



Concord Middle School Project Project Manager Report May 2022







CONCORD MIDDLE SCHOOL PROJECT

PROJECT MANAGER'S REPORT MAY 2022

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Executive Summary

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 2022**.

Project Progress

Project related meetings are being held in a hybrid format both via Zoom Video Conferencing and in person at various locations in Concord, MA.

The Project Team continued to make advances through the Design Development phase. Hill and SMMA attended a Sustainability Subcommittee (SSC) meeting on May 9th; as well as a Design Subcommittee (DSC) meeting on May 19th. Hill facilitated Commissioning Agent Selection Panel meetings on May 2 nd and May 12th and CxA Interviews on May 10th. Hill and SMMA facilitated and attended the following design focus meetings: Septic System on May 5th and May 19th; and Interior Progress on May 17th. Hill set-up and facilitated weekly Leadership Team meetings on May 12th, 18th, and 25th. A meeting with the Interim Town Financial Director was held on May 19th to review the review the budget format. 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 May 2022:

- At the May 9th Sustainability Subcommittee meeting SMMA recapped design advances and owner expectations for sustainable design in the new Concord Middle School.
 - Important advancements and expectations included:
 - Target goal of EUI 25 being tracked by the energy model
 - Subcommittee target for air infiltration of .1 CFM per 75 square foot of enclosure and a heat load of five (5) BTU per square foot
 - Producing an updated energy model to evaluate the potential reduction of insulation thickness
 - Presented DOAS equipment sizing and overall capacity; DOAS load of 30,000 CFM with three units proposed at 15.000 CFM each
 - Comparative analysis of displacement ventilation and low return ventilation as well as a comparative analysis of 420 ppm of ambient CO₂ and 800 ppm of CO₂ in the classrooms
 - Ventilation effectiveness of 1.0
- Hill set-up and facilitated Commissioning Agent interviews on May 10th with Horizon, Colliers, and AKF/SGH and finalized evaluations thereafter. Hill made a recommendation for award on May 13th to AKF/SGH, which was accepted by the Town Manager. The recommendation letter is attached for reference.
- In the month of May, Hill worked with a local contractor to validate the construction duration of (20) months and reviewed move-in and punch list logic with Dr. Laurie Hunter in order to provide a revised project schedule on May 25th. The move-in duration was reduced to two weeks and was aligned with the February Break 2025, allowing for occupancy of the building on February 24, 2025 with punch list activities continuing thereafter. The updated executive summary schedule is attached for reference.
- On May 19th, Hill met with the Interim Town Financial Director, Gail Dowd, to review the budget format, commitments to date, expenditure tracking, cash flow and projections for the total project budget of

Concord Middle School Project



\$104,316,000.00. The budget summary, committed costs, invoice listing, and cash flow is attached for reference.

- At the May 19th Design Subcommittee meeting SMMA presented a recap of design advancements made during the Design Development phase.
 - o Important advancements included:
 - Minor changes in efficiencies of mechanical, electrical, and plumbing systems with corresponding minor layout impacts to classrooms and additional small spaces
 - Updated site grading to make the exterior landscape more accessible and aesthetically appealing
 - Introduction of outdoor classroom locations
 - Incorporation of color palette and material selections for interior spaces
 - Design enhancements of large spaces; gymnasium, auditorium, and cafeteria

Milestones projected for the coming months are:

- Design Development Package to cost estimators
- Reconciled Design Development cost estimate

Issues

Current construction market cost conditions

Schedule

Major milestones are as follows:

•	OPM Selection	Completed Aug. 28th, 2019
•	Designer Selection	Completed Nov. 18th, 2019
•	Feasibility Study	Completed April 29th, 2021
•	Schematic Design	Completed December 9th, 2021
•	Town Hearing	Completed December 16th, 2021
•	Special Town Meeting	Completed January 20th, 2022
•	Town Vote	Completed February 3 rd , 2022
•	Design Development	February 7th, 2022 (start date)
•	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	

Concord Middle School Project



Budget

In January 2022, the Town of Concord held a Special Town Meeting to present the Middle School Building Project and hold an in-person vote on a not-to-exceed project budget \$104,316,000 to be reflected on the ballot at the February 3rd Town Vote.

In February 2022, the Town of Concord voted by ballot to approve debt authorization amounting to \$102,816,000 for the new Concord Middle School project bringing the total project budget including Feasibility and Schematic Design Phase to \$104.316,000.

Cash Flow

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

Total encumbered to date is \$12,704,575.00.

Total spent on construction to date is \$0.00.

Total spent to date is \$2,428,077.50. 20% 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	AKF Group / Simpson Gumpertz and Heger (AKF/SGH)
Designer	SMMA
CM/GC	TBD



Project Dashboard



Town of Concord **Concord Middle School**

Project Dashboard May 31, 2022

9/12/25

1/15/26



Current Progress Photos

Project Accomplishments this Month

At the May 9th Sustainability Subcommittee meeting, an EUI of 25 was confirmed as the target being tracked by SMMA energy modeling. SMMA reported the possible reduction to insulation thickness will be analyzed upon completion of updated energy model. SMMA presented the DOAS equipment sizing and overall capacity as well as current ventilation assumptions.

At the May 19th Design Subcommittee meeting SMMA presented minor changes in efficiencies to MEP systems and corresponding floor plan adjustments. SMMA presented landscape updates including advancements to site grading and outdoor classroom design and locations.

Hill International and the Commissioning Agent review panel conducted interviews with the short-listed Commissioning firms: Horizon, Colliers, and AKF/SGH. Hill made a recommendation for award to AKF/SGH, which was accepted by the Town Manager. Hill generated a schedule update that validated the (20) month construction duration and improved the planned new school occupancy from April 14, 2025 to February 24, 2025.

Projected Major Tasks next Month

Complete Design Development Estimate Set Review reconciled cost estimates

Execute contract for Commissioning Agent

Demolition Existing Building

Closeout

Schedule	Summary - Upcoming	Milestones		
	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	12/9/2021
Special Town Meeting	12/17/21	12/17/21	1/20/22	1/20/2022
Town Vote	2/3/22	2/3/22	2/3/22	2/3/22
Design Development / Contract Documents	2/7/22	2/22/23	2/7/22	
Bidding	10/24/22	4/23/23		
Construction	5/9/23	12/10/24		
Punch List & Move-in	12/11/24	4/11/25		

4/15/25

9/12/25

EXECUTIVE SUMMARY Current Issues & Areas of Focus

Metric

Current construction market conditions and uptick in actual escalation.

Diversity C	ompliance			Project Cash Flow - Plan vs Actual
ric	Target	Actual	. \$120.0	
Designer's WBE/MBE	TBD	TBD	\$100.0 W \$100.0	
Contractor's WBE/MBE	TBD	TBD	≥ \$80.0	
			\$60.0	
			\$40.0	
			\$20.0	
			\$0.0	Actual Expenditure
			oct. S	baloribaloribaloribaloribaloribaloribaloribal
			-	

PROJECT FINANCIAL OVERVIEW

PROJECT FINANCIAL OVERVIEW																			
	Т			BUDGET				COST								CASH FLOW			
Description		Baseline Budget		Authorized Changes		Approved Budget		Committed Costs		Uncommitted Costs		recast Costs	s Total Project Costs		s Expenditures to Date		Balance To Spend		
Site Acquisistion	\$	-	\$	-	\$	1	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	
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	\$	8,937,347	\$	280,000	\$	-	\$	9,217,347	\$	1,957,187	\$	7,260,160	
Administrative	\$	4,279,595	\$	607,638	\$	4,887,233	\$	3,767,228	\$	1,120,005	\$	-	\$	4,887,233	\$	470,891	\$	4,416,343	
FF&E	\$	2,677,500	\$	(52,500)	\$	2,625,000	\$		\$	2,625,000	\$		\$	2,625,000	\$	-	\$	2,625,000	N/
SUBTOTAL	\$	95,238,095	\$	2,263,962	\$	97,502,057	\$	12,704,575	\$	84,797,482	\$	-	\$	97,502,057	\$	2,428,078	\$	95,073,980	
Construction Contingency (Hard Cost)	\$	4,000,000	\$	38,927	\$	4,038,927	\$	-	\$	4,038,927	\$	-	\$	4,038,927	\$	-	\$	4,038,927	
Owner's FFE Contingency	\$	-	\$	2,019,312	\$	2,019,312	\$	=	\$	2,019,312	\$	=	\$	2,019,312	\$	=	\$	2,019,312	
Owner's Contingency (Soft Cost)	\$	761,905	\$	(6,201)	\$	755,704	\$		\$	755,704	\$		\$	755,704	\$	-	\$	755,704	
SUBTOTAL	\$	4,761,905	\$	2,052,038	\$	6,813,943	\$	-	\$	6,813,943	\$	-	\$	6,813,943	\$	-	\$	6,813,943	
PROJECT TOTAL	\$	100,000,000	\$	4,316,000	\$	104,316,000	\$	12,704,575	\$	91,611,425	\$	-	\$	104,316,000	\$	2,428,078	\$	101,887,923	

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Project Budget Transfers



Budget Update



Town of Concord Concord Middle School Project Budget and Cost Summary



May 31, 2022

А	С	D (Bud. Adj. Tab)	E (C+D)	F (Com. Cost tab)	G (E-F)	H (Forecast. tab, >G)	l (F+G+H)	J (Invoice Tab)	K (I-J)
		BUDGET			CO	ST		CASH FI	.OW
Description	Intial Budget	Authorized	Approved	Committed	Uncommitted	Forecast	Total Project	Expenditures to	Balance To
		Changes	Budget	Costs	Costs	Costs	Costs	Date	Spend
20 Construction									
Construction	\$80,000,000	\$772,477	\$80,772,477	\$0			\$80,772,477	\$0	\$80,772,477
Subtotal	\$80,000,000	\$772,477	\$80,772,477	\$0	\$80,772,477	\$0	\$80,772,477	\$0	\$80,772,477
20 Aughite stored 0 Foreign spring									
30 Architectural & Engineering Designer - Basic Services	\$6,590,600	\$589,400	\$7,180,000	\$7,180,000	\$0	\$0	\$7,180,000	\$825,000	\$6,355,000
Schematic Design	\$889,400	\$232,447	\$1,121,847	\$1,121,847	\$0		\$1,121,847	\$1,098,857	\$22,990
Geotechnical Engineering CA	\$250,000	-\$45,000	\$205,000	\$205,000	\$0		\$205,000	\$24,255	\$180,745
Geoenvironmental Engineering-allowance	\$51,000	\$134,000	\$185,000	\$185,000	\$0		\$185,000	\$0	\$185,000
Site Survey	\$50,000	-\$30,000	\$20,000	\$10,000	\$10,000		\$20,000	\$0	\$20,000
Survey of Existing Conditions / Wetlands	\$50,000	-\$50,000	\$0	\$0	\$0		\$0	\$0	\$0
Hazardous Materials	\$100,000	\$45,000	\$145,000	\$145,000	\$0		\$145,000	\$0	\$145,000
A&E Sub Consultants	\$0	\$70,500	\$70,500	\$70,500	\$0	·	\$70,500	\$9,075	\$61,425
Other Reimbursable Costs	\$100,000	-\$80,000	\$20,000	\$20,000	\$0		\$20,000	\$0	\$20,000
Printing (Over the Minimum)	\$50,000	-\$30,000	\$20,000	\$0	\$20,000		\$20,000	\$0	\$20,000
Testing & Inspections	\$150,000	\$100,000	\$250,000	\$0	\$250,000		\$250,000	\$0	\$250,000
Subtotal	\$8,281,000	\$936,347	\$9,217,347	\$8,937,347	\$280,000	\$0	\$9,217,347	\$1,957,187	\$7,260,160
40 Administrative Costs									
Owner's Project Manager Basic Services	\$3,200,000	\$443,580	\$3,643,580	\$3,383,575	\$260,005	\$0	\$3,643,580	\$87,238	\$3,556,343
OPM Feasibility Study	\$299,800	\$78,353	\$378,153	\$378,153	\$0		\$378,153	\$378,153	\$0
OPM Cost Estimates	\$0	\$5,500	\$5,500	\$5,500	\$0		\$5,500	\$5,500	\$0
Commissioning Agent	\$200,000	\$80,000	\$280,000	\$0	\$280,000		\$280,000	\$0	\$280,000
Advertising	\$29,795	\$205	\$30,000	\$0	\$30,000		\$30,000	\$0	\$30,000
Other Administrative Costs	\$50,000	\$0	\$50,000	\$0	\$50,000	\$0	\$50,000	\$0	\$50,000
Other Project Costs (Moving)	\$150,000	\$50,000	\$200,000	\$0	\$200,000		\$200,000	\$0	\$200,000
Utility Fees	\$300,000	\$0	\$300,000	\$0	\$300,000		\$300,000	\$0	\$300,000
Legal	\$50,000	-\$50,000	\$0	\$0	\$0		\$0	\$0	\$0
Subtotal	\$4,279,595		\$4,887,233	\$3,767,228			\$4,887,233	\$470,891	\$4,416,343
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May 31, 2022

Town of Concord

Concord Middle School

Project Budget and Cost Summary



A	С	D (Bud. Adj. Tab)	E (C+D)	F (Com. Cost tab)	G (E-F)	H (Forecast. tab, >G)	l (F+G+H)	J (Invoice Tab)	K (I-J)
		BUDGET				OST		CASH FI	
Description	Intial Budget	Authorized	Approved	Committed	Uncommitted	Forecast	Total Project	Expenditures to	Balance To
		Changes	Budget	Costs	Costs	Costs	Costs	Date	Spend
50 Furniture, Fixtures and Equipment									
Furniture, Fixtures and Equipment	\$1,225,000	\$140,000	\$1,365,000	\$0	\$1,365,000	\$0	\$1,365,000	\$0	\$1,365,000
Security	\$227,500	-\$227,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Technology	\$1,225,000	\$35,000	\$1,260,000	\$0	\$1,260,000	·	\$1,260,000	\$0	\$1,260,000
Subtotal	\$2,677,500	-\$52,500	\$2,625,000	\$0	\$2,625,000	\$0	\$2,625,000	\$0	\$2,625,000
Project Cub Total	ć05 220 005	¢2.262.062	¢07.502.057	Ć42 704 E7E	Ć04 707 402	ćo	¢07.502.057	62,420,070	¢05,072,000
Project Sub-Total	\$95,238,095	\$2,263,962	\$97,502,057	\$12,704,575	\$84,797,482	\$0	\$97,502,057	\$2,428,078	\$95,073,980
					Current		Potential		
70 Project Contingency					Contingency	Potential Risk	Contingency	_	
Construction Contingency	\$4,000,000	\$38,927	\$4,038,927		\$4,038,927	\$0	\$4,038,927		\$4,038,927
Owner's Bid Contingency	\$0	\$2,019,312	\$2,019,312		\$2,019,312		\$2,019,312		\$2,019,312
Owner's Contingency	\$761,905	-\$6,201	\$755,704		\$755,704		\$755,704		\$755,704
Subtotal	\$4,761,905	\$2,052,038	\$6,813,943		\$6,813,943	\$0	\$6,813,943	L	\$6,813,943
Project Total	\$100,000,000	\$4,316,000	\$104,316,000	\$12,704,575	\$91,611,425	\$0	\$104,316,000	\$2,428,078	\$101,887,923
•	udes \$1.5M from Fea	. , ,		\$12,704,575	\$91,611,425	ŞU	\$104,316,000	\$2,428,078	\$101,887,923
ille	udes \$1.5W HOM Fea	sibility and schen	latic Design Phase		1				
Construction Cost Estimates	Date	Amount	Gross Square Feet	Cost Per SF		Budget Revisions S	ummary	Date	Amount
Schematic Design Estimate	11/03/21	\$82,512,622	143,510	\$574.96					
Design Development									
Construction Documents (60%)									
Construction Documents (90%)									
Finalized GMP Contract									

Town of Concord Concord Middle School 05/31/22





Committed Cost (Contracts/Pos)

VENDOR	AMOUNT	ISSUE DATE	SIGNED/ RETURN DATE	ENCUM (PO)	CODE	MSBA	Notes
Hill International	\$299,800.0	10/23/2019			40-010		Feasibility & Schematic Design
SMMA	\$889,400.0	11/26/2019		24452	30-110		Feasibility & Schematic Design
Hill International	\$5,500.0	3/13/2020	09/01/20		40-100		Amendment #1 Feasibility Estimating (PM&C)
Hill Internattional	\$78,353.3	3 12/6/2021	12/07/21		40-010		Amendment #2 Feasibility & SD Add Service
SMMA	\$232,446.6	2 11/23/2021	12/09/21		30-110		Amendment #1 Feasibility & SD Add Service
Hill International	\$3,383,575.0	3/15/2022	03/23/22		40-000		Amendment #3 DD-Closeout Base Fee
SMMA	\$7,180,000.0	3/15/2022	03/23/22		30-000		Amendment #2 DD-Closeout Base Fee
SMMA	\$20,000.0	3/15/2022			30-270		Amendment #3 Reimbursable Services Other
SMMA	\$145,000.0	3/15/2022			30-240		Amendment #3 Reimbursable Services Hazmat
SMMA	\$205,000.0	3/15/2022			30-210		Amendment #3 Reimbursable Services Geotechnical
SMMA	\$185,000.0	3/15/2022			30-220		Amendment #3 Reimbursable Services Geoenviromental
SMMA	\$10,000.0	3/15/2022			30-230		Amendment #3 Reimbursable Services Site Survey
SMMA	\$60,500.0	3/15/2022			30-250		Amendment #3 Reimbursable Services Septic System Design
SMMA	\$10,000.0	3/15/2022			30-250		Amendment #3 Reimbursable Services Universal Design
	\$12 704 E7E O	TOTAL COMMIT	MENTS TO DATE				

\$12,704,575.00 TOTAL COMMITMENTS TO DATE

Committed Costs Page 1 of 1

Town of Concord Concord Middle School 05/31/22





Expenditures - Invoices/Requisitions

Added	Invoice	Mandan	Laure Control November 1	Invoice	Approval	CODE	Daniel Code	Propay Subm.	Description
Ву	Amount	Vendor	Invoice Number	Date	Date	CODE	Propay Code	#	Description
AV	\$25,110.00	O Hill International	1	09/30/19	10/15/19	40-010			Sept 2019 OPM invoice
AV	\$34,595.00	Hill International	2	10/31/19	11/13/19	40-010			Oct 2019 OPM invoice
AV	\$20,660.0	O Hill International	3	11/30/19	12/19/19	40-010			Nov 2019 OPM invoice
AV	\$12,565.0	O Hill International	4	12/31/19	01/09/20	40-010			Dec 2019 OPM Invoice
AV	\$75,645.00	O SMMA	052188	01/24/20	01/30/20	30-110			Basic services Dec 2019
AV	\$16,445.0	O Hill International	5	01/31/20	02/14/20	40-010			Jan 2020 OPM Invoice
AV	\$151,290.00	O SMMA	052380	02/06/20	02/06/20	30-110			Basic Services January 2020
MM	\$75,645.0	O SMMA	052521	03/05/20	03/05/20	30-110			Basic Services February 2020
AV	\$25,890.00	Hill International	6	02/28/20	03/13/20	40-010			Feb 2020 OPM Invoice
MM	\$34,480.00	O Hill International	7	03/31/20	04/08/20	40-010			March 2020 OPM Invoice
MM	\$75,645.0	O SMMA	0052695	04/02/20	04/08/20	30-110			Basic Services March 2020
MM	\$50,035.0	O Hill International	8	04/30/20	05/08/20	40-010			April 2020 OPM Invoice
MM	\$50,430.0	O SMMA	0052952	05/14/20	05/14/20	30-110			Basic Services April 2020
AV	\$33,130.0	O Hill International	9	05/31/20	06/11/20				May 2020 OPM Invoice
MM	\$40,344.0	O SMMA	0052981	06/19/20	06/23/20	30-110			Basic Services May 2020 - Hold back
DH	\$15,520.0	O Hill International	10	07/09/20	07/13/20				June 2020 OPM Invoice
DH		O Hill International	11	09/09/20	08/10/20				Aug 2020 OPM Invoice
DH		O Hill International	12	10/22/20	09/22/20	40-010			Sep 2020 OPM Invoice
DH	\$2,590.0	O Hill International	13	12/07/20	10/10/20	40-010			Oct 2020 OPM Invoice
DH	\$11,755.0	O Hill International	14	01/05/21	12/18/20				Dec 2020 OPM Invoice
DH	\$5,043.0		0054286	01/11/21	12/29/20				Feasibility Study Dec 2020
DH	\$600.0	O SMMA	0054358	02/04/21	06/23/21	30-110			Feasibility Study Jan 2021
DH		O SMMA	0054568	03/04/21	06/23/21				Feasibility Study Feb 2021
DH	\$600.0	O SMMA	0054815	04/15/21	06/23/21	30-110			Feasibility Study Mar 2021
DH	\$600.0	O SMMA	0054930	05/13/21	06/23/21				Feasibility Study Apr 2021
IP	\$69,318.0		0055285	07/14/21	07/19/21				Schematic Design May-Jun 2021 @ 18% Complete
IP	\$69,318.0	O SMMA	0055392	08/12/21	08/12/21	30-110			Schematic Design July 2021 @ 36% Complete
DH	\$69,318.0		0055571	09/16/21	09/30/21				Schematic Design Aug 2021 @ 54% Complete
IP	\$73,938.0		0055670	10/05/21	10/18/21	30-110			Schematic Design Sept 2021 @ 72% Complete
IP	\$57,765.0		0055880	11/10/21	11/19/21				Schematic Design Sept 2021 @ 87% Complete
JC	\$12.516.2	5 Hill International	15	11/08/21	12/01/21				Feasibility & SD Partial Billing Jan-Nov 2021
JC	\$5,500.0	O Hill International	15	11/08/21	12/01/21	40-100			Feasibility & SD Partial Billing Jan-Nov 2021 (Estimating)
JC	\$42,361.0	O SMMA	0056055	12/07/21	12/09/21	30-110			Schematic Design November 2021 @ 97% Complete
JC	\$7,950.00		0056443	01/28/22	02/07/22				Schematic Design December 2021 @ 97% Complete
JC	\$78,357.13	3 Hill International	16	01/27/22	01/31/22	40-010			Feasibility & SD Billing Jan-Nov 2021 Final
JC	\$62.017.50	O Hill International	17	03/11/22	03/31/22	40-000			Dec 21-March 22 DD Billing
JC	\$232,446.6		0056637A	04/27/22	04/30/22				Schematic Design Jan-Feb. @ 99% Complete
JC	\$150,000.00		0056637B	04/27/22	04/30/22				Design Development Jan-Feb @ 12% complete
JC	\$225,000.0		0056763	04/14/22	05/31/22				Design Development March @ 25% complete
JC	\$3,025.00		0056764	04/14/22	05/31/22				Design Development March Septic System Design @ 5% complete
JC	\$450,000.00		0057040	05/12/22	05/31/22				Design Development April @ 55% complete
JC	\$24,255.00		0057041	05/12/22	05/31/22				Design Development April Geotech @ 12% complete
JC	\$6,050.00		0057041	05/12/22	05/31/22				Design Development April Septic System Design @ 15% complete
JC		O Hill International	18	05/24/22	05/31/22				April 22 DD Billing
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\$2,428,077.50 Total Spent to Date \$2,428,077.50

Invoice Listing Page 1 of 1

Concord Middle School Estimated Project Cash Flow



										Internatio	nai
		Month	OPM + Commissioning	Designer & Consultants	FF&E & Misc. Admin.	Construction	Contingency	Estimated Expenditures	Actual Expenditures	Estimated Cumulative Expenditures	Actual Cumulative Expenditures
	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
Feasibility Study	3	Dec-19	\$20,660					\$20,660	\$20,660	\$80,365	\$80,365
ty Si	4	Jan-20	\$12,565	\$75,645				\$88,210	\$88,210	\$168,575	\$168,575
iii iii	5	Feb-20	\$16,445	\$151,290				\$167,735	\$167,735	\$336,310	\$336,310
Feas	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
	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
Se	11	Aug-20	\$3,785					\$3,785	\$3,785	\$741,214	\$741,214
Pause	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
ity	15	Dec-20	\$16,798					\$16,798	\$16,798	\$761,322	\$761,322
Restart Feasibility Study	16	Jan-21						\$0	\$0	\$761,322	\$761,322
Fea tudy	17	Feb-21						\$0	\$0	\$761,322	\$761,322
tart	18	Mar-21						\$0	\$0	\$761,322	\$761,322
Res	19	Apr-21						\$0	\$0	\$761,322	\$761,322
	20	May-21						\$0	\$0	\$761,322	\$761,322
드	21	Jun-21		\$2,400				\$2,400	\$2,400	\$763,722	\$763,722
Schematic Design	22	Jul-21		\$69,318				\$69,318	\$69,318	\$833,040	\$833,040
ıţic [23	Aug-21		\$69,318				\$69,318	\$69,318	\$902,358	\$902,358
ешэ	24	Sep-21		\$69,318				\$69,318	\$69,318	\$971,676	\$971,676
Sch	25	Oct-21		\$73,918				\$73,918	\$73,938	\$1,045,594	\$1,045,614
	26	Nov-21		\$57,765				\$57,765	\$57,765	\$1,103,359	\$1,103,379
es es	27	Dec-21	\$18,016	\$42,361				\$60,377	\$60,377	\$1,163,736	\$1,163,756
Town Proces	28	Jan-22	\$78,353	\$7,202				\$85,555	\$78,357	\$1,249,291	\$1,242,113
	29	Feb-22	\$53,017					\$53,017	\$7,950	\$1,302,308	\$1,250,063
	30	Mar-22	\$53,017	\$436,495				\$489,512	\$62,018	\$1,791,820	\$1,312,081
	31	Apr-22	\$53,017	\$436,495				\$489,512	\$382,447		\$1,694,528
× 5	32	May-22	\$53,017	\$436,495				\$489,512	\$733,550	\$2,770,844	\$2,428,078
ant 8	33	Jun-22	\$47,017	\$436,495				\$483,512	\$0	\$3,254,356	
Design Development & Construction Documents	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	
Design Deve	36	Sep-22	\$55,207	\$424,658	\$16,667			\$496,531	\$0	\$4,797,520	
esign	37	Oct-22	\$55,207	\$424,658	\$29,795			\$509,660	\$0	\$5,307,179	
ă	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	
ъ	42	Mar-23	\$68,030	\$127,350	\$7,143			\$202,523	\$0	\$7,512,002	
Bid	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	

Concord Middle School Estimated Project Cash Flow



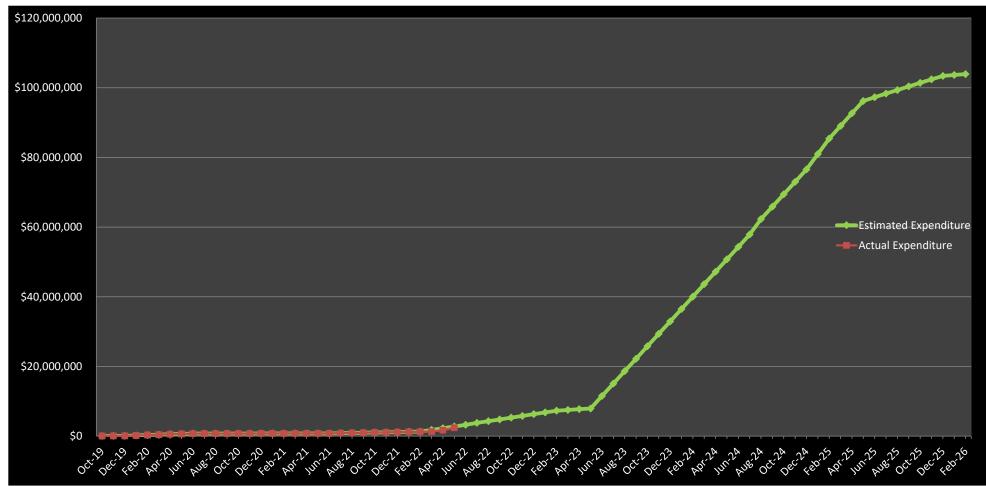
										international	
		Month	OPM + Commissioning	Designer & Consultants	FF&E & Misc. Admin.	Construction	Contingency	Estimated Expenditures	Actual Expenditures	Estimated Cumulative Expenditures	Actual Cumulative Expenditures
Construction Phase 1 (New School)	50	Nov-23	\$94,880	\$96,200	\$8,333	\$3,094,687	\$272,669	\$3,566,769	\$0	\$29,348,064	
	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 \$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	750,550	\$857,143	\$34,388	\$1,006,352	\$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	\$1,020,434	\$0 \$0	\$100,300,473	
	74	Nov-25	\$60,255	\$57,143					\$0 \$0		
Closeout						\$857,143	\$34,388	\$1,008,929	·	\$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	
	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		
	81 82	Jun-26 Jul-26	\$20,995					\$20,995 \$0	\$0 \$0	\$104,316,000 \$104,316,000	
	83	Aug-26						\$0	\$0	\$104,316,000	
	84	Sep-26	40	A452.22	4 -	1.	1.	\$0	\$0	\$104,316,000	
		Subtotal for FY '19 Subtotal for FY '20	\$252,910 \$39,413	\$468,999 \$2,400	\$0 \$0	\$0 \$0	\$0 \$0	\$721,909 \$41,813			
		Subtotal for FY '21	\$355,454	\$2,135,180	\$0	\$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 Subtotal for FY '24	\$1,144,310	\$1,154,401	\$100,000	\$37,136,249	\$3,272,024	\$42,806,983			
		Subtotal for FY '25	\$990,060 \$620,827	\$1,076,286 \$535,714	\$2,966,871 \$0	\$34,898,704 \$5,642,837	\$3,033,743 \$235,507	\$42,965,665 \$7,034,886			
		TOTAL	\$4,307,233	\$9,217,347	\$3,205,000	\$80,772,477	\$6,813,943	\$104,316,000			

6/9/2022 Page 2 of 2



Town of Concord Concord Middle School Estimated Project Cash Flow Graph







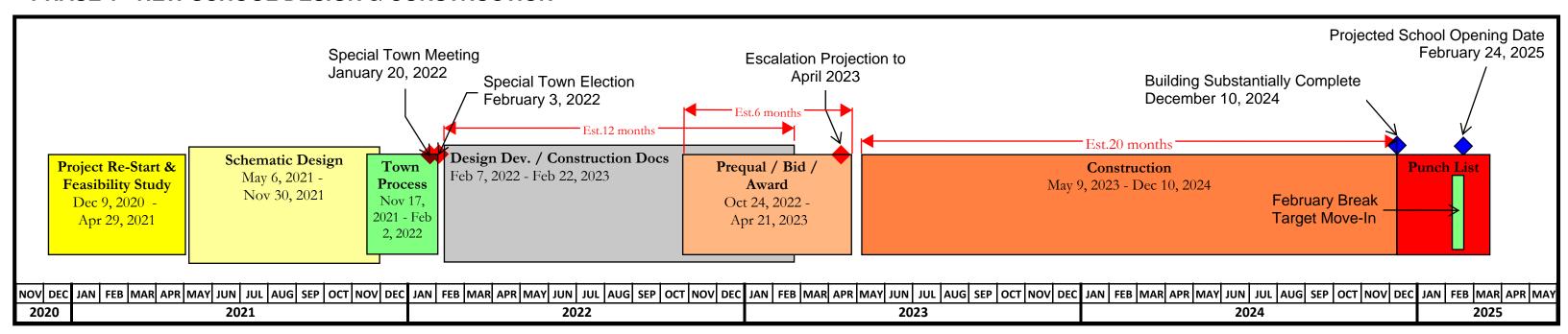
Schedule Update



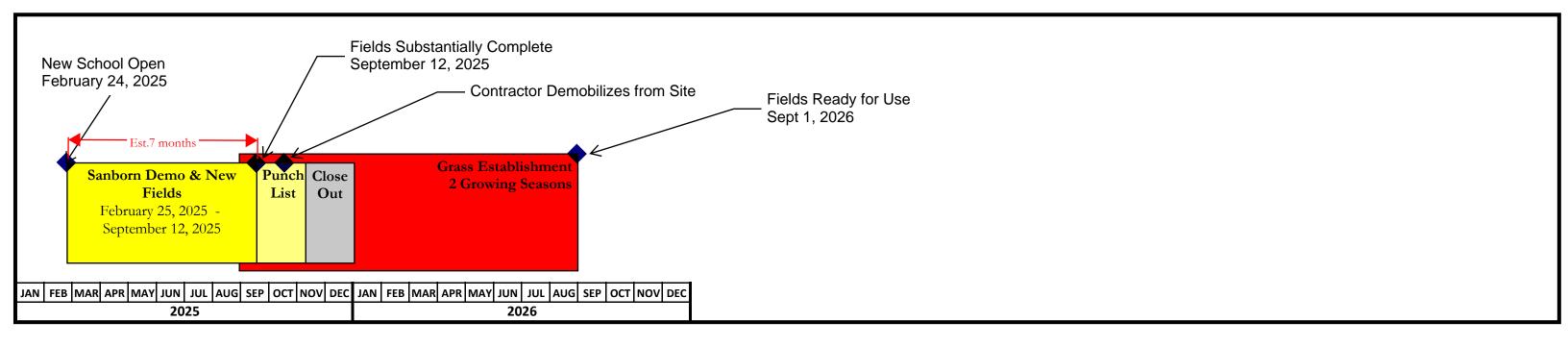
Concord Middle School Executive Summary Schedule May 25, 2022 UPDATE



PHASE 1 - NEW SCHOOL DESIGN & CONSTRUCTION

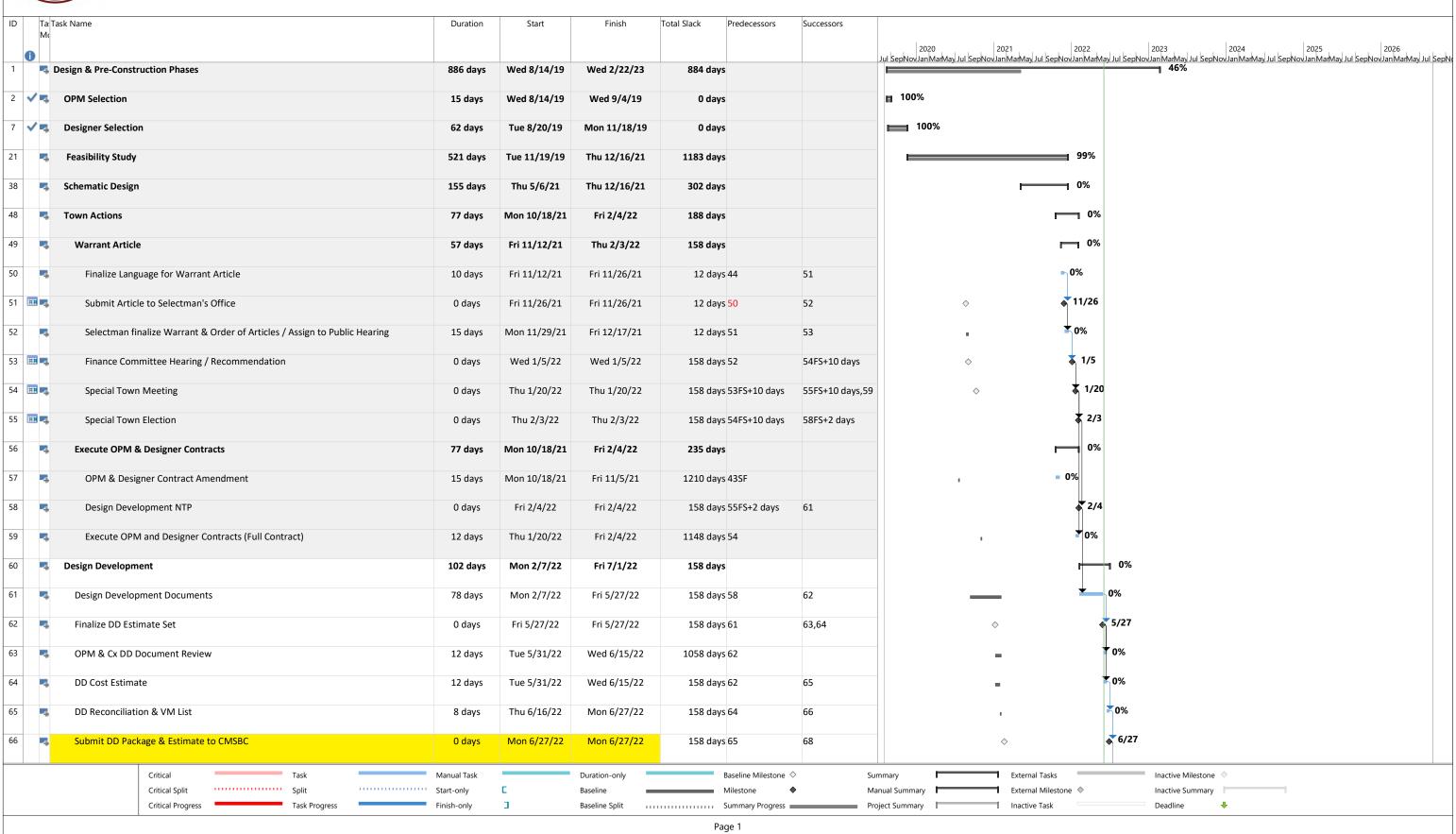


PHASE 2 - SANBORN DEMO & NEW FIELDS



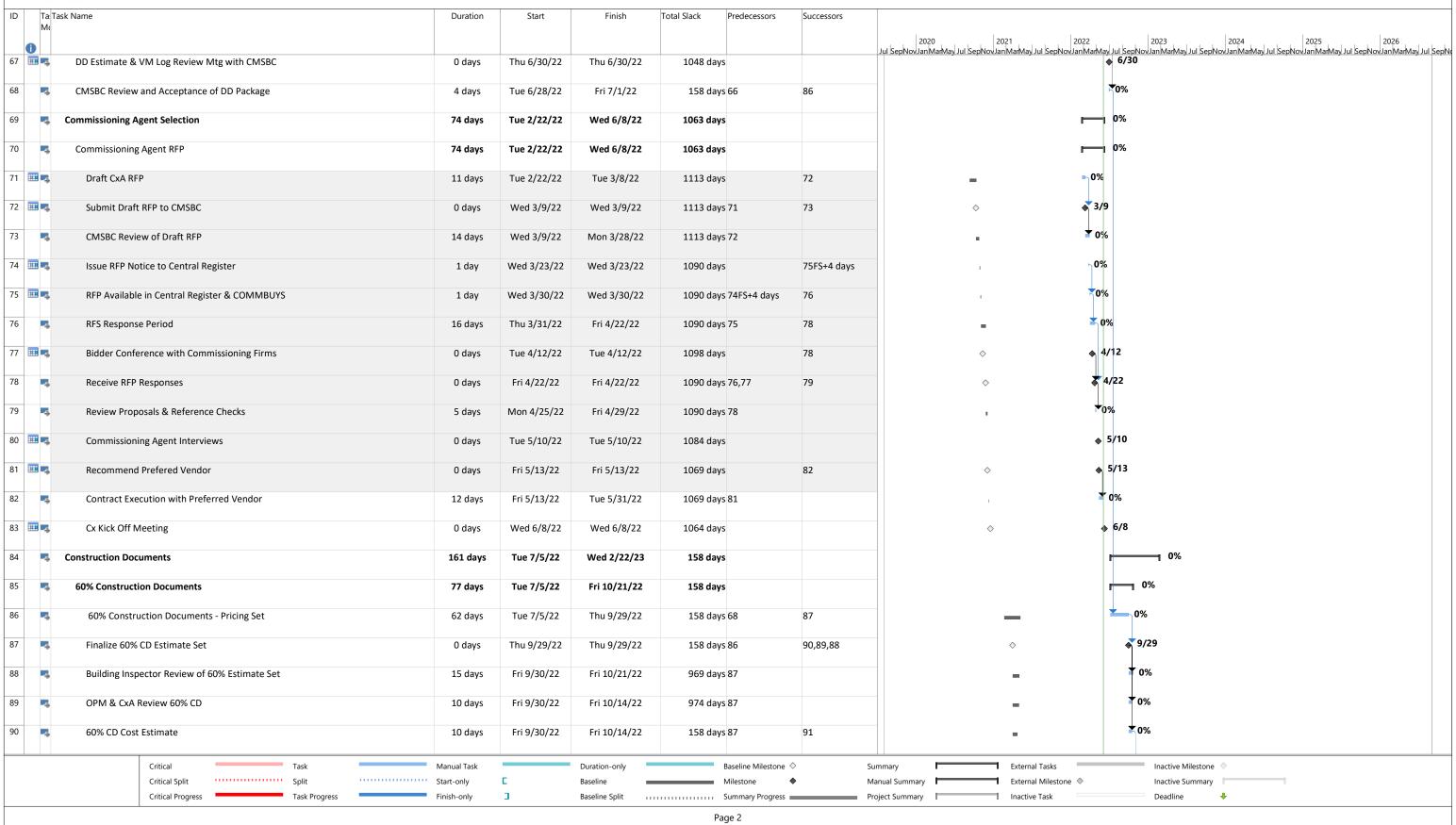






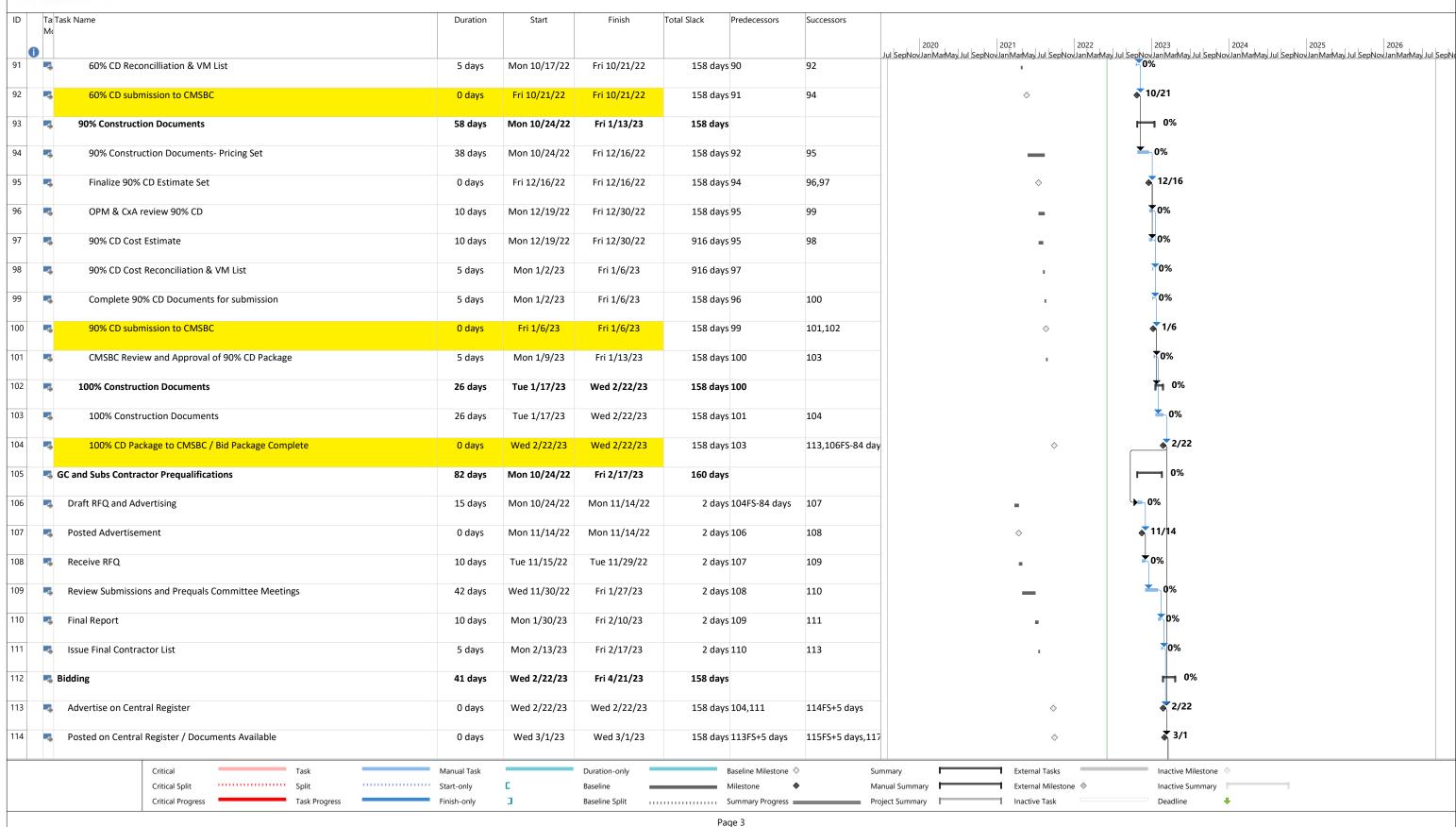




















Design Development Progress





Concord Middle School

Design Sub-Committee Meeting
Design Development
19 May 2022





Project Goals Recap



Total Project Cost Range per RFS \$80-\$100 M

Total Project Cost maximum currently estimated \$102 M





Replace two middle schools with one combined middle school, grades 6-8



Design enrollment 700 Students



Team Teaching Model, meet Ed Plan



Design for Net Zero Energy

Primary Goal:

Consolidate two middle school populations into a single, 21st century learning facility that will serve the community for generations.



LEARNING

Create a middle school learning environment that addresses the unique social and emotional needs of the early adolescent. This pedagogical priority translates into a facility that:

- Supports the efficacy of the educational team,
- Supports the fidelity of teaming,
- Embodies joy in learning,
- Fosters a pervasive spirit of inclusion,
- Offers opportunity for active engagement as well as opportunity for innovation, reflection and repose
- Places a social, collaborative, reflective media center at the heart of the school

CONTEXT

Create a building and a landscape that enhances the existing character of the community and is **strongly connected to the natural landscape**.

HISTORY

Create a building and a landscape that enhances town vitality and is strongly connected to the history of Concord.

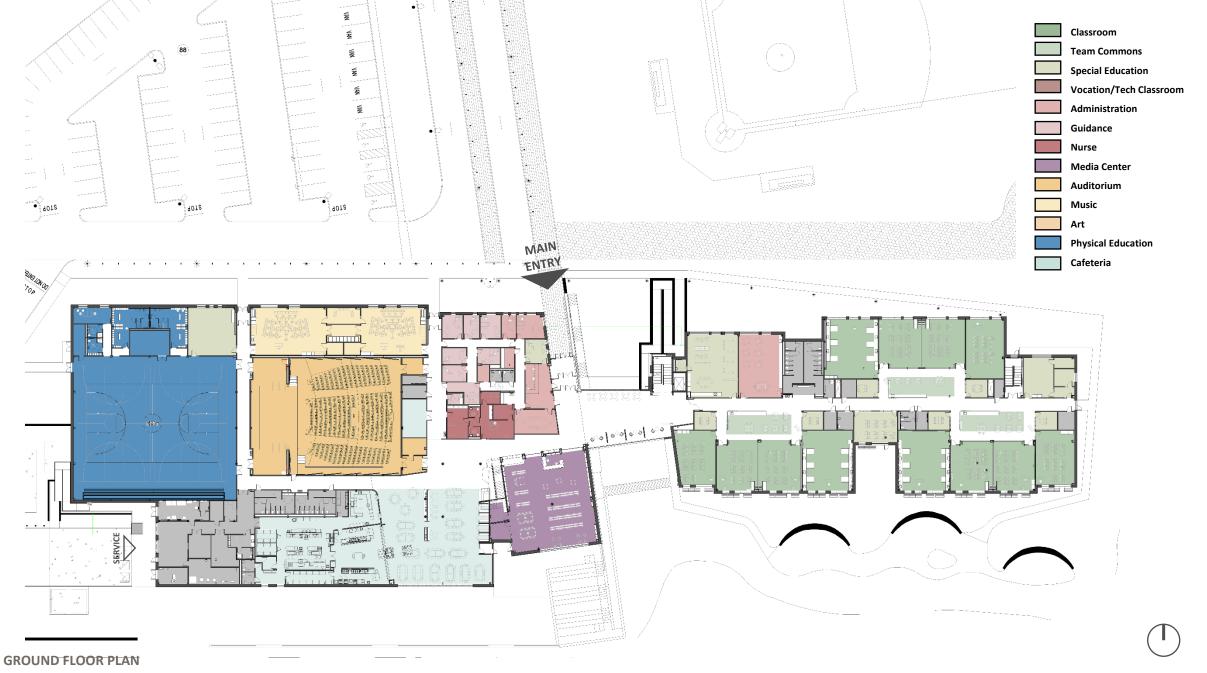
ENVIRONMENT

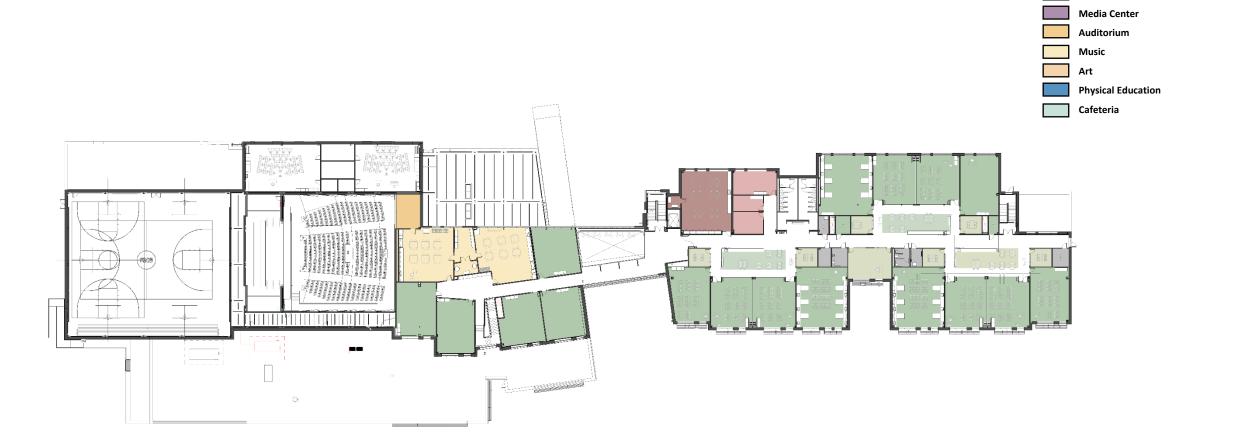
Create a building and a landscape that **utilizes resources wisely** – one that balances energy use and consumption with optimized comfort, learning, and wellness.

EWING SMMA



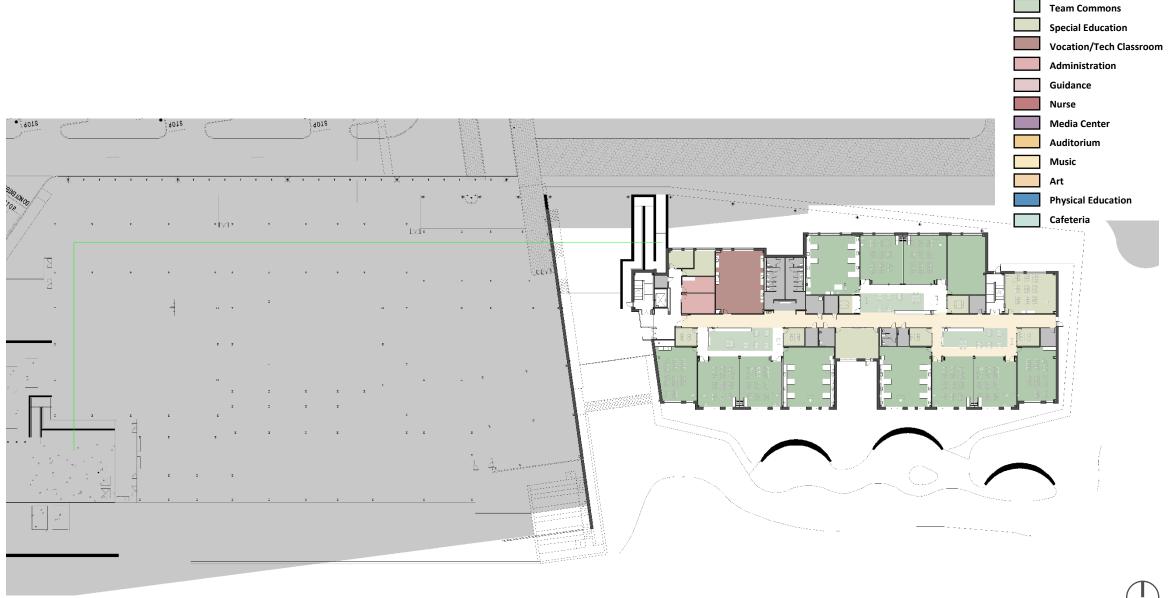






Classroom
Team Commons
Special Education
Vocation/Tech Classroom

Administration
Guidance
Nurse



Classroom



GRAIN BRICK



PHENOLIC WOOD

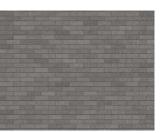




CONCRETE MASONRY



LIGHT CMU



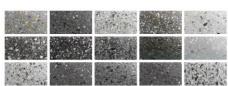
DARK CMU



MEDIUM CMU WITH REVEAL PATTERN



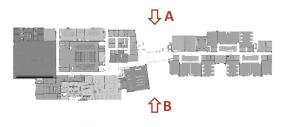
CONCRETE WITH FORMLINER PATTERN







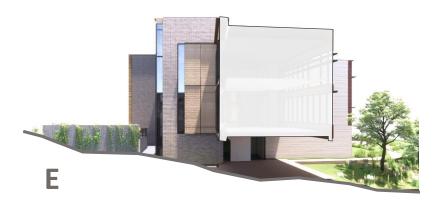








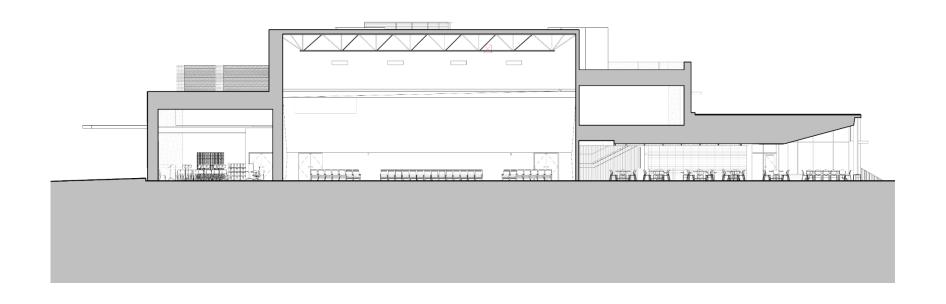








































20

STREAM | FOREST EDGE







Interior materials will be selected conscious of the projects' budget, sustainability and long-term building maintenance goals.

The interior design will relate to the exterior design and palette. Glazing on the exterior will create a visual and physical connection to the interior.

The building has been designed to encourage student engagement within academic clusters and common areas. Patterns, colors and materials will provide wayfinding and encourage movement throughout the space.

The interior design will be a neutral palette with accent colors.

EWING SMMA

Technical Performance

- Optimize Daylighting
- Maintain High Energy Efficiency
- Durability and Maintenance
- Recycled Content
- Acoustic Performance
- Low Emitting Materials

Cost Effectiveness

- Design for Repetition and Ease of Construction
- Prioritize Material Cost

Aesthetics

- Design for 21st Century Learning
- Express Educational Vision and Aspiration
- Timeless and Age Appropriate



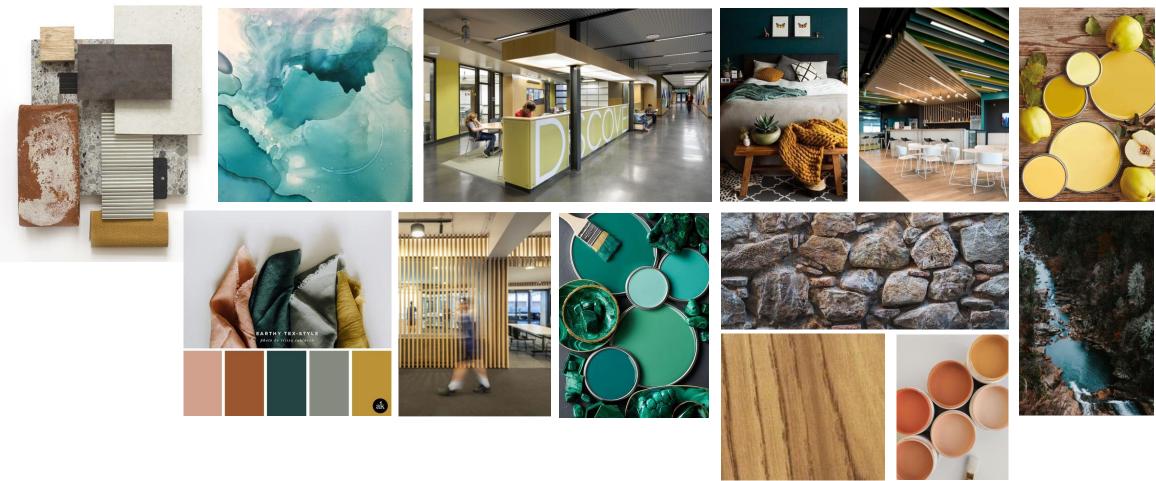






22

STREAM | FOREST EDGE



The color palette concept is based on **themes of nature** in ways that may be applied to identify the academic clusters or building levels to **enhance wayfinding and placemaking** within the project.

Accent colors will be selected to coordinate with a neutral base palette.

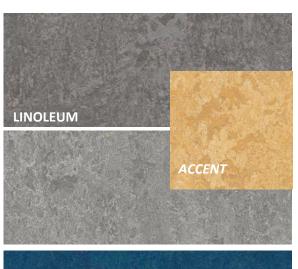
EWING SMMA

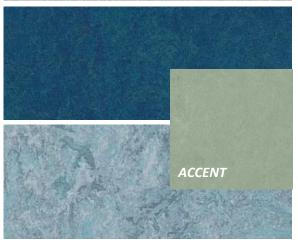
23

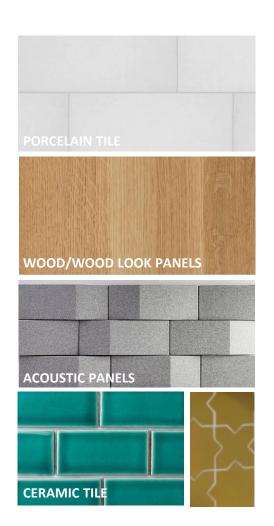
FLOORING WALLS CEILINGS

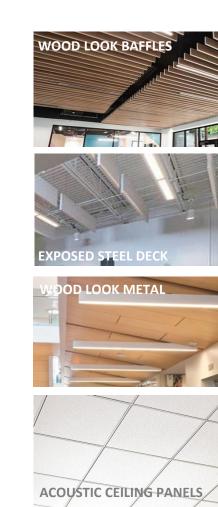












CASEWORK/MILLWORK







































































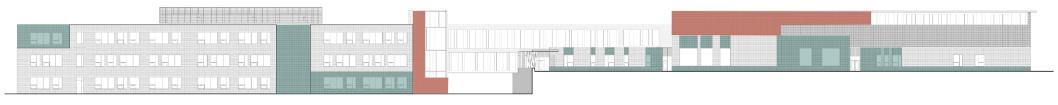
Questions/Comments?





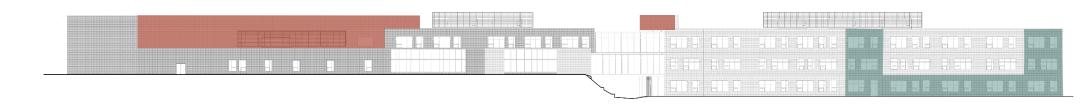
Appendix





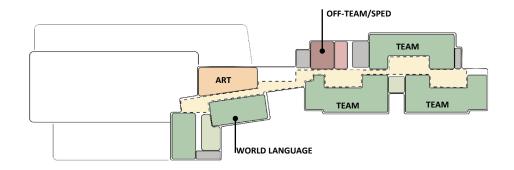
NORTH ELEVATION



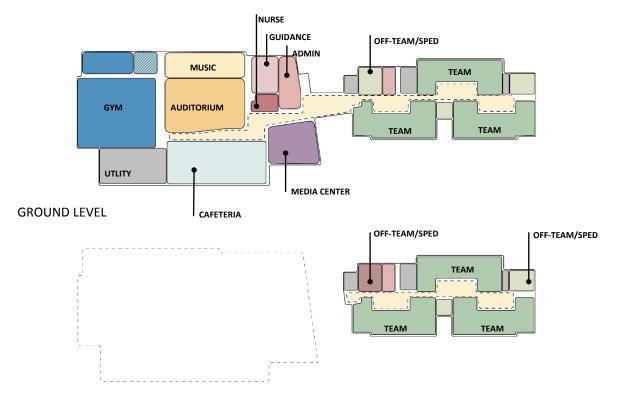


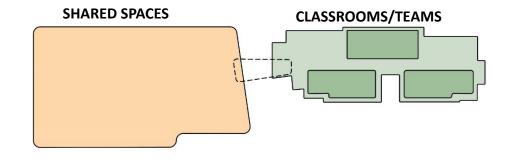
SOUTH ELEVATION





UPPER-LEVEL





LOWER-LEVEL

ORGANIZING DIAGRAM

51



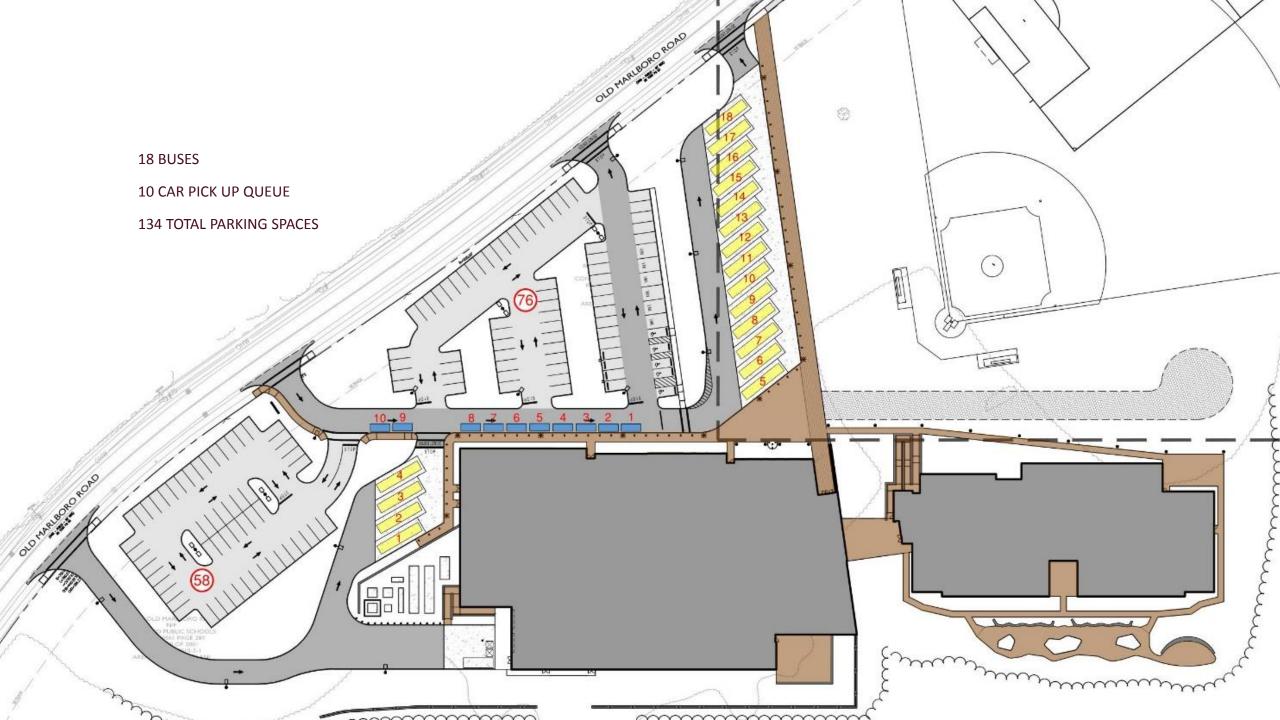


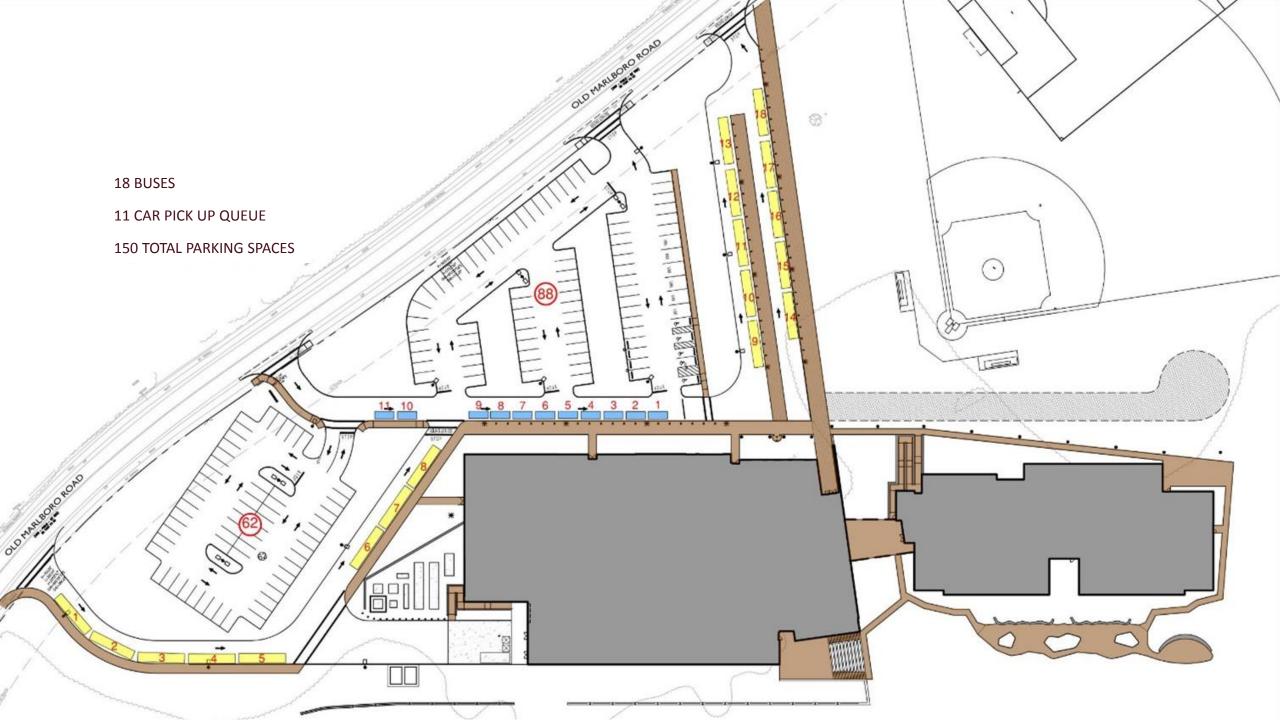
Site and Landscape















Thank You







Meeting Minutes

Sustainability Subcommittee (DSC) Concord Middle School Building Committee (CMSBC) Meeting Minutes - May 9th, 2022

Virtual Meeting conducted via Zoom

PRESENT: Matt Root, Steven Stasheski, Frank Cannon, Charlie Parker, Laurie Hunter, Russ Hughes

PRESENT FROM HILL INTERNATIONAL: Ian Parks, Susan McCann, John Cutler

PRESENT FROM SMMA and Ewing Cole: Martine Dion, Charles Gibson, Lorraine Finnegan

Matt Root called the online meeting to order at 3 PM. The Chair noted that the meeting was being recorded, then performed a roll call for attendance.

Envelope Design Discussion: Lorraine Finnegan, Martine Dion, SMMA

- M Dion reported EUI 25 was still being tracked and the enclosure with regards to insulation was still following the plans in Schematic Design.
 - R40 wall but opportunity for savings if insulation thickness could be reduced without impacting performance.
 - M Dion reported reducing insulation thickness would have an impact on HVAC load and EUI.
 - Additional energy modeling would be required to make an informed decision on reducing the insulation to verify its impact on the EUI.
 - o M Root and S Stasheski advocated for additional energy modeling.
 - S Stasheski inquired if reducing the insulation thickness and increasing the size of HVAC systems to offset EUI would result in a net savings for the overall project.
 - o M Dion clarified that the EUI 25 being tracked was reinforced by an energy model.
 - C Parker noted that beyond the EUI target, the subcommittee aimed for more specific envelope goals under the EZ code which was provided to SMMA by the subcommittee as a basis of design:
 - Air infiltration of .1 CFM per 75 square foot of enclosure
 - Heat Load of 5 BTU per square foot
 - L Finnegan noted there would be a report on an updated energy model in the coming weeks provided to the subcommittee to further evaluate the EZ code metrics.

HVAC Design Discussion: Charles Gibson, Lorraine Finnegan-SMMA

- C Gibson reported that the kitchen consultant has been working on kitchen hood and has cfm which will be reported on next energy model update.
 - o Compensating type hood
 - Exhaust in the back
 - Supply in the front
 - Does not require as much air conditioning, so it saves energy.
 - All outside air
- C Gibson reported that SMMA had started LEED ventilation analysis basing the code minimum against current design.
 - o Project currently has more than enough CFM
 - DOAS load of 30,000 cfm
 - Three units of 15,000 cfm

Sustainability Subcommittee (DSC) Concord Middle School Building Committee (CMSBC) Meeting Minutes - May 9th, 2022 Virtual Meeting conducted via Zoom

- Currently analyzing 420 ppm of ambient vs 800 ppm of CO2 in spaces per subcommittee recommendation
 - This had to start against code minimum and the design team will update the subcommittee as more data on desired metrics is evaluated
- C Gibson reported ventilation delivery system options:
 - Displacement ventilation
 - Most effective
 - Supply at the floor
 - Close to room temperature with low velocity air
 - o Low return/Air cooler than room ambient
 - Slightly less effective
 - SMMA proposed modifications to this strategy to meet the standard without requiring extra energy:
 - Addressing the supply in the back of the classroom and return on opposite end of classroom to pull air into classroom
 - Will meet subcommittee recommendation for ventilation effectiveness of 1.0
 - o In larger spaces air handling units will be employed
 - Single zone systems
 - Low return in all spaces with the exception of the cafeteria which is still being evaluated by SMMA.

Next Steps:

Next meeting will be scheduled when SMMA has the DD energy model update.

Adjournment 4:01 PM

7,017.11	
Adjournment	M Root
Motion to approve	C Parker
Seconded	S Stasheski
Discussion	None
Vote	Unanimous

A recording of this meeting is available at:

Concord Middle School Sustainability Subcommittee - Zoom

Design Subcommittee (DSC)

Concord Middle School Building Committee (CMSBC)

Meeting Minutes - May 19th, 2022

Virtual Meeting conducted via Zoom

PRESENT: Court Booth, Dawn Guarriello, Chris Popov, Charlie Parker, Laurie Hunter, Russ Hughes

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

PRESENT FROM SMMA and Ewing Cole: Lorraine Finnegan, Keith Fallon, Nicole Bronola, William Smarzewski, Matthew Rice, Michael Dowhan

Dawn Guarriello called the online meeting to order at 7:30 AM. The Co-chair noted that the meeting was being recorded, then performed a roll call for attendance.

Approval of Minutes:

The approval of meeting minutes for the March 17th and April 14th Design Subcommittee meetings were postponed pending further review by the Subcommittee members. The Design Subcommittee agreed to approve both meeting minutes at the School Building Committee meeting scheduled for 5/26.

Design Development Progress: William Smarzewski, Keith Fallon, SMMA

- K Fallon presented an overview of progress made on Design Development to date.
- W Smarzewski presented an overview minor interior changes of the floor plan to the following:
 - Media Center and offices/smaller group rooms in that space
 - o Cafeteria: now includes built in bench seating
 - Auditorium
 - Music Rooms
 - o Gymnasium/Locker rooms/OT/PT rooms
 - Minor changes in efficiencies of Mechanical, Electrical and Plumbing (MEP's) systems in the locker rooms
 - First Floor Classrooms: Minor changes to incorporate coordination of MEP's
- K Fallon presented the exterior material palette:
 - Slides visualizing how the building will flow with the landscape slope, which rolls under the main lobby entrance as design intended to incorporate landscape in the design of the building.
 - o Modulate the grade relative to the cafeteria terrace and media center in the development of the retaining walls to make the area more aesthetically appealing.
 - Retaining wall on both sides of the underpass beneath the lobby/bridge had form liner introduced which will provide texture to the face of the concrete.
 - There will be cable elements installed to encourage growth of natural plants to soften the area.
 - Three (3) different shades of CMU will be used to provide color and textural variations to the building.
 - Outdoor learning areas will be integrated into the accessible landscape and paths around the building.
 - Orientation of the outdoor classrooms will take advantage of the topography of the natural landscape. The backdrop to teacher will be a forest rather than building(s).

Design Subcommittee (DSC) Concord Middle School Building Committee (CMSBC) Meeting Minutes - May 19th, 2022

Virtual Meeting conducted via Zoom

- S Long presented themes of nature which inspired the color palette:
 - o Incorporation of palette with interior materials
 - Porcelain tile in the hallways for protection but color will be neutral
- K Fallon presented interior design developments along the main corridor and common spaces along the corridor including:
 - Use of pylons used to create more personal spaces
 - o Benches along the corridor to create additional seating
 - Wood screens to create privacy but also to relate back to the theme of nature (woods)
 - o Renderings displayed use of color pallet presented by S Long
- K Fallon presented new renderings of Auditorium and Gymnasium:
 - o Walls in auditorium designed to enhance acoustics and provide color to the space

Next Steps:

• This was the final presentation to the Design Subcommittee. There was originally a Design Subcommittee meeting planned for June in which the Design Development estimate and VM log were to be previewed, but this will take place at the full Building Committee meeting planned for 6/23.

Adjournment 8:28am.

Adjournment	D Guarriello
Motion to approve	C Parker
Seconded	L Hunter
Discussion	None
Vote	Unanimous

A recording of this meeting is available at:

Concord Middle School Design Subcommittee - Zoom