; Engineering</b>	
Designer - Basic Services	\$7,180,000
Geotechnical Engineering CA	\$205,000
Geoenvironmental Engineering-allowance	\$185,000
Site Survey	\$20,000
Survey of Existing Conditions / Wetlands	\$0
Hazardous Materials	\$145,000
A&E Sub Consultants	\$70,500
Other Reimbursable Costs	\$20,000
Printing (Over the Minimum)	\$20,000
Testing & Inspections	\$250,000
Subtotal	<b>\$8,095,500</b>
<b>40 Administrative Costs</b>	
Owner's Project Manager Basic Services	\$3,643,580
Commissioning Agent	\$280,000
Advertising	\$30,000
Other Administrative Costs	\$50,000
Other Project Costs (Moving)	\$200,000
Utility Fees	\$300,000
Legal	\$0
Subtotal	<b>\$4,503,580</b>
<b>50 Furniture, Fixtures and Equipment</b>	
Furniture, Fixtures and Equipment	\$1,365,000
Security	\$0
Technology	\$1,260,000
Subtotal	<b>\$2,625,000</b>
<b>70 Contingency</b>	
Construction Contingency (5% Hard Costs)	\$4,038,624
Owner's Contingency (5% Soft Costs)	\$761,204
Subtotal	<b>\$4,799,828</b>
<b>Sub-Total</b>	<b>\$100,796,385</b>
Owner's Bid Contingency (2.5% Hard Costs)	\$2,019,312
<b>Total</b>	<b>\$102,815,697</b>

Note: Excludes \$1.5M initial funding for Feasibility and Schematic Design Phase



# Design Progress



Value Management Log

Schematic Design Documents

A	B	C	D	E	F			G	H	I	J	K	L	M	N	O	P
Item #	Ext.	VE/VM Item	Discipline/Trade	Ed Prog. Impact	Sustain. Impact	Maint. Impact	Quality of Space Impact	Risks/Impacts	Comments/Details	Ball In Court	Estimated Value (PM+C)	Estimated Value (AM Fogarty)	Reconciled Value (Avg of Estimates)	Status	SMMA Recommendation	Accepted Value	Rejected Value
1	A	Topsoil - export 50% existing topsoil to off-site location in Town; stockpile, stabilize, and re-use on site. Dispose of excess material in Town.	Site					Finding locations in town to take excess materials.	Stockpile 7,500 CY Export 7,500 CY	CMSBC	\$(329,972.18)	\$(347,700.00)	(\$338,836)	Reject			(\$338,836)
1	B	Topsoil - move 50% existing topsoil to on-site location; stockpile, stabilize, and re-use on site. Dispose of excess material in Town.	Site					Finding locations in town to take excess materials.	Stockpile 7,500 CY Export 7,500 CY	CMSBC	\$(426,847.50)	\$(494,100.00)	(\$460,474)	Accept	(\$460,474)	(\$230,237)	
2	A	Suitable Fill - export 50% existing suitable fill to off-site location in Town; stockpile, stabilize, and re-use on site. Dispose of excess material in Town.	Site					Finding locations in town to take excess materials.	Stockpile 15,000 CY Export 15,000 CY  Difference in base bid unit price assumptions.	CMSBC	\$(559,675.00)	\$(388,048.00)	(\$473,862)	Reject			(\$473,862)
2	B	Suitable Fill - move 50% existing suitable fill to on-site location; stockpile, stabilize, and re-use on site. Dispose of excess material in Town.	Site					Finding locations in town to take excess materials.	Stockpile 15,000 CY Export 15,000 CY  Difference in base bid unit price assumptions.	CMSBC	\$(824,110.00)	\$(723,792.00)	(\$773,951)	Accept	(\$773,951)	(\$386,976)	
3		Reduce number of outdoor classrooms on south of academic wing from 4 to 3.	Site	Y				Impacts Education Plan	We have had limited discussion on utilization of / plan for outdoor classrooms at this time to inform how many should be provided.	CMSBC	\$(36,600.00)	\$(30,500.00)	(\$33,550)	Reject		\$0	(\$33,550)
4		Replace gabion wall seating at outdoor learning areas with concrete seat wall; (4) locations total	Site				Y		Difference in unit price cost assumptions.	CMSBC	\$(91,500.00)	\$(55,724.00)	(\$73,612)	Accept	(\$73,612)	(\$73,612)	\$0
5		Add displacement ventilation system in Auditorium (HVAC + Architectural Components)	Mechanical						SSC recommended	CMSBC	\$230,000.00	\$230,000.00	\$230,000	Reject		\$0	\$230,000
6	A	ALT 1 @ 30 CFM per person, no Aircuity	Mechanical						Cannot be chosen with 6B	CMSBC	\$932,760.00	\$1,104,406.00	\$1,018,583	Reject		\$0	\$1,018,583
6	B	ALT 1 @ 25 CFM per person, no Aircuity	Mechanical						Cannot be chosen with 6A	CMSBC	\$685,100.00	\$775,000.00	\$730,050	Pending			
6	C	Break-out cost for Aircuity	Mechanical							CMSBC	\$175,000.00	\$175,000.00	\$175,000	Reject		\$0	\$175,000
7		Remove electrical from outdoor classrooms	Electrical	Y				Any devices used in the outdoor classrooms must be battery powered and are reliant on the battery life being adequate.		CMSBC	\$(9,760.00)	\$(9,760.00)	(\$9,760)	Reject	(\$9,760)	\$0	(\$9,760)
8		Remove bollard lighting from outdoor classrooms	Electrical	Y						CMSBC	\$(18,056.00)	\$(25,620.00)	(\$21,838)	Reject		\$0	(\$21,838)
9		Reduce advanced lighting controls from 100% addressable lights to 60%	Electrical		Y			This is a MA Energy Code c406 requirement that would need to be replaced with another. This project may not be able to achieve other c406 requirements.		CMSBC	\$(87,541.10)	\$(61,279.00)	(\$74,410)	Reject		\$0	(\$74,410)
10		Diesel Generator in lieu of Natural Gas Generator	Electrical							CMSBC	\$(122,000.00)	\$(112,972.00)	(\$117,486)	Accept	(\$117,486)	(\$117,486)	
11		Remove sink in all (9) Team Commons	Plumbing	Y			Y		Reduces the flexibility of the team commons by eliminating the potential for any projects that need to incorporate water usage.	CMSBC	\$(49,410.00)	\$(55,083.00)	(\$52,247)	Reject			(\$52,247)
12		Remove Fire Pump	Fire Protection					Option Only for Design Development	A fire pump is likely not required. It is in the design pending confirmation that it can be removed after receipt of flow test results.	CMSBC	\$(122,000.00)	\$(152,500.00)	(\$137,250)	Reject			(\$137,250)
13		Remove millwork "work station" from Grade Level 6 Team Commons; retain sink on perimeter of room	Interiors	Y			Y		Use of moveable furniture in lieu of work station. Will allow for different identity, more movement; retains "Maker Space" sink	CMSBC	\$(36,000.00)	\$(38,046.00)	(\$37,023)	Reject	(\$37,023)		(\$37,023)
14		Replace 7,540 SF wood-look metal ceiling panel with 2x2 ACT	Interiors				Y			CMSBC	\$(366,145.18)	\$(323,337.00)	(\$344,741)	Accept	(\$113,765)	(\$113,765)	\$0
15		Reduce quantity of wall tile in the cafeteria to 50%	Interiors				Y			CMSBC	\$(13,664.00)	\$(10,797.00)	(\$12,231)	Reject		\$0	(\$12,231)
16		Remove wood paneling from Media Center walls and ceiling, replace with Painted wall and ceiling	Interiors				Y		Difference in unit price cost assumptions.	CMSBC	\$(71,004.00)	\$(33,696.00)	(\$52,350)	Accept	(\$17,276)	(\$17,276)	\$0
17	A	Reduce interior lightshelf to 10"	Interiors				Y		Cannot be chosen with 17B	CMSBC	\$(17,202.00)	\$(17,934.00)	(\$17,568)	Reject		\$0	(\$17,568)
17	B	Remove interior light shelf	Interiors				Y	Minimal impact on daylighting and glare.	Cannot be chosen with 17A	CMSBC	\$(51,606.00)	\$(53,802.00)	(\$52,704)	Reject		\$0	(\$52,704)
18	A	Replace brick on south elevation with 4x4x16 ground face CMU	Exteriors						Can't be chosen with 18B	CMSBC	\$(84,204.40)	\$(72,929.00)	(\$78,567)	Reject			(\$78,567)
18	B	Replace brick type 3 (dark) 4x4x16 ground face CMU in all locations	Exteriors						Can't be chosen with 18A	CMSBC	\$(56,608.00)	\$(42,456.00)	(\$49,532)	Accept		(\$49,532)	
20		Replace all brick type 1 (light/white) with 4x4x16 ground face CMU	Exteriors						Difference in unit price cost assumptions.	CMSBC	\$(50,020.00)	\$(37,515.00)	(\$43,768)	Accept		(\$43,768)	
21		Remove sunshades from south facing windows at classrooms	Exteriors		Y		Y		Difference in unit price cost assumptions.	CMSBC	\$(102,846.00)	\$(183,958.00)	(\$143,402)	Reject			(\$143,402)
22		Reduce sunshades at south facing classrooms to 1'-0" deep	Exteriors		Y		Y		Difference in unit price cost assumptions.	CMSBC	\$(51,423.00)	\$(90,243.00)	(\$70,833)	Reject			(\$70,833)

A	B	C	D	E	F			G	H	I	J	K	L	M	N	O	P
Item #	Ext.	VE/VM Item	Discipline/Trade	Ed Prog. Impact	Sustain. Impact	Maint. Impact	Quality of Space Impact	Risks/Impacts	Comments/Details	Ball In Court	Estimated Value (PM+C)	Estimated Value (AM Fogarty)	Reconciled Value (Avg of Estimates)	Status	SMMA Recommendation	Accepted Value	Rejected Value
23		Replace sunshades on south facing curtainwall with deep mullion caps (assume custom/semi-custom die to make 2.5"x8" cap)	Exteriors		Y				Difference in unit price cost assumptions.	CMSBC	\$(34,160.00)	\$(61,488.00)	(\$47,824)	Reject			(\$47,824)
24		Remove sunshades from south facing curtainwall	Exteriors		Y		Y		Difference in unit price cost assumptions.	CMSBC	\$(51,240.00)	\$(76,860.00)	(\$64,050)	Reject			(\$64,050)
25		Reduce length of acoustic mechanical screen by 164 LF	Exteriors		Y			Zoning dependent.		CMSBC	\$(217,887.12)	\$(224,661.00)	(\$221,274)	Accept	(\$221,274)	(\$221,274)	\$0
26		Remove 934 gsf from building	Architecture				Y	Locker room users will be required to pass through the gym for their use.	Eliminate corridor between locker rooms, OTPT room and gym.	CMSBC	\$(170,922.00)	\$(206,816.00)	(\$188,869)	Accept	(\$188,869)	(\$188,869)	\$0
27		Reduce entrance canopy by 15 LF of the canopy length. Canopy is 16.5' wide.	Architecture				Y		Canopy can be reduced 15 LF from what is shown on A-103 to keep the projection beyond the admin volume.	CMSBC	\$(49,821.75)	\$(41,175.00)	(\$45,498)	Reject		\$0	(\$45,498)
27		Reduce height of glass in connector between wings from 12' to 8' on (both) levels = reduction of 1,006 SF curtain wall, replace with opaque wall assembly with phenolic rainscreen cladding.	Architecture				Y		This may benefit comfort, glare reduction and slight impact in improving enclosure performance.	CMSBC	\$(55,229.40)	\$(58,194.00)	(\$56,712)	Accept	(\$56,712)	(\$56,712)	\$0
28		Replace curtain wall on north wall of art rooms with punched windows. Change 898 SF of CW to 414 SF of punched window and 484 SF of opaque wall assembly with phenolic cladding	Architecture				Y		This may benefit comfort, glare reduction and slight impact in improving enclosure performance	CMSBC	\$(41,724.00)	\$(54,351.00)	(\$48,038)	Reject		\$0	(\$48,038)
29		Change curtainwall and window glazing from triple to double	Architecture		Y			Significant impact to energy model and building EUI	Difference in unit price cost assumptions.	CMSBC	\$(607,743.00)	\$(480,313.00)	(\$544,028)	Reject		\$0	(\$544,028)
30		Change CMU in receiving area to 4' FRP Panel with Impact Resistant Sheetrock Above (Including Back-up to Exterior Wall)	Architecture							CMSBC	\$(98,820.00)	\$(113,795.00)	(\$106,308)	Accept	(\$106,308)	(\$106,308)	\$0
31		Change 4" CMU in gym to Impact Resistant Sheetrock	Architecture							CMSBC	\$(130,832.80)	\$(137,830.00)	(\$134,331)	Accept	(\$134,331)	(\$134,331)	\$0
TOTALS											DO NOT TOTAL	DO NOT TOTAL	DO NOT TOTAL		(\$2,310,840)	(\$1,740,145)	(\$879,934)
															SMMA Recommendation	Accepted Value	Rejected Value

MAXIMUM POTENTIAL SAVINGS

\$(3,817,126.63)

\*Includes Item 5 Add  
for Aud. Displ.  
Ventilation

\*Excludes Item 6 Add  
for Enhanced  
Ventilation

Concord Middle School Project – Ventilation Comparison Table

School	CFM/person	Air Changes per Hour	Calculated Space CO2 *	Mechanical System
CMS Basis of Design	19	3	970 ppm	DOAS with VAV distribution and CO2 Demand Controlled Ventilation VRF heating/cooling
CMS Enhanced Ventilation	25	4	800 ppm	
Willard School	47	7	550 ppm	DOAS with VAV w/HW reheat distribution CO2 Demand Controlled Ventilation (Aircuity) Displacement Ventilation cooling with Radiant Ceiling Panels heating

\* Based on 400 ppm CO2 ambient level.

## 0. Project Restart

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At the May 14, 2020, meeting of the Middle School Building Committee, the committee deliberated on the concerns of the COVID-19 pandemic particularly around community engagement and potential unknown financial issues the Town may face. As such the committee voted to postpone the start of the Schematic Design phase of the project so that community input could be gained prior to the CMSBC making any decision on the Enhanced Sustainability, Performance Space / Auditorium, and Gymnasium scope.

The work of the Feasibility study to that point was largely completed and the formal study was issued on June 18, 2020, with the understanding that when the project restarted the open items below would be discussed and addressed prior to commencing Schematic Design:

1. Enhanced Sustainability
2. Performance Space/Auditorium
3. Gymnasium Scope

This supplement to the Feasibility Study report serves to summarize the work performed once the project restarted in November 2020 through May 2021.

### Summary of Meetings and Scope:

#### November 2020:

The Design Subcommittee met on November 19<sup>th</sup> also to discuss the current space summary and begin the discussion of a larger gymnasium and Auditorium.

#### December 2020:

The CMSBC met on December 10<sup>th</sup>, to formally reengage on the project. The meeting outlined the work plan to complete the feasibility phase.

1. Meet to revisit the goals and visions for the project. Some open components were the auditorium and gymnasium that needs further input on what the town's goals are for those two spaces in addition to looking at the Education Program for the building.
2. Finalize the education plan, auditorium size, gym size and the athletic field scope.
3. Update the space summary and site program based the recommendations of the school building committee.

#### January 2021:

The Project clarified the timelines for making the final decisions to approve a Preferred Schematic by Mid May primarily focused on:

- Consider sizing Gymnasium for more than Middle School use
- Consider including Auditorium for more than Middle School use
- Design for Net Zero Ready; consider ultra-low energy design



During January the project team met with and presented to:

- The Sustainability subcommittee
- Finance Committee
- Design Subcommittee
- Community Forum

### **February 2021:**

During February there were many meetings and presentations, the focus of February was:

- Refine the educational plan
- Additional community use spaces
- Review recommendations from the sustainability committee

During February the project team met with and presented to:

- The League of Women Voters
- The Board of Selectmen
- Finance Committee
- The Sustainability subcommittee
- Design Subcommittee
- Communications subcommittee
- Community Forum

### **March 2021:**

During March there were many meetings and presentations, the focus of March was:

- Conducting a community survey
- Concept changes
- Alternate gymnasium size options
- Review Solar Design with CMLP

During March the project team met with and presented to:

- Concord Fire Department
- Council on Aging
- Commission on Disability
- Design Subcommittee
- Climate Advisory Board
- SEPAC
- Finance Committee
- Rec Commission
- Community Forum

**April 2021:**

During April there were many meetings and presentations, the focus of April was:

- Reviewing costs of larger gymnasium and Auditorium and other items discussed in the community
- Alternate Auditorium options
- Recommendation on project delivery method
- Overall project schedule

During April the project team met with and presented to:

- Select Board
- PTG

**May 2021:**

During May there were many meetings and presentations, the focus of May was:

- Completing the Feasibility Study (issued May 22, 2021)

During May the project team met with and presented to:

- School Staff
- Bruce Freeman Trail AC



# Meeting Minutes

**Concord Middle School Building Committee**  
**Meeting Minutes**  
**December 2<sup>nd</sup>, 2021**

**PRESENT:** Dawn Guarriello, Laurie Hunter, Pat Nelson, Matt Root, Charles Parker, Jared Stanton, Chris Popov, Jon Harris, Justin Cameron, Heather Bout, Court Booth, Stephen Crane, Alexa Anderson, Russ Hughes, Amanda Kohn, Matt Johnson

**PRESENT FROM HILL INTERNATIONAL:** Ian Parks, Peter Martini, John Cutler

**PRESENT FROM SMMA/EWING COLE:** Michael Dowhan, Lorraine Finnegan, Andy Oldeman

**MEETING ORGANIZER:** Pat Nelson

**Call to Order**

Co-Chair Pat Nelson 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**

Pat Nelson reported that the committee had received the meeting minutes for the 11/5, 11/12, and 11/18 meetings. She opened the floor to any comments surrounding the minutes.

Heather Bout pointed out that SEPAC was spelled incorrectly in the 11/5 meeting minutes.

Matt Johnson reported under approval of minutes in the 11/12 meeting minutes his motion should have been written as "approved as amended" rather than "motioned to approve".

Court Booth pointed out that all subcommittee titles in the meeting minutes should be capitalized.

Dawn Guarriello requested that all acronyms be fully spelled out in all the meeting minutes.

Heather Bout motioned to approve all three meeting minutes as amended. Matt Root seconded the motion. The motion carried unanimously.

**Correspondence & Communications**

Heather Bout reported only one email was received for the school building committee. She reported to the committee several questions that were asked by the public at the 12/1 Community Forum.

Heather Bout also reported there would be a League of Women Voter's meeting 12/3 and invited committee members to attend as the topic discussed would be a deep dive of the challenges faced by the project.

Matt Johnson reported an incident which occurred at the 12/1 recreation commission meeting in which adjacent neighbors expressed concern over not hearing about a project that had been in progress for a year.

He recommended using a notification process for a future forum for adjacent neighbors of the new school to avoid bigger concerns as the start of construction draws closer.

Matt Johnson also reported he is pursuing the select board to amend the school building committee charter to extend the Correspondence and Communications position and to also include a new school building committee member with construction experience.

Matt Johnson also requested that any citizen committee members tell him if they intend to not to stay with the committee so they could be substituted.

### **Schematic Design (SD)**

Ian Parks presented the value management (VM) log as it was left off from the 11/18 meeting. Pat Nelson suggested jumping into discussion surrounding the topsoil and suitable fill soil management. SMMA presented updated information surrounding these line items.

Michael Dowhan reported on virtual site visits he attended. He reviewed the Nuclear Metals, Inc. Superfund Site at 2229 Main Street, Concord. SMMA believes that this would be the most feasible site to stockpile topsoil and suitable fill. Lorraine Finnegan reported this site would be temporary and require the topsoil and suitable fill be taken back to the school project site, and Michael mentioned he would further evaluate and report back to the committee how much suitable fill and topsoil could be stored at the site.

Lorraine Finnegan stated that she would not recommend accepting any further savings on the topsoil and suitable fill line items until further research surrounding the condition of the soil is obtained. Matt Johnson and Charles Parker asked for clarification regarding Lorraine Finnegan's recommendation. Lorraine clarified that she would not recommend further savings until developmental design when soil characterization and further explorations could be done. Ian Parks supported Lorraine's recommendation to not take on any more risk. Ian stated that the design team would continue to pursue savings during design development, but until further investigation is done, he would not recommend taking any more than already accepted on the value management log.

Ian Parks clarified that a best-case scenario would be saving a maximum value on line items 1A and 2A for which a partial savings had already been voted on by the committee. The accepted value for the previously agreed upon partial savings is \$230,237 and 386,976 and for items 1A and 2A respectively, which Hill and SMMA are recommending to maintain. The maximum savings on the two line items would be \$460,474 for 1A and \$773,951 for 2A which Hill and SMMA recommended to wait for further soil characterization to help inform potential additional savings.

Peter Martini asked Lorraine Finnegan where the cost for pre-characterization of soil was being carried to which Lorraine responded the cost was being carried in the geoenvironmental line in their specialty consultant costs.

Lorraine Finnegan explained her concerns regarding taking further savings for soil management based on the recent DEP policy change which could limit acceptance of soil at disposal sites, hence potentially disrupting soil export in the middle of the project and adding cost/risk. Additionally, the costs associated

with good soil and contaminated soil differs greatly, and the DEP policy changes coupled with unknown site soil conditions, the risk associated with assuming the storage of more soil and suitable fill now is greater.

Matt Johnson commented that the budget should reflect the plan, while the contingency should reflect the risk. Various committee members deliberated moving the additional potential savings to contingency and weighed the risks/benefits associated with doing so.

Charles Parker asked SMMA if all onsite stockpile locations had been exhausted. Lorraine Finnegan responded that the existing plan accounts for the maximum amount of onsite topsoil and suitable fill that the existing school location can contain.

Court Booth requested clarification on what values the committee would be voting on to accept or reject. Ian Parks responded that the committee would be voting to accept and additional savings of \$617,212 on top of the \$617,212 already approved in the previous meeting. The committee deliberated further regarding the potential savings. Ian Parks and Dawn Guarriello pointed out that accepting another \$617,212 would simply reduce the construction cost estimate from \$80,772,019 to \$80,154,807 and increase the construction contingency. Matt Johnson countered that the committee could simply vote to remove the \$617,212 from the estimated construction costs all together, accepting the maximum saving from the VM log and should any risk associated with removing the cost become relevant, use existing contingency to cover additional costs associated with soil and suitable fill exporting/disposal.

Members of the committee commented differing positions regarding whether to accept maximum savings, while other members cautioned against extending the risk beyond the already approved saving.

Heather Bout motioned to take no further action on the value management log relating to topsoil and suitable fill stockpiling and export. Matt Root expressed concern regarding taking a vote on item 1A and 2A before discussing the enhanced ventilation VM log item 6B. Pat Nelson advocated for voting on these items independently to maintain procedure effectively. Pat Nelson reiterated the motion on the table was to take no further action regarding previously accepted items 1A and 2A, maintaining the accepted value of \$617,212 but not adding another \$617,212 in additional savings.

The motion carried by a vote of 12 to 4.

Pat Nelson opened discussion on the VM log item pertaining to enhanced ventilation, item 6B. Lorraine Finnegan and SMMA presented data relevant to this item. SMMA presented a chart comparing the basis of design for the new middle school, enhanced ventilation for the new middle school, and the existing Willard School ventilation system. Andy Oldeman explained certain aspects of the comparison chart. He specified that air changes per hour relates more to temperature control than it does air ventilation.

Andy Oldeman clarified that a lower number in the column indicated CO<sup>2</sup> parts per million indicates a more efficient system. He also pointed out that the Sustainability Subcommittee had a target of 800 CO<sup>2</sup> part per million, which according to the chart could be achieved with enhanced ventilation but would not be achieved under the current basis of design.

Andy Oldeman noted that the 19 CFM per person in the existing basis of design could potentially be improved without switching to enhanced ventilation through improved duct work using header duct, which would come at a cheaper premium than the proposed additional cost of enhanced ventilation for item 6B. Heather Bout asked what the value increase would look like associated with improving the ventilation without switching to enhanced ventilation. Andy Oldeman responded that he could not place a specific value to it. He did not believe it would be a significant value, but roughly estimated \$100,000.

Andy Oldeman explained the increased ventilation cost comes mostly from changing the rooftop units themselves (DOAS units), not altering the duct work. He noted that the enhanced ventilation item 6B proposes increasing the 3 rooftop DOAS units from 15,000 CFM to 22,000 CFM each.

Ian Parks and Andy Oldeman established the basis of design met the ASHRAE standard of 19 CFM per person.

The committee reviewed a chart evaluating the average days absent per student in several Concord schools including the new Willard School as a comparison. Members of the committee deliberated based on their interpretations of the chart.

Charles Parker expressed interest in accepting more value management items to create more savings to neutralize the increased cost associated with enhanced ventilation. Lorraine Finnegan cautioned that there are other factors associated with student performance and school attendance beyond ventilation. Committee members deliberated Charles Parker's suggestion but did not go back to the VM log to create more savings.

Pat Nelson asked SMMA if there was any price point under the estimated \$730,050 that would bring the ventilation numbers closer to the 800 CO<sup>2</sup> parts per million recommended by the Sustainability subcommittee. Lorrain Finnegan replied that the value for item 6B reflects the cost estimator's reconciled estimate to achieve the ventilation numbers desired by the Sustainability Subcommittee. Andy Oldeman reiterated optimism with regards to achieving better CFM and CO<sup>2</sup> parts per million readings by improving and adjusting duct work. Any Oldeman also reported on a project that he was working on with similar basis of design. Upon testing the classrooms at this particular project, the field readings were around 700 CO<sup>2</sup> parts per million, which suggested that the field readings were better than calculated in the design.

Charles Parker motioned to maintain SMMA's recommendation of 19 CFM per person, but to still pursue enhanced ventilation without changing DOAS size and therefore rejecting the additional cost of \$730,050 for the enhanced ventilation item 6B. This motion effectively rejected item 6B with the intent to pursue enhanced ventilation by other means during future design iterations. The motion carried unanimously.

### **Cash Flow and Cost Update**

Ian Parks presented the updated warrant article cost and cash flow. Court Booth questioned why the cost was being reflected as \$103,700,000 rather than \$102,716,610. Ian Parks reported that Hill was reflecting the cost at \$103.7M as it was voted on by the committee. Ian Parks further explained that Hill, at the direction of the committee, could revise the warrant article cost to reflect the value management savings to date, while maintaining 5% hard and soft contingencies and 2.5% bidding contingencies, fully realizing the savings from value management in lieu of moving these savings to increase the contingencies as shown in the \$103.7M.

The committee communicated a desire to update the warrant article cost as such. SMMA noted that their revised cost proposal sent in late November is not reflected in section 30 Architectural & Engineering and needs to be updated as well. Matt Johnson and Heather Bout clarified how to adjust the budget for the Special Town Meeting. The committee determined that another meeting is required on 12/9 to finalize and vote on the updated warrant article cost including updates to section 30 Architectural & Engineering and reduction in contingencies to reflect accepted value management, anticipated to arrive at roughly \$102.7M.

### **Scheduling**

Ian Parks reported there was no change to the schedule.

### **Public Comment**

Christine Reynolds commented that the committee should go to the town hearing on 12/16 with a specific budget number.

### **Next Steps**

Next meeting will be Thursday, December 9<sup>th</sup>, 2021.

### **Adjournment**

Pat Nelson called for the meeting to end at 10:40am. Court Booth motioned to adjourn; Dawn Guarriello seconded. Motion to adjourn carried unanimously.

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

[https://www.youtube.com/watch?v=fzK37LugNgU&list=PL1TTzrWEKOOkQSCY4ADcNvk7hoJ9\\_lrH8&index=1](https://www.youtube.com/watch?v=fzK37LugNgU&list=PL1TTzrWEKOOkQSCY4ADcNvk7hoJ9_lrH8&index=1)



**Concord Middle School Building Committee**  
**Meeting Minutes**  
**December 9<sup>th</sup>, 2021**

**PRESENT:** Dawn Guarriello, Laurie Hunter, Pat Nelson, Matt Root, Charles Parker, Jared Stanton, Chris Popov, Jon Harris, Justin Cameron, Heather Bout, Court Booth, Alexa Anderson, Russ Hughes, Amanda Kohn, Matt Johnson, Frank Cannon, Peter Fischelis

**PRESENT FROM HILL INTERNATIONAL:** Ian Parks, Peter Martini, John Cutler

**PRESENT FROM SMMA/EWING COLE:** Lorraine Finnegan

**MEETING ORGANIZER:** Dawn Guarriello

**Call to Order**

Co-Chair Dawn Guarriello called the meeting to order at 7:32 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.

**Correspondence & Communications**

Heather Bout reported there were no emails sent to the entire committee. She proceeded to report on community engagement events, including the League of Woman Voters meeting December 3<sup>rd</sup> who hosted members of the Concord Middle School Building Committee (CMSBC). CMSBC members engaged in conversation regarding challenges the CMSBC had faced throughout the process of designing the new Concord Middle School as well as answered questions pertaining to funding.

Heather Bout reported Pat Nelson and Laurie Hunter hosted an information session for the Council on Aging. Heather also commented on the 12/8 panel discussion on sustainability. She noted that Dawn Guarriello moderated with Martine and Matt Root also as panelists. She noted several other CMSBC members were in attendance and participated. Pat Nelson expressed approval of the sustainability panel and recommended the committee hosted more panels in the future.

Matt Johnson asked if the sustainability panel had been recorded, and if so to post the links on the town website. Heather Bout responded the event had been recorded and the link would be posted.

Karlen Reed commented from the public on behalf of the League of Women Voters that the recording of their meeting would be posted to the town website as well.

**Schematic Design (SD)**

Lorraine Finnegan presented a PowerPoint breaking down the budget including the original reconciled estimate building cost and the current construction budget. She continued to present the budget in its entirety including soft costs. Lorraine explained various subtotal items in detail. The project total as presented amounted to \$102,815,697.

Lorraine Finnegan presented the budget update timeline which included a not-to-exceed recommendation for the Warrant Article of \$104,000,000 by the Select board on November 8<sup>th</sup>, 2021; a \$103,700,000 budget for the Warrant Article as voted by the CMSBC on November 12<sup>th</sup>, 2021; and a CMSBC vote for an amended Warrant Article budget at the Special Town meeting by the CMSBC today. Matt Johnson noted that the CMSBC would not be making an amendment but rather a motion under the Warrant Article at the Special Town Meeting to adjust the budget as voted by the CMSBC within the scope of the article.

Court Booth noted there was a small change in the budget presented at the November 18<sup>th</sup> CMSBC meeting with an increase of approximately \$100,000. Lorraine Finnegan explained that the changes were resulting from SMMA receiving finalized proposals from subconsultants. Ian Parks reported that the November 18<sup>th</sup> budget was presented with place holder estimates for subconsultants and the difference reflected in the \$102,815,697 was resulting from the subconsultants formal proposals being received.

Matt Root asked if the \$280,000 being carried in the budget for a Commissioning Agent under Administrative Costs was based on a proposal or an estimate. Ian Parks commented that the \$280,000 was a placeholder being carried in the budget until a Commissioning Agent proposal is received.

Peter Fischelis asked if the CMSBC were to vote on the \$102,815,697 budget to propose under the Warrant Article and the bids came over the budget if the committee would have to do more value engineering. Lorraine Finnegan responded that if the bids come in beyond the approved budget including the \$2,019,312 bid contingency the bids would be canceled and the design team and CMSBC would have to remove scope and re-bid. Peter Fischelis expressed concern for recommending a lower budget under the warrant article of \$102,815,697 at the risk of having to go back for more funds should the bids come in over budget.

Matt Johnson responded that the CMSBC would have to vote to increase the bid contingency to present \$103,700,000 as the project budget. Pat Nelson noted that the professionals on the Concord Middle School project have stated that the contingency being carried is already very high. Matt Johnson noted the CMSBC must balance the risk of bids coming in too high against the obligation to keep the project cost as close to the initial target budget by the town of \$100,000,000. Matt Johnson expressed concern over increasing the contingency any further as the budget of \$102,815,697 reflects the work and deliberation done by the CMSBC.

Dawn Guarriello noted that there remained further and more detailed design to be done over the next year and a half to further estimate the cost of the project and value engineer if necessary. Charles Parker expressed approval of Dawn's comment and recommended that the committee proceed with the budget as presented at \$102,815,697.

Peter Fischelis reiterated concern regarding motioning to lower the Warrant Article number at the Special Town Meeting. Committee members discussed the merits of Peter's concern and how to proceed.

Charles Parker motioned to recommend \$102,815,697 as the motion under the Warrant Article. Matt Johnson restated the motion as "The Concord Middle School Building Committee makes a motion at the Special Town Meeting to borrow \$102,816,000 for the construction of the new middle school at the Special Town meeting under the Warrant Article". Court Booth seconded the motion.

Alexa Anderson advocated for allowing the town to weigh in on the \$103,700,000 before motioning to lower the Warrant Article. Matt Johnson noted either way the town will have the opportunity to weigh in. Charles Parker responded that the \$103,700,000 Warrant Article number was produced with the understanding that further value engineering could be done which could adjust that number within the scope of the Warrant Article.

Matt Johnson's motion carried by a vote of 14-2.

Lorraine Finnegan asked the committee if they would like her to update the presentation with the result of the vote. Dawn Guarriello recommended Lorraine adjust the presentation but mention the number to be motioned at Special Town meeting contained language relative to "as voted by the CMSBC on December 9<sup>th</sup>".

Amanda Kohn suggested changes to the presentation to make it as easy as possible to understand at the Public Hearing. Amanda recommended having a slide that contains all the subtotals and the total on one slide, as the budget was spaced out over several slides. Dawn Guarriello also noted that the presentation should avoid using acronyms. Ian Parks responded that the recommended presentation adjustments would be made.

Court Booth commented that concern had been raised by members of the school committee regarding the absence of a Construction Manager during the Design Phase and how the CMSBC would fill the role of a Construction Manager at risk. Dawn Guarriello asked for clarification regarding Court's question and noted that many projects don't have a Construction Manager during the design phase. Court clarified that the Construction Manager at risk would take on the role of mitigating risk and he requested to know what Hill International would do differently to take on the role of risk management.

Dawn Guarriello requested that Hill International respond to Court's question at a later meeting.

Chris Popov reiterated that the town will be relying on Hill International and SMMA to provide risk management as they have been doing during the Feasibility and Schematic Design Phase.

Discussion ensued among committee members regarding the original targeted project budget by the town of \$100,000,000. Charles Parker advocated for showing that \$100,000,000 in the presentation as an original budget. Pat Nelson noted that the \$100,000,000 budget was never an official voted number. Charles Parker restated that he did not think the \$100,000,000 needed to be showed in the presentation, but rather that the committee should continue to aim towards achieving that target.

### **New Business**

Matt Johnson asked if the CMSBC was prepared for the Special Town Meeting. Dawn Guarriello responded that a presentation was prepared and being finalized and the CMSBC was prepared for the meeting.

Matt Root asked about a Value Management (VM) item relating to the reduction of an acoustical screen. Matt Root noted that SMMA had mentioned further reductions to the screen could possibly be made

pending an acoustical study, and Matt asked for an update regarding that study. Ian Parks reported that he would update the VM-log to reflect that item still being an option to potentially pursue further savings to re-address when the acoustical study has been completed.

### **Public Comment**

Christine Reynolds commented that the CMSBC needs to be familiar with their presentation and encouraged the committee to prepare answers to expected question from the public. She noted the committee would almost certainly be asked why the target budget of \$100,000,00 had not been achieved and encouraged the committee to have an answer for such question. She also noted that the Finance Committee expects the tax implications of the Concord Middle School project to be large.

Karlen Reed requested a slide comparing the tax implication between a \$100,000,000 project budget and the \$102,816,000 CMSBC voted budget.

Pat Nelson encouraged the CMSBC to prepare to answer to the public as to why the Concord Middle School project was necessary. Christine Reynolds encouraged the committee to have an answer to the question of why a new middle school was necessary.

### **Next Steps**

No upcoming Concord Middle School Building Committee scheduled. The Public Hearing is scheduled for 7pm December 16<sup>th</sup>, 2021.

### **Adjournment**

Dawn Guarriello called for the meeting to end at 9:05 am. Heather Bout motioned to adjourn; Chris Popov seconded the motion. Motion to adjourn carried unanimously.

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

[https://concordps.zoom.us/rec/share/kjmNVQIdSRI58rhiireaOnO2zBzF3ele50jDX4BXwrkPmlHhh\\_yZnXGJSI0gxSBY.r49pVF2U6vWY4IMq](https://concordps.zoom.us/rec/share/kjmNVQIdSRI58rhiireaOnO2zBzF3ele50jDX4BXwrkPmlHhh_yZnXGJSI0gxSBY.r49pVF2U6vWY4IMq)