



Concord Middle School Project

Project Manager Report

July 2023





CONCORD MIDDLE SCHOOL PROJECT

PROJECT MANAGER'S REPORT JULY 2023

TABLE OF CONTENTS

1. Executive Summary

2. Project Dashboard

- a. Project Dashboard dated July 30th, 2023

3. Financial Update

- a. Budget Summary dated July 30th, 2023, 2023
- b. Cash Flow Summary and Graph dated July 30th, 2023
- c. Technical Review Committee Update dated July 30th, 2023

4. Schedule Update

- a. Master Project Schedule dated July 31st, 2023
- b. CTA 3 week look ahead dated July 11th, 2023
- c. CTA 3 week look ahead dated July 25th, 2023
- d. CTA 3 week look ahead dated July 31st, 2023

5. Construction Update

- a. Hill Construction Update Presentation dated July 20th, 2023

6. Meeting Minutes

- a. Concord Middle School Building Committee meeting minutes date July 20th, 2023 (Approved)



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 for the month of **July 2023**.

Project Progress

Project meetings are being held mostly in person at various locations in Concord, MA with hybrid virtual options available.

Hill scheduled and reported at the monthly Concord Middle School Building Committee (CMSBC) meeting on July 20th. Hill facilitated Leadership Team meetings on July 11th, 18th, and 25th; weekly Owner/Architect/Contractor (OAC) meetings on July 11th, 18th, and 25th; and weekly Technical Review Committee (TRC) meetings on July 6th, 13th, 20th, and 27th. Hill and SMMA attended a LEED Kick-off meeting with CTA on July 18th; a PV coordination meeting with CMLP on July 26th; and weekly RFI/Submittal coordination meetings with CTA on July 31st.

Milestones

The following milestones were achieved during the month of **July 2023**:

- Permitting: The Town of Concord issued the Building Permit on July 17th to CTA.
- Site preparation: CTA established construction entrances on Old Marlboro Road and continued to set up the temporary trailer and temporary power. CTA also dismantled existing playground equipment.
- Site Work: Phase 1A and 1B work continued. C.C. Construction continued stockpiling and screening topsoil. Foundation cuts, forms, and rebar placement at building part C occurred, with foundation cuts for building part B and A also being made during the month of July. Footing and retaining wall placements were made at building part C throughout the month. C.C Construction began placing imported structural fill as the pavement base course material within the entrance drive in the northern portion of the site.
 - Fenagh Engineering and Testing conducted its first rebar inspection on July 19th, which continued throughout the month. They were also present for all footing and retaining wall concrete placements and provided reporting to Hill International and SMMA. SMMA's Geotech subconsultant was present weekly throughout the month to witness foundation cuts and excavation around the site.
 - Backfilling of foundations at building part C began on July 24th.
 - On July 25th C.C. Construction encountered unsuitable soils around column line 2b. Excavation and stockpiling of the unsuitable soils was witnessed by the project Geotech and the area was backfilled with suitable soils.
 - On July 31st C.C. Construction had to remove the imported structural fill at the entrance drive in the northern portion of the site as testing done by the Geotech found the imported structural fill contained asphalt and concrete.
- Materials Testing Agent Procurement/Contract: On July 13th the Town of Concord received four (4) bids for Testing services from UTS, Yankees Engineering and Testing, Thompson & Lichtner, and Fenagh Engineering and Testing.
 - All bidders were found to be qualified and responsive according to the IFB.
 - Bid amounts:
 - UTS: \$307,775
 - Yankee Engineering and Testing: \$512,765

Town of Concord

Concord Middle School Project



- Thompson & Lichtner: \$369,860
- Fenagh Engineering & Testing: \$254,015
- Hill recommended award to Fenagh Engineering and Testing and were directed by the Town to issue a Notice of Award on July 14th to Fenagh.
- The Town of Concord executed the contract for Testing Agent with Fenagh Engineering and Testing on July 17th.
- Construction Baseline Schedule: On July 24th CTA released a baseline schedule for review. Hill and SMMA coordinated a review of this baseline schedule and provided a response on July 28th, requesting that CTA revise and resubmit the baseline schedule as it could not be approved as submitted.
- CMSBC meeting: On July 25th the project team met with the CMSBC to provide an update on construction progress, financial approvals made by the Technical Review Committee, and to discuss potentially pursuing CPC funding.

Milestones projected for the coming months are:

- Continue foundation at building part C
- Begin formwork and rebar at building parts B and A
- Begin steel erection at building part C

Issues & Challenges

- Finalization of the construction baseline schedule by CTA
- Coordinating PV scope with CMLP and SDA

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 |
| ▪ Town Hearing | Completed December 16 th , 2021 |
| ▪ Special Town Meeting | Completed January 20 th , 2022 |
| ▪ Town Vote | Completed February 3 rd , 2022 |
| ▪ Design Development | Completed June 30 th , 2022 |
| ▪ 60% Contract Documents | Completed October 21 st , 2022 |
| ▪ 90% Contract Documents | Completed January 13 th , 2023 |
| ▪ Special Town Meeting (Additional Funding) | Completed January 19 th , 2023 |
| ▪ Town Vote (Additional Funding) | Completed February 16 th , 2023 |
| ▪ 100% Contract Documents | Completed February 27 th , 2023 |
| ▪ Bidding | Completed April 28 th , 2023 |
| ▪ Construction | Started June 13 th , 2023 |
| ▪ Substantial Completion (New Building) | See attached schedule |
| ▪ Demolition of Existing Building and Add New Fields | See attached schedule |
| ▪ Closeout | See attached schedule |

Town of Concord

Concord Middle School Project



Budget

In January 2023, the Town of Concord held a Special Town meeting to vote to move items on the warrant article to a Town Ballot. Article 5 at the Special Town meeting was for the allocation of \$7.2M in additional funding for the Concord Middle School project. The vote passed by an overwhelming majority and will go to the Town Vote by ballot on February 16th to formally approve the debt authorization of \$7.2M. This would bring the total project budget to \$111,516,000 as shown on the budget summary report.

In February 2023, the Town of Concord voted by ballot to approve debt authorization amounting to \$7,200,000 for the new Concord Middle School project bringing the total project budget including Feasibility and Schematic Design Phase to \$111,516,000.

In April 2023, General Contractor Bids were received, and the lowest responsive and responsible bid was \$2,245,207 under the construction budget. This ensured that there was also no need to utilize the \$2,019,312 Owner's Bid Contingency.

In May 2023, the Project Budget Summary was updated to show Construction Bid Savings in the amount of \$2,245,207 to be tracked separately in the Total Project Budget at the direction of the CMSBC. In addition, the \$2,019,312 Owner's Bid Contingency was not used, producing a total bid savings of \$4,264,519 for the project. The accepted bid was 4.77% lower than the 90% CD estimate (including the bid contingency).

In June 2023, The Town of Concord executed CTA Construction Managers contract for General Contractor construction services in the amount of \$85,175,000.

In July 2023 the Town of Concord executed Fenagh Engineering and Testing contract for construction materials testing services for a fee Not-to-Exceed fee of \$254,015.

Construction Metrics

Month	RFI's Received	RFI's Answered	Submittals Received	Submittals Returned	Change Requests Received	Change Requests Value	Design ASI Issued	Change Orders Issued	Change Order Value
July 2023	39	42	95	137	1	\$7,999.20	0	0	-

Cash Flow

Total project budget is \$111,516,000.

Total encumbered to date is \$98,383,078.

Total spent to date is \$8,456,088 which is 8.6% of total encumbered.

Total spent on construction to date is \$1,033,889 which is 1.2% of the \$85,175,000 total construction contract.

Project Team Summary

Awarding Authority	Town of Concord (ToC)
Client	Town of Concord / Concord Public Schools
Owner's Project Manager	Hill International, Inc. (Hill)

Town of Concord
Concord Middle School Project



Commissioning Agent	AKF Group / Simpson Gumpertz and Heger (AKF/SGH)
Designer	SMMA
General Contractor	CTA Construction Managers
Materials Testing Agent	Fenagh Engineering & Testing



Project Dashboard




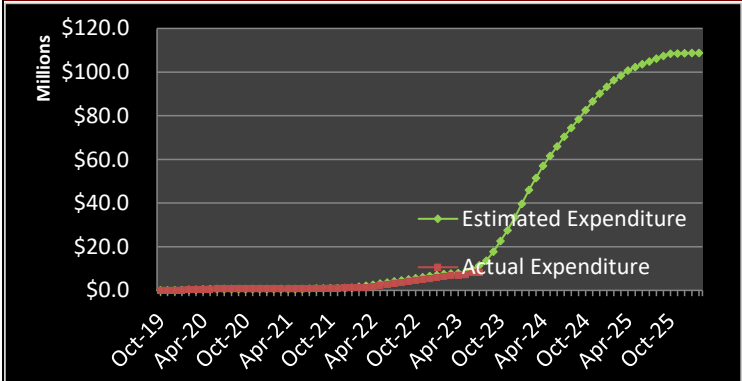
Town of Concord
Concord Middle School

Project Dashboard

July 30, 2023

EXECUTIVE SUMMARY



Project Accomplishments this Month					Current Issues & Areas of Focus				Current Progress Photos	
<p>Fenagh Engineering and Testing conducted its first rebar inspection on July 19th, which continued throughout the month. They were also present for all footing and retaining wall concrete placements and provided reporting to Hill International and SMMA. SMMA’s Geotech subconsultant was present weekly throughout the month to witness foundation cuts and excavation around the site.</p> <p>Foundation cuts, forms, and rebar placement at building part C occurred, with foundation cuts for building part B and A also being made during the month of July. Footing and retaining wall placements were made at building part C throughout the month. C.C Construction began placing imported structural fill as the pavement base course material within the entrance drive in the northern portion of the site.</p> <p>On July 25th C.C. Construction encountered unsuitable soils around column line 2b. Excavation and stockpiling of the unsuitable soils was witnessed by the project Geotech and the area was backfilled with suitable soils.</p> <p>On July 13th the Town of Concord received four (4) bids for Testing services from UTS, Yankees Engineering and Testing, Thompson & Lichtner, and Fenagh Engineering and Testing. The Town of Concord executed the contract for Testing Agent with Fenagh Engineering and Testing on July 17th.</p> <p>On July 25th the project team met with the CMSBC to provide an update on construction progress, financial approvals made by the Technical Review Committee, and to discuss potentially pursuing CPC funding.</p>					<p>Maintaining project schedule</p> <p>Coordinating PV scope with CMLP and SDA</p>					
Site work: excavation and foundation preparation.										
Projected Major Tasks next Month										
<p>Continue foundation backfill at building C</p> <p>Begin foundations at building part A & B</p> <p>Begin steelwork at building C</p>										
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						
Feasibility/Schematic Design	11/19/19	7/1/2020	11/19/19	12/9/2021	Contractor's MBE Goal	5.1%	8.4%			
Special Town Meeting	12/17/21	12/17/21	1/20/22	1/20/2022	Contractor's WBE Goal	8.3%	4.6%			
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	2/27/23						
Special Town Meeting (Addtl. Funds)	N/A	N/A	1/19/23	1/19/2023						
Town Vote (Addtl. Funds)	N/A	N/A	2/16/23	2/16/2023						
Bidding	12/11/24	4/11/25	3/8/23	4/28/2023						
Construction Phase 1- New School	5/18/23	12/19/24	6/13/23							
Punchlist	12/20/24	3/24/25								
Occupancy/Classes Start	2/7/25	2/21/25								
Construction Phase 2 Fields and Demo	2/25/25	11/13/25								
Closeout	11/14/25	1/15/26								
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	\$ 5,175,000	\$ 85,175,000	\$ 85,175,000	\$ 85,175,000	\$ -	\$ -	\$ 85,175,000	\$ 1,033,889	\$ 84,141,111
Design Services	\$ 8,281,000	\$ 940,362	\$ 9,221,362	\$ 9,191,362	\$ 9,191,362	\$ 30,000	\$ -	\$ 9,221,362	\$ 6,182,415	\$ 3,038,946
Administrative	\$ 4,279,595	\$ 521,048	\$ 4,800,643	\$ 4,016,716	\$ 4,016,716	\$ 783,927	\$ -	\$ 4,800,643	\$ 1,239,784	\$ 3,560,859
FF&E	\$ 2,677,500	\$ (52,500)	\$ 2,625,000	\$ -	\$ -	\$ 2,625,000	\$ -	\$ 2,625,000	\$ -	\$ 2,625,000
SUBTOTAL	\$ 95,238,095	\$ 6,583,910	\$ 101,822,005	\$ 98,383,078	\$ 3,438,927	\$ -	\$ -	\$ 101,822,005	\$ 8,456,089	\$ 93,365,916
Construction Contingency (Hard Cost)	\$ 4,000,000	\$ 591,197	\$ 4,591,197	\$ -	\$ 4,591,197	\$ -	\$ -	\$ 4,591,197	\$ -	\$ 4,591,197
Owner's FFE Contingency	\$ -	\$ 2,245,207	\$ 2,245,207	\$ -	\$ 2,245,207	\$ -	\$ -	\$ 2,245,207	\$ -	\$ 2,245,207
Owner's Contingency (Soft Cost)	\$ 761,905	\$ 76,374	\$ 838,279	\$ -	\$ 838,279	\$ -	\$ -	\$ 838,279	\$ -	\$ 838,279
SUBTOTAL	\$ 4,761,905	\$ 2,912,778	\$ 7,674,683	\$ -	\$ 7,674,683	\$ -	\$ -	\$ 7,674,683	\$ -	\$ 7,674,683
Bid Contingency	\$ -	\$ 2,019,312	\$ 2,019,312	\$ -	\$ 2,019,312	\$ -	\$ -	\$ 2,019,312	\$ -	\$ 2,019,312
Subtotal	\$ 4,761,905	\$ 4,932,090	\$ 9,693,995	\$ -	\$ 9,693,995	\$ -	\$ -	\$ 9,693,995	\$ -	\$ 9,693,995
PROJECT TOTAL	\$ 100,000,000	\$ 11,516,000	\$ 111,516,000	\$ 98,383,078	\$ 13,132,922	\$ -	\$ -	\$ 111,516,000	\$ 8,456,089	\$ 103,059,911
Scope changes from the Original Scope										
N/A										
Project Budget Transfers										
N/A										



Financial Update



July 30, 2023

Town of Concord
Concord Middle School
Project Budget and Cost Summary



A	C	D (Bud. Adj. Tab)	E (C+D)	F (Com. Cost tab)	G (E-F)	H (Forecast. tab, >G)	I (F+G+H)	J (Invoice Tab)	K (I-J)
Description	BUDGET			COST				CASH FLOW	
	Intial Budget	Authorized Changes	Approved Budget	Committed Costs	Uncommitted Costs	Forecast Costs	Total Project Costs	Expenditures to Date	Balance
20 Construction									
Construction	\$80,000,000	\$5,175,000	\$85,175,000	\$85,175,000	\$0	\$0	\$85,175,000	\$1,033,889	\$84,141,111
Subtotal	\$80,000,000	\$5,175,000	\$85,175,000	\$85,175,000	\$0	\$0	\$85,175,000	\$1,033,889	\$84,141,111
30 Architectural & Engineering									
Designer - Basic Services	\$6,590,600	\$589,400	\$7,180,000	\$7,180,000	\$0	\$0	\$7,180,000	\$4,966,000	\$2,214,000
Schematic Design	\$889,400	\$232,447	\$1,121,847	\$1,121,847	\$0	\$0	\$1,121,847	\$1,121,847	\$0
Geotechnical Engineering CA	\$250,000	-\$45,000	\$205,000	\$205,000	\$0	\$0	\$205,000	\$36,926	\$168,074
Geoenvironmental Engineering-allowance	\$51,000	\$134,000	\$185,000	\$185,000	\$0	\$0	\$185,000	\$0	\$185,000
Site Survey	\$50,000	-\$30,000	\$20,000	\$10,000	\$10,000	\$0	\$20,000	\$0	\$20,000
Survey of Existing Conditions / Wetlands	\$50,000	-\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Hazardous Materials	\$100,000	\$45,000	\$145,000	\$145,000	\$0	\$0	\$145,000	\$1,338	\$143,662
A&E Sub Consultants	\$0	\$70,500	\$70,500	\$70,500	\$0	\$0	\$70,500	\$55,880	\$14,620
Other Reimbursable Costs	\$100,000	-\$80,000	\$20,000	\$20,000	\$0	\$0	\$20,000	\$425	\$19,575
Printing (Over the Minimum)	\$50,000	-\$30,000	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000
Testing & Inspections	\$150,000	\$104,015	\$254,015	\$254,015	\$0	\$0	\$254,015	\$0	\$254,015
Subtotal	\$8,281,000	\$940,362	\$9,221,362	\$9,191,362	\$30,000	\$0	\$9,221,362	\$6,182,415	\$3,038,946
40 Administrative Costs									
Owner's Project Manager Basic Services	\$3,200,000	\$443,580	\$3,643,580	\$3,392,925	\$250,655	\$0	\$3,643,580	\$801,729	\$2,841,851
OPM Feasibility Study	\$299,800	\$78,353	\$378,153	\$378,153	\$0	\$0	\$378,153	\$378,153	\$0
OPM Cost Estimates	\$0	\$5,500	\$5,500	\$5,500	\$0	\$0	\$5,500	\$5,500	\$0
Advertising	\$29,795	\$205	\$30,000	\$0	\$30,000	\$0	\$30,000	\$0	\$30,000
Other Administrative Costs	\$50,000	\$0	\$50,000	\$11,855	\$38,145	\$0	\$50,000	\$11,855	\$38,145
Other Project Costs (Moving)	\$150,000	\$50,000	\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$200,000
Utility Fees	\$300,000	\$0	\$300,000	\$34,873	\$265,127	\$0	\$300,000	\$10,005	\$289,995
Legal	\$50,000	-\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Commissioning Agent	\$200,000	-\$6,590	\$193,410	\$193,410	\$0	\$0	\$193,410	\$32,542	\$160,868
Subtotal	\$4,279,595	\$521,048	\$4,800,643	\$4,016,716	\$783,927	\$0	\$4,800,643	\$1,239,784	\$3,560,859



July 30, 2023

Town of Concord
Concord Middle School
Project Budget and Cost Summary

A	C	D	E	F	G	H	I	J	K
		(Bud. Adj. Tab)	(C+D)	(Com. Cost tab)	(E-F)	(Forecast. tab, >G)	(F+G+H)	(Invoice Tab)	(I-J)
Description	BUDGET			COST				CASH FLOW	
	Intial Budget	Authorized Changes	Approved Budget	Committed Costs	Uncommitted Costs	Forecast Costs	Total Project Costs	Expenditures to Date	Balance
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	\$0	\$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 Sub-Total	\$95,238,095	\$6,583,910	\$101,822,005	\$98,383,078	\$3,438,927	\$0	\$101,822,005	\$8,456,089	\$93,365,916
70 Project Contingency					Current Contingency	Potential Risk	Potential Contingency		
Construction Contingency	\$4,000,000	\$591,197	\$4,591,197		\$4,591,197	\$0	\$4,591,197		\$4,591,197
Construction Bid Savings Contingency	\$0	\$2,245,207	\$2,245,207		\$2,245,207	\$0	\$2,245,207		\$2,245,207
Owner's Contingency	\$761,905	\$76,374	\$838,279		\$838,279	\$0	\$838,279		\$838,279
Subtotal	\$4,761,905	\$2,912,778	\$7,674,683		\$7,674,683	\$0	\$7,674,683		\$7,674,683
Project Sub-Total Incl. Contingency	\$100,000,000	\$9,496,688	\$109,496,688	\$98,383,078	\$11,113,610	\$0	\$109,496,688	\$8,456,088.85	\$101,040,599
Bid Contingency	\$0	\$2,019,312	\$2,019,312		\$2,019,312		\$2,019,312		\$2,019,312
Project Total	\$100,000,000	\$11,516,000	\$111,516,000	\$98,383,078	\$13,132,922	\$0	\$111,516,000	\$8,456,089	\$103,059,911
*Includes \$1.5M from Feasibility and Schematic Design Phase									
Construction Cost Estimates	Date	Amount	Gross Square Feet	Cost Per SF		Budget Revisions Summary	Date	Amount	
Schematic Design Estimate	11/03/21	\$82,512,622	143,510	\$574.96					
Design Development	06/29/22	\$86,105,512	142,704	\$603.39					
Construction Documents (60%)	10/19/22	\$86,455,680	142,513	\$606.65					
Construction Documents (90%)	01/12/23	\$87,420,207	142,567	\$613.19					
Finalized GC Contract									

July 30, 2023

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	\$73,938	\$1,045,594	\$1,045,614
	26	Nov-21		\$57,765				\$57,765	\$57,765	\$1,103,359	\$1,103,379
Town Proce	27	Dec-21	\$18,016	\$42,361				\$60,377	\$60,377	\$1,163,736	\$1,163,756
	28	Jan-22	\$78,353	\$7,202				\$85,555	\$78,357	\$1,249,291	\$1,242,113
Design Development & Construction Documents	29	Feb-22	\$53,017	\$375,000				\$428,017	\$7,950	\$1,677,308	\$1,250,063
	30	Mar-22	\$53,017	\$436,495				\$489,512	\$62,018	\$2,166,820	\$1,312,081
	31	Apr-22	\$53,017	\$436,495				\$489,512	\$382,447	\$2,656,332	\$1,694,528
	32	May-22	\$53,017	\$436,495				\$489,512	\$733,550	\$3,145,844	\$2,428,078
	33	Jun-22	\$47,017	\$436,495				\$483,512	\$347,075	\$3,629,356	\$2,775,153
	34	Jul-22	\$107,867	\$424,658				\$532,525	\$477,057	\$4,161,881	\$3,252,210
	35	Aug-22	\$56,117	\$424,658				\$480,775	\$409,458	\$4,642,655	\$3,661,667
	36	Sep-22	\$52,165	\$424,658				\$476,823	\$494,364	\$5,119,478	\$4,156,031
	37	Oct-22	\$52,165	\$424,658				\$476,823	\$408,543	\$5,596,300	\$4,564,574
	38	Nov-22	\$52,165	\$424,658				\$476,823	\$462,832	\$6,073,123	\$5,027,406
	39	Dec-22	\$96,165	\$424,658				\$520,823	\$402,048	\$6,593,945	\$5,429,453
	40	Jan-23	\$59,815	\$424,658				\$484,473	\$553,814	\$7,078,418	\$5,983,267
	41	Feb-23	\$54,778	\$424,665				\$479,443	\$446,298	\$7,557,860	\$6,429,565
	42	Mar-23	\$64,988	\$127,350				\$192,338	\$373,622	\$7,750,198	\$6,803,187
Bid	43	Apr-23	\$103,938	\$127,350				\$231,288	\$173,950	\$7,981,486	\$6,977,137
	44	May-23	\$77,588	\$96,200				\$173,788	\$155,313	\$8,155,274	\$7,132,449
	45	Jun-23	\$96,088	\$126,000		\$1,088,305	\$326,367	\$1,636,760	\$1,122,979	\$9,792,034	\$8,255,429
	46	Jul-23	\$97,578	\$78,000		\$1,241,721	\$326,367	\$1,743,666	\$200,660	\$11,535,700	\$8,456,089
	47	Aug-23	\$96,838	\$78,000		\$1,575,482	\$326,367	\$2,076,687	\$0	\$13,612,386	
	48	Sep-23	\$94,838	\$78,000		\$3,654,301	\$326,367	\$4,153,506	\$0	\$17,765,892	
	49	Oct-23	\$94,838	\$70,000		\$4,411,772	\$326,367	\$4,902,977	\$0	\$22,668,869	
	50	Nov-23	\$94,838	\$70,000		\$4,411,772	\$326,367	\$4,902,977	\$0	\$27,571,845	
	51	Dec-23	\$94,838	\$70,000		\$5,411,952	\$326,367	\$5,903,157	\$0	\$33,475,002	
	52	Jan-24	\$94,838	\$70,000		\$5,782,381	\$326,367	\$6,273,586	\$0	\$39,748,588	
	53	Feb-24	\$94,838	\$70,000		\$5,782,381	\$326,367	\$6,273,586	\$0	\$46,022,173	
	54	Mar-24	\$94,838	\$70,000		\$5,020,713	\$313,147	\$5,498,698	\$0	\$51,520,871	
	55	Apr-24	\$94,838	\$70,000		\$5,056,824	\$306,367	\$5,528,029	\$0	\$57,048,900	

July 30, 2023

Concord Middle School
Estimated Project Cash Flow



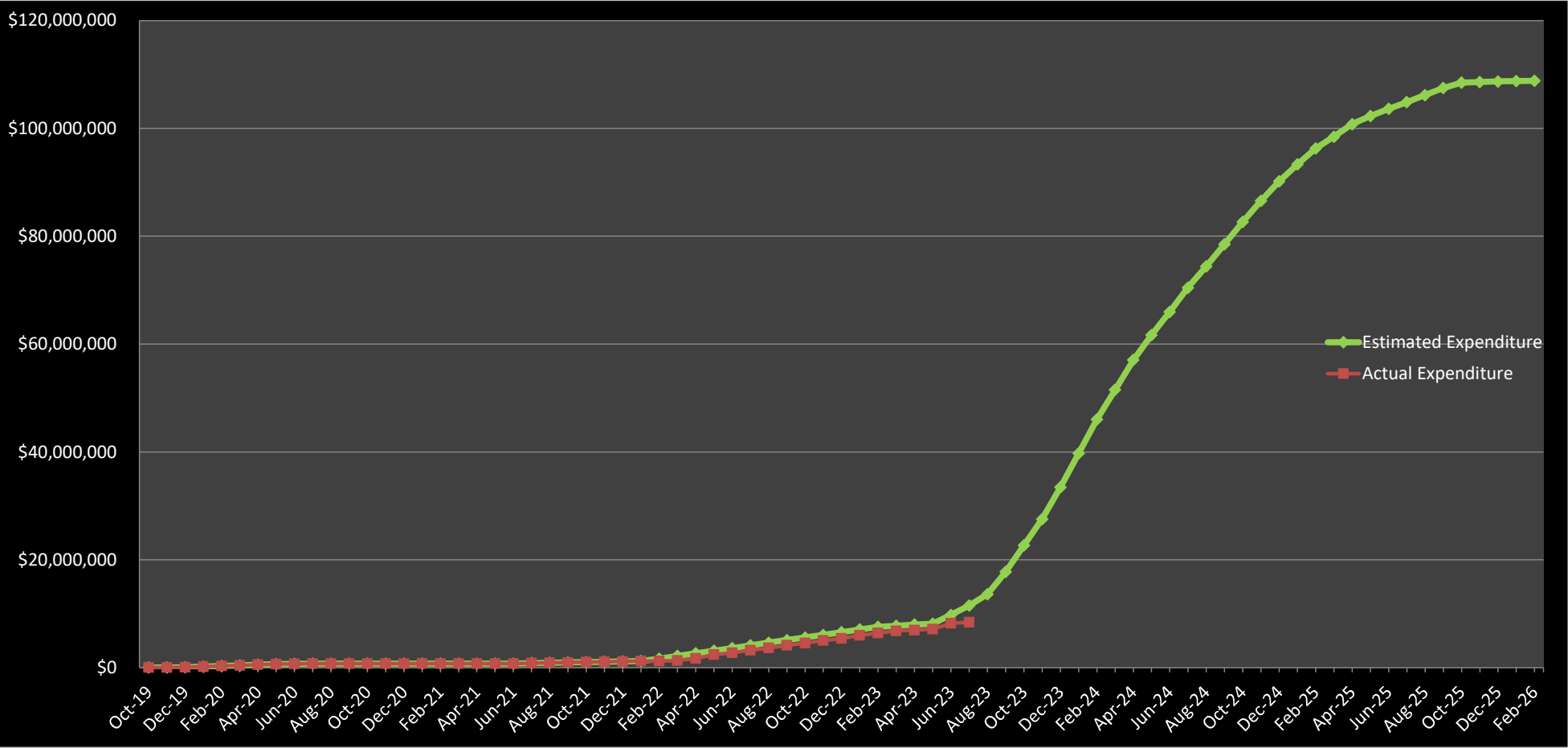
	Month	OPM + Commissioning	Designer & Consultants	FF&E & Misc. Admin.	Construction	Contingency	Estimated Expenditures	Actual Expenditures	Estimated Cumulative Expenditures	Actual Cumulative Expenditures
Construction	56 May-24	\$94,838	\$78,000		\$4,134,947	\$306,367	\$4,614,152	\$0	\$61,663,051	
	57 Jun-24	\$94,838	\$78,000		\$3,826,169	\$306,367	\$4,305,374	\$0	\$65,968,425	
	58 Jul-24	\$94,838	\$78,000	\$60,000	\$3,963,408	\$306,367	\$4,502,613	\$0	\$70,471,038	
	59 Aug-24	\$78,338	\$78,000	\$60,000	\$3,419,902	\$306,367	\$3,942,607	\$0	\$74,413,644	
	60 Sep-24	\$78,338	\$173,000	\$100,000	\$3,419,902	\$306,367	\$4,077,607	\$0	\$78,491,251	
	61 Oct-24	\$78,338	\$168,000	\$100,000	\$3,500,508	\$306,367	\$4,153,213	\$0	\$82,644,464	
	62 Nov-24	\$78,338	\$153,000	\$140,000	\$3,240,962	\$306,367	\$3,918,667	\$0	\$86,563,130	
	63 Dec-24	\$78,338	\$210,000	\$140,000	\$2,879,271	\$306,367	\$3,613,976	\$0	\$90,177,106	
	64 Jan-25	\$78,338	\$87,000	\$887,500	\$1,789,131	\$306,367	\$3,148,336	\$0	\$93,325,442	
	65 Feb-25	\$78,338	\$54,000	\$887,500	\$1,651,891	\$272,669	\$2,944,398	\$0	\$96,269,839	
Phase 2 (Demo & Fields)	66 Mar-25	\$78,338	\$84,000	\$87,500	\$1,651,891	\$272,669	\$2,174,398	\$0	\$98,444,237	
	67 Apr-25	\$78,338	\$42,000	\$87,500	\$1,858,725	\$272,669	\$2,339,232	\$0	\$100,783,469	
	68 May-25	\$78,338	\$42,000	\$12,500	\$1,101,254	\$272,669	\$1,506,761	\$0	\$102,290,229	
	69 Jun-25	\$78,338	\$42,000	\$62,500	\$1,101,254	\$34,388	\$1,318,480	\$0	\$103,608,709	
	70 Jul-25	\$74,738	\$42,000		\$1,101,254	\$34,388	\$1,252,380	\$0	\$104,861,089	
	71 Aug-25	\$74,738	\$103,200		\$1,101,254	\$34,388	\$1,313,580	\$0	\$106,174,669	
	72 Sep-25	\$74,738	\$92,200		\$1,101,254	\$34,388	\$1,302,580	\$0	\$107,477,249	
	73 Oct-25	\$65,758	\$12,200		\$894,419	\$34,388	\$1,006,765	\$0	\$108,484,014	
	74 Nov-25	\$57,213	\$12,200			\$34,388	\$103,801	\$0	\$108,587,815	
	75 Dec-25	\$53,013	\$12,816			\$34,388	\$100,217	\$0	\$108,688,031	
Closeout	76 Jan-26	\$47,705				\$29,180	\$76,885	\$0	\$108,764,916	
	77 Feb-26	\$41,855					\$41,855	\$0	\$108,806,771	
	78 Mar-26	\$38,355					\$38,355	\$0	\$108,845,126	
	79 Apr-26	\$28,407					\$28,407	\$0	\$108,873,533	
	80 May-26	\$25,060					\$25,060	\$0	\$108,898,593	
	81 Jun-26	\$18,095					\$18,095	\$0	\$108,916,688	
	82 Jul-26						\$0	\$0	\$108,916,688	
	83 Aug-26						\$0	\$0	\$108,916,688	
	84 Sep-26						\$0	\$0	\$108,916,688	
	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	\$2,510,180	\$0	\$0	\$0	\$2,865,634			
	Subtotal for FY '22	\$873,839	\$3,874,167	\$0	\$1,088,305	\$326,367	\$6,162,678			
	Subtotal for FY '23	\$1,142,796	\$880,000	\$0	\$50,310,415	\$3,843,180	\$56,176,391			
	Subtotal for FY '24	\$956,556	\$1,211,000	\$2,625,000	\$29,578,099	\$3,269,629	\$37,640,284			
	Subtotal for FY '25	\$599,675	\$274,616	\$0	\$4,198,181	\$235,507	\$5,307,979			
	TOTAL	\$4,220,643	\$9,221,362	\$2,625,000	\$85,175,000	\$7,674,683	\$108,916,688			



Town of Concord
Concord Middle School
Estimated Project Cash Flow Graph



July 30, 2023





TOWN OF CONCORD
CONCORD MIDDLE SCHOOL
TRC APPROVALS
COMMITMENT, INVOICE, BUDGET ADJUSTMENTS LOG



July 30, 2023

COMMITMENTS

(gray items previously acknowledge/approved)

FIRM	PO# Amend #	Budget Adjustment (s) (Y/N)	Action (Acknowledgement)	Total Value
Fenagh Engineering and Testing		Y	Y	\$254,015.00
			TOTAL VALUE =	\$254,015.00

Budget Adjustments

Description	Contingency Use (HCC/SCC)	Hard Cost Contingency	Soft Cost Contingency
Starting Value		\$4,591,197.00	\$877,394.00
Prior Modifications			
Testing Reduction			\$35,100.00
AKF/SGH			-\$35,100.00
Sub-total Prior to this period			\$0.00
This period			
Fenagh Engineering and Testing			-\$39,115.00
Sub-total this period		\$0.00	(\$39,115.00)
Projected Balance:		\$4,591,197.00	\$838,279.00

INVOICES

FIRM	INVOICE NO.	PAYMENT AMT.
SMMA	0059614	\$126,000.00
Hill International	32	\$74,660.00
CTA Construction Managers	2	\$1,114,752.20
		\$1,315,412.20



Schedule Update



Concord Middle School
Project Schedule UPDATE
July 31, 2023

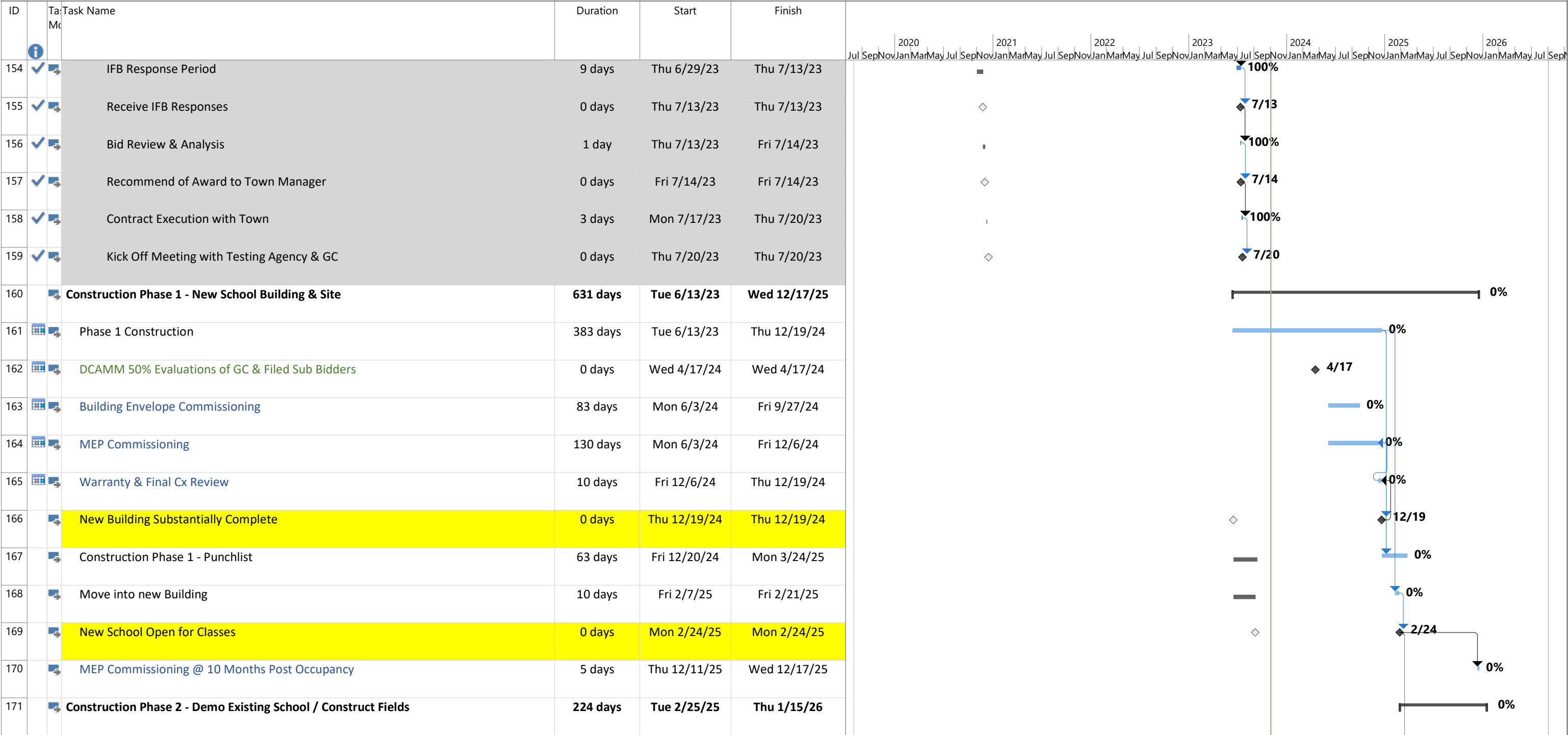


ID	Task Name	Duration	Start	Finish	
1	Design & Pre-Construction Phases	988 days	Wed 8/14/19	Thu 7/20/23	99%
2	OPM Selection	15 days	Wed 8/14/19	Wed 9/4/19	100%
7	Designer Selection	62 days	Tue 8/20/19	Mon 11/18/19	100%
21	Feasibility Study	521 days	Tue 11/19/19	Thu 12/16/21	100%
38	Schematic Design	155 days	Thu 5/6/21	Thu 12/16/21	100%
48	Town Actions - 2022 Budget Approval	76 days	Mon 10/18/21	Fri 2/4/22	100%
60	Design Development	101 days	Mon 2/7/22	Fri 7/1/22	100%
69	Commissioning Agent Selection	125 days	Tue 2/22/22	Fri 8/19/22	100%
84	Construction Documents	164 days	Fri 7/1/22	Mon 2/27/23	100%
105	Permitting	241 days	Mon 8/1/22	Mon 7/17/23	100%
121	Town Actions - 2023 Budget Increase	85 days	Mon 10/17/22	Thu 2/16/23	100%
132	GC and Subs Contractor Prequalifications	83 days	Tue 10/18/22	Wed 2/15/23	100%
139	Bidding	71 days	Thu 3/2/23	Tue 6/13/23	99%
149	Independent Testing Agency Procurement	44 days	Wed 5/17/23	Thu 7/20/23	100%
150	Testing Agency IFB & Award	44 days	Wed 5/17/23	Thu 7/20/23	100%
151	Draft Testing Agency IFB	24 days	Wed 5/17/23	Wed 6/21/23	100%
152	Advertise on Central Register	0 days	Wed 6/21/23	Wed 6/21/23	6/21
153	IFB Available in Central Register & COMMBUYS	0 days	Wed 6/28/23	Wed 6/28/23	6/28

Critical	Split	Finish-only	Baseline Milestone	Manual Summary	Inactive Task
Critical Split	Task Progress	Duration-only	Milestone	Project Summary	Inactive Milestone
Critical Progress	Manual Task	Baseline	Summary Progress	External Tasks	Inactive Summary
Task	Start-only	Baseline Split	Summary	External Milestone	Deadline



Concord Middle School
Project Schedule UPDATE
July 31, 2023



Critical

Critical Split

Critical Progress

Task

Split

Task Progress

Manual Task

Start-only

Finish-only

Duration-only

Baseline

Baseline Split

Baseline Milestone

Milestone

Summary Progress

Summary

Manual Summary

Project Summary

External Tasks

External Milestone

Inactive Task

Inactive Milestone

Inactive Summary

Deadline

Page 2



Concord Middle School
Project Schedule UPDATE
July 31, 2023



ID	Task Name	Duration	Start	Finish	
172	Phase 2 Demo / Construction	7 mons	Tue 2/25/25	Fri 9/12/25	
173	Fields Substantially Complete	0 days	Fri 9/12/25	Fri 9/12/25	
174	Construction Phase 2 Punchlist	42 days	Mon 9/15/25	Thu 11/13/25	
175	DCAMM 100% Evaluations of GC & Filed Sub Bidders	0 days	Wed 10/8/25	Wed 10/8/25	
176	Project Final Completion	0 days	Thu 11/13/25	Thu 11/13/25	
177	Project Close-Out	42 days	Fri 11/14/25	Thu 1/15/26	
178	Grass Established for Field Usage	0 days	Tue 9/1/26	Tue 9/1/26	
179	Fields Ready for Use	0 days	Tue 9/1/26	Tue 9/1/26	

Critical

Critical Split

Critical Progress

Task

Split

Task Progress

Manual Task

Start-only

Finish-only

Duration-only

Baseline

Baseline Split

Baseline Milestone

Milestone

Summary Progress

Summary

Manual Summary

Project Summary

External Tasks

External Milestone

Inactive Task

Inactive Milestone

Inactive Summary

Deadline

		July																											
		11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	31								
		T	W	TH	F	S	S	M	T	W	TH	F	S	S	M	T	W	TH	F	S	S								
1	Meeting Schedule																												
2	Weekly Progress Meeting (CTA/Owner)	x														x													
3	Weekly Subcontractor Schedule Meeting	x														x													
	Concrete Precon meeting	x																											
	LEED kickoff meeting								X																				
4																													
5																													
6	Site Work																												
7	Install scrim on fence	x	x																										
8	Clear and grub temp, relocate vent, parking area	x	x	x	x																								
9	Grade and prep temp. parking and play equipment area	x	x	x	x			x	x	x	x	x																	
10	Excavate for C foundations	x	x	x	x			x	x	x	x	x																	
11	Install gates entrances at old marlboro road	x	x	x	x																								
12	Set up equipment and start screening loam	x	x	x	x			x	x	x	x	x																	
13	Ongoing erosion and sediment control as needed	x	x	x	x			x	x	x	x	x			x	x	x	x	x										
14	Ongoing footings and foundations excavation C building	x	x	x	x			x	x	x	x	x																	
15	Place concrete at footings and walls								x		x					x		x											
16	Start B footing excavation														x	x	x	x	x										
17	Install temp power to trailers (Town of Concord)																												
18	Install electric service at trailers	x	x	x	x																								
20	Dismantle playground equipment			x	x																								
21																													
22																													
23																													
24																													
25																													
26																													
27																													
28																													

		July														Aug.													
		25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13								
		T	W	TH	F	S	S	M	T	W	TH	F	S	S	M	T	W	TH	F	S	S								
1	Meeting Schedule																												
2	Weekly Progress Meeting (CTA/Owner)	x														x													
3	Weekly Subcontractor Schedule Meeting	x														x													
	Dam proofing																												
	Architectural Concrete																												
	MEP Coordination				x							x							x										
4																													
6	Site Work																												
7	Start site drainage west (as material is approved and delivered)	x	x	x	x			x	x	x	x	x			x	x	x	x	x										
8	Back fill interior of footing C	x	x	x	x																								
9	Grade and prep temp. parking and play equipment area	x																											
10	Ongoing B footing excavations	x	x	x	x			x	x	x	x	x			x	x	x	x	x										
11	Pave parking at east temp parking (excavate date TBT)			x	x			x	x	x	x	x																	
12	Ongoing screening loam	x	x	x	x			x	x	x	x	x			x	x	x	x	x										
13	Ongoing erosion and sediment control as needed	x	x	x	x			x	x	x	x	x			x	x	x	x	x										
14	Install rebar and forms C building, footings and walls	x	x	x	x			x	x	x	x	x																	
15	Place concrete at footings and walls. Excavate dates TBT			x					x		x					x		x											
16	Start foundation damproofing														x	x	x	x	x										
17	Install exterior footing perimeter drain							x	x	x	x	x																	
18																													
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Concord Middle School
3 week look ahead schedule

X = Activity Work Day



8/1/2023

		Aug														Aug.																	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20												
		T	W	TH	F	S	S	M	T	W	TH	F	S	S	M	T	W	TH	F	S	S												
1	Meeting Schedule																																
2	Weekly Progress Meeting (CTA/Owner)	x														x																	
3	Weekly Subcontractor Schedule Meeting	x														x																	
	Damproofing								x																								
	Architectural Concrete															x																	
	MEP Coordination				x							x							x														
4																																	
6	Site Work																																
7	Start site drainage west (as material is approved and delivered)	x	x	x	x			x	x	x	x	x			x	x	x	x	x														
8	Ongoing Back fill interior of footing C	x	x	x	x																												
9	Regrade and prep temp. parking and play equipment area	x	x	x	x																												
10	Ongoing B&A footing excavations	x	x	x	x			x	x	x	x	x			x	x	x	x	x														
11	Pave parking at east temp parking (excavate date TBT)							x	x	x	x	x			x	x	x	x	x														
12	Ongoing screening loam	x	x	x	x			x	x	x	x	x			x	x	x	x	x														
13	Ongoing erosion and sediment control as needed	x	x	x	x			x	x	x	x	x			x	x	x	x	x														
14	Install rebar and form C building, footings and walls	x	x	x	x			x	x	x	x	x																					
15	Place concrete at footings and walls. Dates TBT	x	x	x				x		x						x		x															
16	Start foundation damproofing							x	x	x	x	x			x	x	x	x	x														
	Water proof bottom of elevator pit			x	x			x																									
	Form and pour elevator pit								x	x	x	x																					
17	Install exterior footing perimeter drain C building									x	x	x			x	x	x	x	x														
18	Start UG plumbing C							x	x	x	x	x			x	x	x	x	x														
20																																	
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Construction Update

Concord Middle School

CMSBC Meeting
July 20, 2023



Construction Update

- Testing Agent Award to Fenagh Engineering – July 14th
- Building Permit Issued – July 17th
- Rebar Inspections - July 19th
- Concrete Foundation Start – July 20th
- ONGOING – Loam Strip & Screening
- ONGOING – Dismantling of Existing Playground Equipment
- ONGOING – Temporary Trailer Set-Up & Power
- ONGOING – Construction Entrances @ Old Marlboro Road
- LOOK AHEAD – Continuation of excavation in the building footprint and concrete foundation installation



Site Photographs: Rebar and Forms



Site Photographs: Rebar and Forms Continued



Site Photographs: Loam Screening





Meeting Minutes



Concord Middle School Building Committee

Dawn Guarriello, Co-Chairperson

Pat Nelson, Co-Chairperson

Meeting Minutes Thursday, July 20th, 2023

Call to Order:

- Co-Chair D. Guarriello called the meeting to order at 7:30AM.
- The recording of this meeting: [Concord Middle School Building Committee Meeting - Zoom](#)

Name	Present	Name	Present	Name	Present
CONCORD MIDDLE SCHOOL BUILDING COMMITTEE:					
Alexa Anderson*	P	Peter Fischelis*	P	Chris Popov*	P
Robert Conry	NP	Russ Hughes	P	Charlie Parker*	P
Court Booth*	NP	Dawn Guarriello*	P	Matt Root*	P
Heather Bout*	P	Laurie Hunter*	P	Steven Stasheski*	P
Frank Cannon*	P	Mark Howell*	P	Eric Simms	NP
Justin Cameron	P	Kerry Lafleur	P	Megan Zammuto	NP
Gail Dowd	NP	Pat Nelson*	NP		
Hill International					
Peter Martini	P	Ian Parks	P		
John Cutler	P	Jonathan Teixeira	P		
SMMA / Ewing Cole					
Lorraine Finnegan	P	Matthew Rice	NP	Keith Fallon	NP
Will Smarzewski	NP	Phil Poinelli	NP	Saul Jabbawy	NP
Chase Gibson	NP	Michael Dowhan	NP	Jen Soucy	P

*P=Present, NP= Not Present *=Voting Member*

Approval of Meeting Minutes

- CMSBC meeting minutes from June 29th.

Motion:	Approve June 29th meeting minutes CMSBC meeting minutes as written.
Motioned by	S. Stasheski
Seconded by	A. Anderson
Y = Approve (11) N = Reject Motion carries to approve the meeting minutes unamended by unanimous vote. Note: Two (2) voting members were not present for the vote.	

Correspondence/Communication

- The CMSBC received one correspondence asking about general construction for the Middle School project.
- H. Bout on behalf on the CMSBC expressed gratitude and appreciation for all the ways the Town has supported the project, beyond just funding the project.
- CMSBC reports are still being distributed to the public monthly.

OPM Update

- Technical Review Committee & Financial Update:*
 - Hill reviewed the documents approved by the Technical Review Committee (TRC) at the Technical Review Committee meeting held on 7/13/23.
 - The TRC and the Town Manager approved and executed a contract with Fenagh Engineering and Testing for a Not-to-Exceed amount of \$254,015.
 - To execute this contract \$39,115 had to be pulled from owners contingency.



Concord Middle School Building Committee

Dawn Guarriello, Co-Chairperson

Pat Nelson, Co-Chairperson

Meeting Minutes Thursday, July 20th, 2023

- In July, project expenditures which consisted of Hill and SMMA were \$200,660. Total expenditures on the project to date total \$8,456,089.
 - The TRC did not approve CTA's June invoice as contractually they are required to have an approved Schedule of Values prior to the approval of their second requisition.
 - Hill noted some of the variance between projected and actual cash flow is the use of contingency, which is projected as being spread throughout the project has not been utilized to date.
- *Construction/General Contractor Update:*
 - Hill presented a construction/contractor progress update presentation which included site pictures taken by Hill's full time site manager.
 - Building Permit issued: July 17th.
 - Rebar Inspections start: July 19th.
 - Concrete and Foundations start: July 20th.
 - Erosion Control: Maintenance of Silt Fence and Waddle ongoing.
 - Demo of existing playground equipment ongoing.
 - Strip, stockpile, and screening loam ongoing.
 - Establishing construction entrances at Old Marlboro Road is ongoing.
 - Temporary Trailer set up is ongoing.

CPC Funding

- P. Fischelis updated the CMSBC at the recent CPC meeting. L. Hunter and her office will be spearheading the application.
 - L. Hunter noted the application is due September 9th, and that the process was ongoing.

Public Comment/CMSBC Member Comment

- S. Stasheski asked, on behalf of a neighbor, how the protection of trees was going on the project, if there were any concerns with the compression of roots or runoff from the site.
 - L. Finnegan responded that the specifications include a tree protection plan, and SMMA's Landscape Architect had walked the site with the Tree Warden.
 - They consider the tree all the way out to the drip edge, not just the trunk, so protection starts there.

Next Steps / Meeting

- The next CMSBC meeting will be held on Thursday, August 24th, 2023, at 7:30AM.

Adjourn

- Co-Chair D. Guarriello adjourned the meeting at 8:05AM.