



Concord Middle School Project

Project Manager Report

January 2022





CONCORD MIDDLE SCHOOL PROJECT

PROJECT MANAGER'S REPORT JANUARY 2022

TABLE OF CONTENTS

1. Executive Summary
2. Project Dashboard
 - a. January Dashboard
3. Project Cash Flow
 - a. Draft Cash Flow Summary, dated January 31st, 2022
 - b. Draft Cash Flow Graph, dated January 31st, 2022
4. Schedule Update
 - a. Recap of Project Schedule
5. Meeting Minutes
 - a. Record of Special Town Meeting Vote - January 20th, 2022



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 **January 2022**.

Project Progress

COVID-19 concerns are ongoing. Most project related meetings are continuing to be held via Zoom Video Conferencing.

Hill and SMMA attended virtually the Special Town Meeting on January 20th. Hill and SMMA also met to coordinate upcoming work tasks and deliverables for Design Development.

Milestones

The following milestones were achieved during the month of January 2022:

- At the January 20th Special Town Meeting, the Town of Concord presented the Middle School Project and warrant article appropriation for \$102,816,000, which passed by well more than two-thirds vote. This adjusted the total project budget to \$104,316,000 including the \$1.5M initial appropriation for Feasibility and Schematic Design.

Milestones projected for the coming month is:

- Negotiation and execution of OPM and designer contract amendments.
- Commencement of Design Development
- RFP for the Commissioning Agent
- Geotechnical and geoenvironmental exploration, traffic study, fire hydrant flow test, and preliminary noise measurements for rooftop mechanical screening/attenuation advancement.

Issues

- Current construction market cost conditions

Schedule

Major milestones are as follows:

- | | |
|---------------------------|---|
| ■ OPM Selection | Completed Aug. 28 th , 2019 |
| ■ Designer Selection | Completed Nov. 18 th , 2019 |
| ■ Feasibility Study | Completed April 29 th , 2021 |
| ■ Schematic Design | Completed December 9 th , 2021 |
| ■ Special Town Meeting | January 20 th , 2022 |
| ■ Town Vote | February 3 rd , 2022 |
| ■ Design Development | February 7 th , 2022 |
| ■ 60% Contract Documents | See attached schedule |
| ■ 90% Contract Documents | See attached schedule |
| ■ 100% Contract Documents | See attached schedule |

Town of Concord

Concord Middle School Project



- | | |
|--|-----------------------|
| ■ 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 | |

Budget

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

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

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

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

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

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

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

Town of Concord

Concord Middle School Project



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.

In January 2022, the Town of Concord held a Special Town Meeting on January 20, 2022 to present the Middle School Building Project and warrant article appropriation for \$102,816,000, which passed by well more than two-thirds vote. This adjusted the total project budget to \$104,316,000 including the \$1.5M initial appropriation for Feasibility and Schematic Design.

Cash Flow

Total project budget is \$104,316,000.

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

Total spent on construction to date is \$0.00.

Total spent to date is \$1,250,043.38. 83% of total encumbered.

Project Team Summary

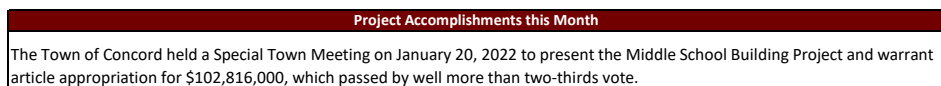
Awarding Authority	Town of Concord (ToC)
Client	Town of Concord / Concord Public Schools
Owner's Project Manager	Hill International, Inc. (Hill)
Commissioning Agent	TBD
Designer	SMMA
CM / GC	TBD



Project Dashboard



EXECUTIVE SUMMARY



Current Issues & Areas of Focus

Current Progress Photos

Projected Major Tasks next Month

- Begin Design Development Phase
- Prepare Design Development Schedule
- Submit Commissioning Agent Request for Proposal
- Conduct Water Flow Test
- Geotechnical & Geoenvironmental Investigation
- Traffic Study

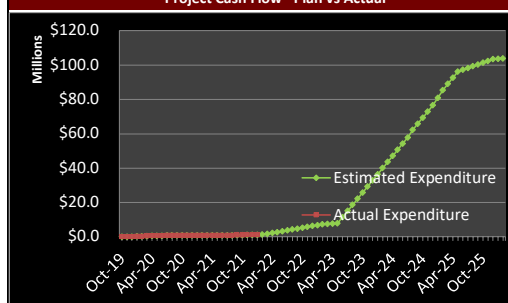
Schedule Summary - Upcoming Milestones

Schedule Summary - Opening Windows				
	Scheduled Start	Scheduled Finish	Actual Start	Actual Finish
Designer Procurement	9/25/2019	11/18/2019	9/25/2019	12/9/2019
Feasibility/Schematic Design	11/19/19	7/1/2020	11/19/19	11/5/2021
Town Meeting	1/20/22	1/20/22	1/20/22	1/20/2022
Town Vote	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		

Diversity Compliance

[illegible]

Project Cash Flow - Plan vs Actual



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	\$ 80,000,000	\$ 772,477	\$ 80,772,477	\$ -	\$ 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	\$ 866,390	\$ 8,350,957	\$ 8,350,957
Administrative	\$ 4,279,595	\$ 607,638	\$ 4,887,233	\$ 383,653	\$ 4,503,580	\$ -	\$ 4,887,233	\$ 383,653	\$ 4,503,580	\$ 4,503,580
FF&E	\$ 2,677,500	\$ (52,500)	\$ 2,625,000	\$ -	\$ 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	\$ 1,250,043	\$ 96,252,014	\$ 96,252,014
Construction Contingency (Hard Cost)	\$ 4,000,000	\$ 38,927	\$ 4,038,927	\$ -	\$ 4,038,927	\$ -	\$ 4,038,927	\$ -	\$ 4,038,927	\$ 4,038,927
Owner's FFE Contingency	\$ -	\$ 2,019,312	\$ 2,019,312	\$ -	NA	NA	NA	\$ -	NA	NA
Owner's Contingency (Soft Cost)	\$ 761,905	\$ (6,201)	\$ 755,704	\$ -	\$ 755,704	\$ -	\$ 755,704	\$ -	\$ 755,704	\$ 755,704
SUBTOTAL	\$ 4,761,905	\$ 2,052,038	\$ 6,813,943	\$ -	\$ 4,794,631	\$ -	\$ 4,794,631	\$ -	\$ 4,794,631	\$ 4,794,631
PROJECT TOTAL	\$ 100,000,000	\$ 4,316,000	\$ 104,316,000	\$ 1,505,500	\$ 100,791,188	\$ -	\$ 102,296,688	\$ 1,250,043	\$ 101,046,645	\$ 101,046,645

Scope changes from the Original Scope

N/A

Project Budget Transfers

	N/A
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Project Cash Flow

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	\$78,357	\$1,249,291	\$1,242,093
Design Development & Construction Documents	29	Feb-22	\$53,017				\$53,017	\$7,950	\$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

Concord Middle School
Estimated Project Cash Flow

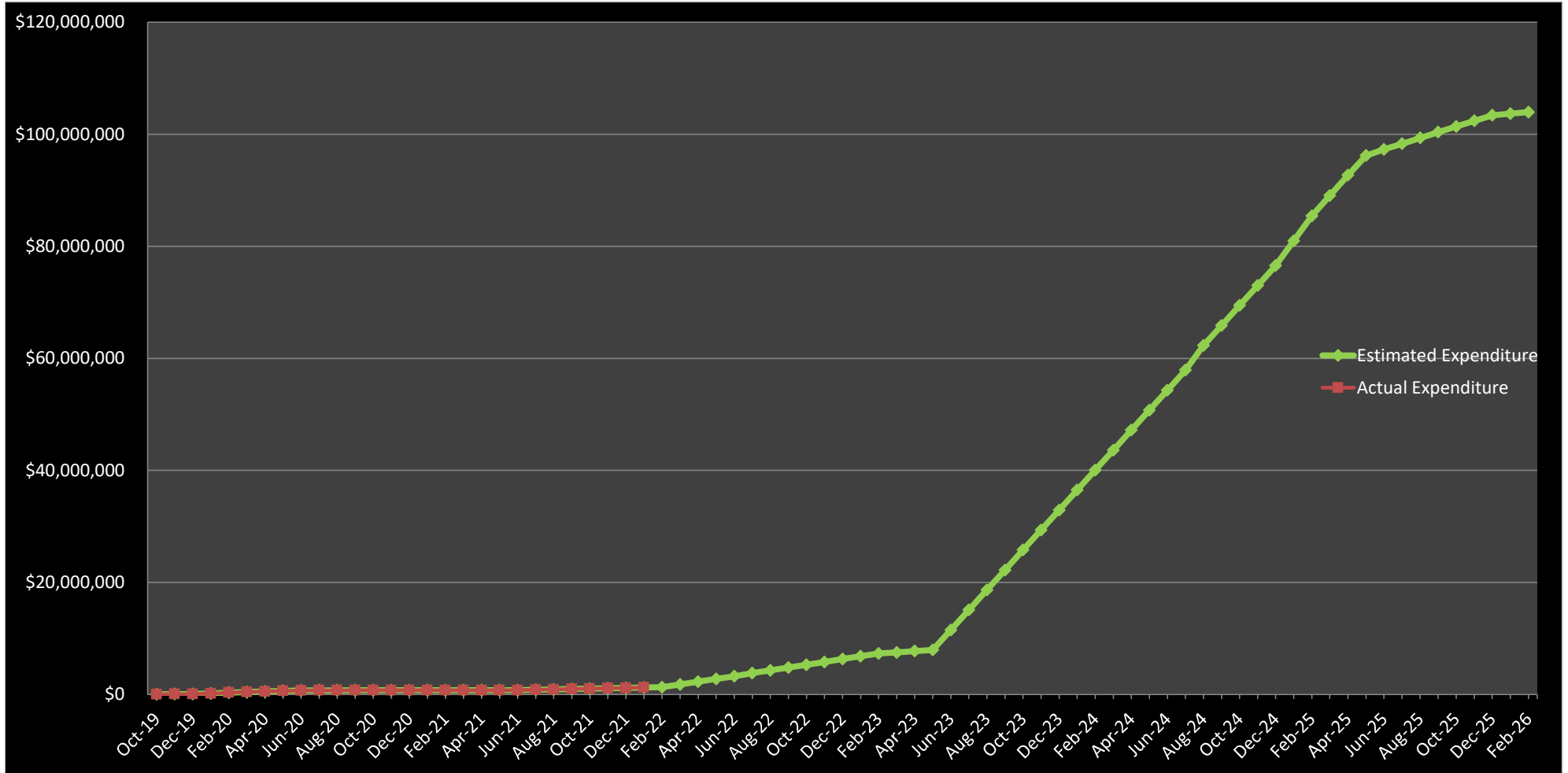


	Month	OPM + Commissioning	Designer & Consultants	FF&E & Misc. Admin.	Construction	Contingency	Estimated Expenditures	Actual Expenditures	Estimated Cumulative Expenditures	Actual Cumulative Expenditures
Construction Phase 1 (New School)	51 Dec-23	\$94,880	\$96,200	\$8,333	\$3,094,687	\$272,669	\$3,566,769	\$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	
	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	
Phase 2 (Demo & Fields)	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	
	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	\$29,180	\$285,218	\$0	\$103,661,348	
Closeout	77 Feb-26	\$41,855	\$41,667		\$166,667		\$250,188	\$0	\$103,911,536	
	78 Mar-26	\$38,355	\$41,667		\$166,647		\$246,668	\$0	\$104,158,205	
	79 Apr-26	\$28,407	\$41,667				\$70,074	\$0	\$104,228,278	
	80 May-26	\$25,060	\$41,667				\$66,727	\$0	\$104,295,005	
	81 Jun-26	\$20,995					\$20,995	\$0	\$104,316,000	
	82 Jul-26						\$0	\$0	\$104,316,000	
	83 Aug-26						\$0	\$0	\$104,316,000	
	84 Sep-26						\$0	\$0	\$104,316,000	
	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	\$235,507	\$7,034,886			
	TOTAL	\$4,307,233	\$9,217,347	\$3,205,000	\$80,772,477	\$6,813,943	\$104,316,000			



January 31, 2022

Town of Concord
Concord Middle School
Estimated Project Cash Flow Graph





Schedule Update



Meeting Minutes



Town of Concord
Office of the Town Clerk
22 Monument Square
Concord, Massachusetts 01742-0535

**SPECIAL TOWN MEETING
JANUARY 20, 2022**

Concord Middle School Building Project

ARTICLE 1. Upon a **MOTION** made by Ms. Pat Nelson and duly seconded by Ms. Dawn Guarriello, the following was **VOTED**.

That the Town appropriate the sum of one hundred two million eight hundred sixteen thousand dollars (\$102,816,000) to be expended under the direction of the Town Manager, in consultation with the Concord Middle School Building Committee, for the construction of a new middle school, to be located at 835 Old Marlboro Road, Concord, Massachusetts (the present site of the Sanborn Middle School), including, without limitation, the costs of engineering, design, site preparation, construction, landscaping, paving, furnishing and equipping, demolishing the existing school, construction of recreational fields, parking lots and driveways, and all other costs incidental or related thereto; that to meet this appropriation the Treasurer, with the approval of the Select Board, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, §7(1), or pursuant to any other enabling authority; provided, however, that this vote shall not take effect until the Town votes to exempt from the limitation on total taxes imposed by G.L. c.59, §21C (Proposition 2½) amounts required to pay the principal of and interest on the borrowing authorized by this vote.

Passed by well more than a two-thirds vote
January 20, 2022

A True Copy Attest

Kaari Mai Tari
Town Clerk