



Concord Middle School Project

Project Manager Report

March 2023





CONCORD MIDDLE SCHOOL PROJECT

PROJECT MANAGER'S REPORT MARCH 2023

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Executive Summary

Town of Concord

Concord Middle School Project



Executive Summary

This Project Manager's Report for the Concord Middle School Project is submitted by **Hill International** (Hill) and covers activities for the month of **March 2023**.

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 advancing permitting and bidding phase tasks. Hill and SMMA attended a Concord Middle School Building Committee (CMSBC) meeting on March 2nd. Hill scheduled and facilitated weekly Leadership Team meetings on March 7th, 14th, 21st, and 28th. Hill and SMMA hosted the Pre-Bid Conference on March 21st.

Milestones

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

- March: Hill and the Town of Concord continued providing information relevant to the prequalification process to parties exercising their right to public documentation through the Freedom of Information Act.
- March 2nd CMSBC Meeting: The CMSBC met to review project finances and the bidding schedule milestones.
 - Bid Schedule:
 - Pre-Bid Conference: Tue 3/21/23
 - Deadline for RFIs: Tue 3/28/23
 - Last Addenda out to bidders: Fri 3/31/23
 - Sub Trade bids due: Thu 4/6/23
 - GC bids due: Thu 4/20/23
 - Bid review period: 4/21/22 - 4/24/23
 - Update to CMSBC: 4/27/23
 - Contract Documents prepared: 2/23/23 – 3/3/23
 - Notice to Proceed: 4/28/23
 - Construction Start: 5/18/23
- March: Hill contacted all prequalified sub-contractors and general contractors in an outreach effort to encourage the best possible responsiveness for bidding.
- March 21st: Hill and SMMA hosted a pre-bid conference at the Sanborn Middle School to answer questions and walk the site with prospective bidders.
- March: SMMA and Hill continued to review and respond to RFI's. SMMA produce three (3) Addendums in response to RFI's.

Milestones projected for the coming months are:

- Construction Bid / Award

Issues & Challenges

- Current construction market cost conditions remain an ongoing concern despite achieving budget alignment.

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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	Started March 8 th , 2023
■ Construction	See attached schedule
■ Substantial Completion (New Building)	See attached schedule
■ Demolition of Existing Building and Add New Fields	See attached schedule
■ Closeout	See attached schedule

Budget

In January 2022, the Town of Concord held a Special Town Meeting to present the Middle School Building Project and held 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.

In June 2022, the Design Development estimate was presented at \$5,332,865 over the construction budget of \$80,772,447. However, the Concord Middle School Building Committee voted to proceed with Contract Document design preparation at the June 30, 2022 CMSBC Meeting with the idea that value management and budget alignment must happen no later than October 2022 at the 60% CD estimate phase.

In August 2022, the Town of Concord executed the contract for AKF+SGH for Commissioning Services in the amount of \$158,310, which is now shown as committed costs in the total project budget.

In October 2022, the 60% Contract Document estimate was presented at \$86,455,680, remaining over the construction budget of \$80,772,447 by a total of \$5,683,233. The CMSBC continued to work towards budget alignment by continuing the process of value management while also continuing the Town process of seeking

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additional funding.

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 February 2023, the Town of Concord executed Hill International's contract amendment 4 for Structural Peer Review sub-consultant services through Souza, True, and Partners bringing Hill's total project fee to \$3,776,578.38.

Cash Flow

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

Total encumbered to date is \$12,872,235.00

Total spent on construction to date is \$0.00.

Total spent to date is \$6,791,332 which is 52% 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
General Contractor	TBD



Project Dashboard

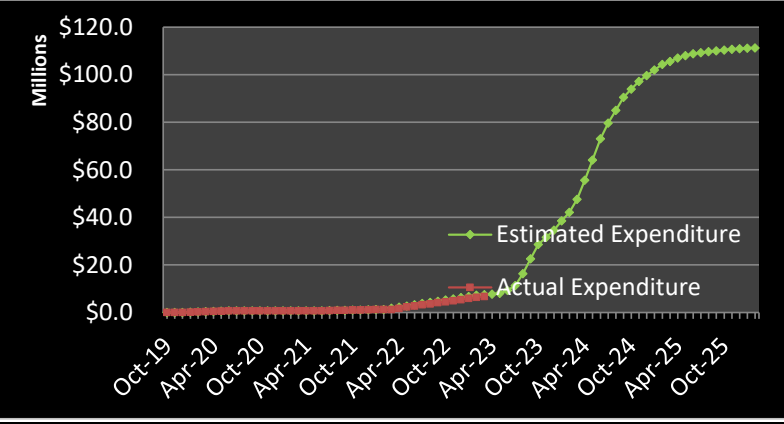


Town of Concord
Concord Middle School
Project Dashboard

March 31, 2023

EXECUTIVE SUMMARY



Project Accomplishments this Month					Current Issues & Areas of Focus				Current Progress Photos	
In March, Hill continued working with the Town of Concord to provide information relevant to Freedom of Information requests. On March 8 the project was advertised on the Central Register. Hill monitored plan holders on biddocs to determine potential bid turnout. Hill further began phone call outreach to prequalified bidders to encourage responsiveness. The CMSBC met on March 2nd to review the upcoming bid schedule, review project finances, and discuss potential bid scenarios surrounding the potential use of bid alternates. On March 21 Hill hosted a prebid meeting with prospective bidders at the Sanborn Middle School to conduct a walkthrough of the site and review the project in detail with the prospective bidders. Hill and SMMA reviewed and responded to RFI's from potential bidders via Addendums.					Current construction market conditions for bid.					
Projected Major Tasks next Month					Diversity Compliance				Project Cash Flow - Plan vs Actual	
Bid review, analysis, and recommendation for award. Finalize RFP and advertise for Material Testing Agent					Metric	Target		Actual		
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	Contractor's MBE Goal	5.1%	TBD			
Special Town Meeting	12/17/21	12/17/21	1/20/22	1/20/2022	Contractor's WBE Goal	8.3%	TBD			
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							
Construction Phase 1- New School	5/18/23	12/19/24								
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	\$ 7,420,207	\$ 87,420,207	\$ 87,420,207	\$ -	\$ 87,420,207	\$ -	\$ 87,420,207	\$ -	\$ 87,420,207
Design Services	\$ 8,281,000	\$ 936,347	\$ 9,217,347	\$ 9,217,347	\$ 8,937,347	\$ 280,000	\$ -	\$ 9,217,347	\$ 5,805,239	\$ 3,412,107
Administrative	\$ 4,279,595	\$ 485,948	\$ 4,765,543	\$ 4,765,543	\$ 3,934,888	\$ 830,655	\$ -	\$ 4,765,543	\$ 986,093	\$ 3,779,451
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	\$ 8,790,002	\$ 104,028,097	\$ 104,028,097	\$ 12,872,235	\$ 91,155,862	\$ -	\$ 104,028,097	\$ 6,791,332	\$ 97,236,765
Construction Contingency (Hard Cost)	\$ 4,000,000	\$ 591,197	\$ 4,591,197	\$ 4,591,197	\$ -	\$ 4,591,197	\$ -	\$ 4,591,197	\$ -	\$ 4,591,197
Owner's FFE Contingency	\$ -	\$ 2,019,312	\$ 2,019,312	\$ 2,019,312	\$ -	\$ 2,019,312	\$ -	\$ 2,019,312	\$ -	\$ 2,019,312
Owner's Contingency (Soft Cost)	\$ 761,905	\$ 115,489	\$ 877,394	\$ 877,394	\$ -	\$ 877,394	\$ -	\$ 877,394	\$ -	\$ 877,394
SUBTOTAL	\$ 4,761,905	\$ 2,725,998	\$ 7,487,903	\$ 7,487,903	\$ -	\$ 7,487,903	\$ -	\$ 7,487,903	\$ -	\$ 7,487,903
PROJECT TOTAL	\$ 100,000,000	\$ 11,516,000	\$ 111,516,000	\$ 111,516,000	\$ 12,872,235	\$ 98,643,765	\$ -	\$ 111,516,000	\$ 6,791,332	\$ 104,724,668
Scope changes from the Original Scope										
N/A										
Project Budget Transfers										
N/A										



Budget Update



March 31, 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 To Spend
20 Construction									
Construction	\$80,000,000	\$7,420,207	\$87,420,207	\$0	\$87,420,207	\$0	\$87,420,207	\$0	\$87,420,207
Subtotal	\$80,000,000	\$7,420,207	\$87,420,207	\$0	\$87,420,207	\$0	\$87,420,207	\$0	\$87,420,207
30 Architectural & Engineering									
Designer - Basic Services	\$6,590,600	\$589,400	\$7,180,000	\$7,180,000	\$0	\$0	\$7,180,000	\$4,600,000	\$2,580,000
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	\$44,704	\$25,796
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	\$100,000	\$250,000	\$0	\$250,000	\$0	\$250,000	\$0	\$250,000
Subtotal	\$8,281,000	\$936,347	\$9,217,347	\$8,937,347	\$280,000	\$0	\$9,217,347	\$5,805,239	\$3,412,107
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	\$569,898	\$3,073,683
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	\$0	\$50,000	\$0	\$50,000	\$0	\$50,000
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	\$0	\$300,000	\$0	\$300,000	\$0	\$300,000
Legal	\$50,000	-\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Commissioning Agent	\$200,000	-\$41,690	\$158,310	\$158,310	\$0	\$0	\$158,310	\$32,542	\$125,768
Subtotal	\$4,279,595	\$485,948	\$4,765,543	\$3,934,888	\$830,655	\$0	\$4,765,543	\$986,093	\$3,779,451



March 31, 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 To 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	\$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	\$8,790,002	\$104,028,097	\$12,872,235	\$91,155,862	\$0	\$104,028,097	\$6,791,332	\$97,236,765
70 Project Contingency									
Construction Contingency	\$4,000,000	\$591,197	\$4,591,197		Current Contingency	Potential Risk	Potential Contingency		
Owner's Bid Contingency	\$0	\$2,019,312	\$2,019,312		\$4,591,197	\$0	\$4,591,197		\$4,591,197
Owner's Contingency	\$761,905	\$115,489	\$877,394		\$2,019,312	\$0	\$2,019,312		\$2,019,312
Subtotal	\$4,761,905	\$2,725,998	\$7,487,903		\$877,394	\$0	\$877,394		\$877,394
					\$7,487,903	\$0	\$7,487,903		\$7,487,903
Project Total	\$100,000,000	\$11,516,000	\$111,516,000	\$12,872,235	\$98,643,765	\$0	\$111,516,000	\$6,791,332	\$104,724,668
*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									

March 31, 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					\$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	\$2,281,332	\$1,694,528
	32	May-22	\$53,017	\$436,495				\$489,512	\$733,550	\$2,770,844	\$2,428,078
	33	Jun-22	\$47,017	\$436,495				\$483,512	\$347,075	\$3,254,356	\$2,775,153
	34	Jul-22	\$107,867	\$424,658	\$16,667			\$549,191	\$473,965	\$3,803,547	\$3,249,117
	35	Aug-22	\$56,117	\$424,658	\$16,667			\$497,441	\$409,340	\$4,300,989	\$3,658,457
	36	Sep-22	\$52,165	\$424,658	\$16,667			\$493,489	\$494,049	\$4,794,478	\$4,152,506
	37	Oct-22	\$52,165	\$424,658	\$29,795			\$506,618	\$407,003	\$5,301,095	\$4,559,509
	38	Nov-22	\$52,165	\$424,658	\$7,143			\$483,965	\$462,832	\$5,785,061	\$5,022,341
	39	Dec-22	\$96,165	\$424,658	\$7,143			\$527,965	\$402,048	\$6,313,026	\$5,424,388
	40	Jan-23	\$59,815	\$424,658	\$7,143			\$491,615	\$553,814	\$6,804,641	\$5,978,202
	41	Feb-23	\$54,778	\$424,665	\$7,143			\$486,585	\$443,953	\$7,291,227	\$6,422,155
Bid	42	Mar-23	\$64,988	\$127,350	\$7,143			\$199,481	\$369,177	\$7,490,708	\$6,791,332
Phase 1 (New School)	43	Apr-23	\$103,938	\$127,350	\$7,143			\$238,431	\$0	\$7,729,138	
	44	May-23	\$77,588	\$96,200	\$7,143	\$200,000		\$380,931	\$0	\$8,110,069	
	45	Jun-23	\$96,088	\$96,200	\$8,333	\$750,000	\$306,367	\$1,256,988	\$0	\$9,367,057	
	46	Jul-23	\$97,578	\$96,200	\$8,333	\$1,500,000	\$306,367	\$2,008,478	\$0	\$11,375,535	
	47	Aug-23	\$91,838	\$96,200	\$8,333	\$4,500,000	\$306,367	\$5,002,738	\$0	\$16,378,273	
	48	Sep-23	\$91,838	\$96,200	\$8,333	\$5,750,000	\$306,367	\$6,252,738	\$0	\$22,631,011	
	49	Oct-23	\$91,838	\$96,200	\$8,333	\$5,500,000	\$306,367	\$6,002,738	\$0	\$28,633,750	
	50	Nov-23	\$91,838	\$96,200	\$8,333	\$2,500,000	\$306,367	\$3,002,738	\$0	\$31,636,488	
	51	Dec-23	\$91,838	\$96,200	\$8,333	\$2,500,000	\$306,367	\$3,002,738	\$0	\$34,639,226	
	52	Jan-24	\$91,838	\$96,200	\$8,333	\$3,500,000	\$306,367	\$4,002,738	\$0	\$38,641,964	
	53	Feb-24	\$91,838	\$96,200	\$8,333	\$3,000,000	\$306,367	\$3,502,738	\$0	\$42,144,702	
	54	Mar-24	\$91,838	\$96,200	\$8,333	\$5,000,000	\$306,367	\$5,502,738	\$0	\$47,647,440	
	55	Apr-24	\$91,838	\$96,200	\$8,333	\$7,500,000	\$306,367	\$8,002,738	\$0	\$55,650,178	

March 31, 2023

Concord Middle School
Estimated Project Cash Flow

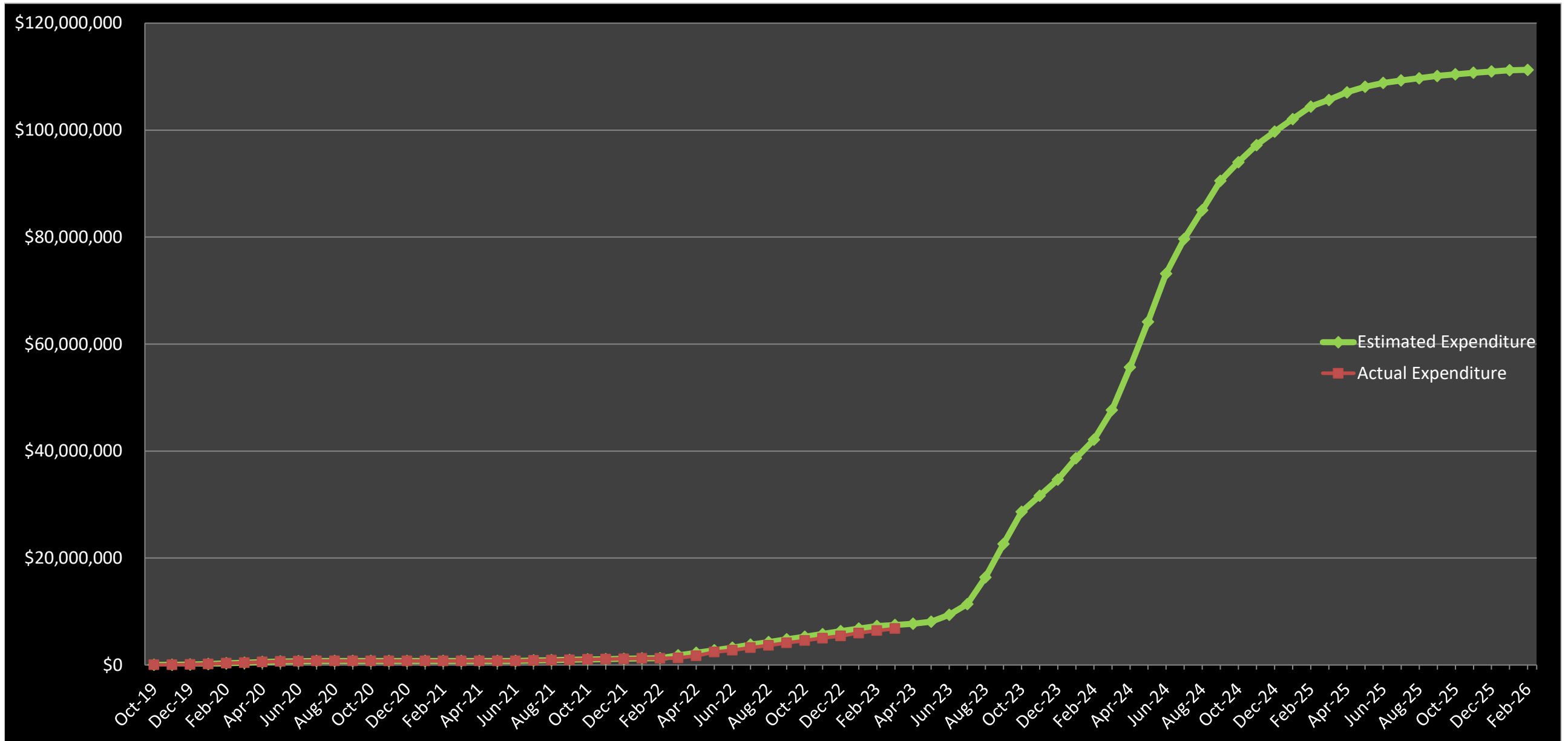


Month		OPM + Commissioning	Designer & Consultants	FF&E & Misc. Admin.	Construction	Contingency	Estimated Expenditures	Actual Expenditures	Estimated Cumulative Expenditures	Actual Cumulative Expenditures
Construction	56	May-24	\$91,838	\$96,200	\$8,333	\$8,000,000	\$306,367	\$8,502,738	\$0	\$64,152,916
	57	Jun-24	\$91,838	\$96,200	\$8,333	\$8,500,000	\$306,367	\$9,002,738	\$0	\$73,155,654
	58	Jul-24	\$91,838	\$96,200	\$8,333	\$6,000,000	\$306,367	\$6,502,738	\$0	\$79,658,392
	59	Aug-24	\$78,338	\$96,200	\$887,500	\$4,000,000	\$306,367	\$5,368,405	\$0	\$85,026,797
	60	Sep-24	\$78,338	\$96,200	\$12,500	\$5,000,000	\$306,367	\$5,493,405	\$0	\$90,520,201
	61	Oct-24	\$78,338	\$96,200	\$12,500	\$3,000,000	\$306,367	\$3,493,405	\$0	\$94,013,606
	62	Nov-24	\$78,338	\$96,200	\$12,500	\$2,700,000	\$306,367	\$3,193,405	\$0	\$97,207,011
	63	Dec-24	\$78,338	\$96,200	\$12,500	\$2,000,000	\$306,367	\$2,493,405	\$0	\$99,700,415
	64	Jan-25	\$78,338	\$96,200	\$887,500	\$1,000,000	\$306,367	\$2,368,405	\$0	\$102,068,820
	65	Feb-25	\$78,338	\$96,200	\$887,500	\$1,000,000	\$272,669	\$2,334,707	\$0	\$104,403,527
Phase 2 (Demo & Fields)	66	Mar-25	\$78,338	\$96,200	\$87,500	\$700,000	\$272,669	\$1,234,707	\$0	\$105,638,234
	67	Apr-25	\$78,338	\$96,200	\$87,500	\$900,000	\$272,669	\$1,434,707	\$0	\$107,072,940
	68	May-25	\$78,338	\$57,143	\$12,500	\$600,000	\$272,669	\$1,020,650	\$0	\$108,093,590
	69	Jun-25	\$78,338	\$57,143	\$58,538	\$500,000	\$34,388	\$728,407	\$0	\$108,821,997
	70	Jul-25	\$74,738	\$57,143		\$300,000	\$34,388	\$466,269	\$0	\$109,288,265
	71	Aug-25	\$74,738	\$57,143		\$250,000	\$34,388	\$416,269	\$0	\$109,704,534
	72	Sep-25	\$74,738	\$57,143		\$250,000	\$34,388	\$416,269	\$0	\$110,120,803
	73	Oct-25	\$65,758	\$57,143		\$150,000	\$34,388	\$307,289	\$0	\$110,428,091
	74	Nov-25	\$57,213	\$57,143		\$150,000	\$34,388	\$298,744	\$0	\$110,726,835
	75	Dec-25	\$53,013	\$41,667		\$100,000	\$34,388	\$229,068	\$0	\$110,955,903
Closeout	76	Jan-26	\$47,705	\$41,667		\$120,207	\$29,180	\$238,759	\$0	\$111,194,661
	77	Feb-26	\$41,855	\$41,667				\$83,522	\$0	\$111,278,183
	78	Mar-26	\$38,355	\$41,667				\$80,022	\$0	\$111,358,205
	79	Apr-26	\$28,407	\$41,667				\$70,074	\$0	\$111,428,278
	80	May-26	\$25,060	\$41,667				\$66,727	\$0	\$111,495,005
	81	Jun-26	\$20,995					\$20,995	\$0	\$111,516,000
	82	Jul-26						\$0	\$0	\$111,516,000
	83	Aug-26						\$0	\$0	\$111,516,000
	84	Sep-26						\$0	\$0	\$111,516,000
		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	\$873,839	\$3,844,367	\$138,128	\$950,000	\$306,367	\$6,112,701		
		Subtotal for FY '23	\$1,107,796	\$1,154,401	\$100,000	\$57,750,000	\$3,676,400	\$63,788,597		
		Subtotal for FY '24	\$953,556	\$1,076,286	\$2,966,871	\$27,400,000	\$3,269,629	\$35,666,343		
		Subtotal for FY '25	\$602,575	\$535,714	\$0	\$1,320,207	\$235,507	\$2,694,003		
		TOTAL	\$4,185,543	\$9,217,347	\$3,205,000	\$87,420,207	\$7,487,903	\$111,516,000		



March 31, 2023

Town of Concord
Concord Middle School
Estimated Project Cash Flow Graph





Schedule Update



Concord Middle School
Project Schedule UPDATE
March 8, 2023



ID	Task Name	Duration	Start	Finish	
1	Design & Pre-Construction Phases	950 days	Wed 8/14/19	Wed 5/24/23	77%
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%
85	60% Construction Documents	76 days	Fri 7/1/22	Thu 10/20/22	100%
94	90% Construction Documents	64 days	Thu 10/20/22	Mon 1/23/23	100%
102	100% Construction Documents	28 days	Tue 1/17/23	Mon 2/27/23	100%
103	100% Construction Documents	28 days	Tue 1/17/23	Mon 2/27/23	100%
104	100% CD Package to CMSBC / Bid Package Complete	0 days	Mon 2/27/23	Mon 2/27/23	2/27
105	Permitting	206 days	Mon 8/1/22	Wed 5/24/23	17%
106	ZBA Plan Review & Approval	94 days	Mon 8/1/22	Thu 12/15/22	100%
107	Submit plans for review (i) Site Plan Review (ii) Special Permit for Ground Water Conservancy (iii) Building Height Waiver	0 days	Mon 8/1/22	Mon 8/1/22	8/1

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
March 8, 2023



ID	Task Name	Duration	Start	Finish	
108	Plan Review by DPW / Engineering / Water / CMLP / ZBA / Planning Board	30 days	Mon 8/1/22	Tue 9/13/22	100%
109	Planning Board Meeting Date	0 days	Tue 9/13/22	Tue 9/13/22	9/13
110	ZBA Meeting Date	0 days	Thu 11/10/22	Thu 11/10/22	11/10
111	Special Permit Recommendations to ZBA from Planning Board	0 days	Thu 11/10/22	Thu 11/10/22	11/10
112	ZBA - 20 Day Appeal (Filed by Town Clerk)	19 days	Thu 11/17/22	Thu 12/15/22	100%
113	ZBA Issues Approval & Order of Conditions	0 days	Thu 12/15/22	Thu 12/15/22	12/15
114	Tree Protection and Removal Permit by Planning Board	35 days	Mon 2/27/23	Fri 4/14/23	0%
115	Kitchen Plan Approval by Board of Health	42 days	Thu 1/12/23	Tue 3/14/23	0%
116	Septic System Approval by Health Division	136 days	Wed 9/7/22	Wed 3/22/23	0%
117	SWPPP Approval with DEP	25 days	Wed 3/15/23	Wed 4/19/23	0%
118	Building Permit	15 days	Thu 5/4/23	Wed 5/24/23	0%
119	GC Submit Application/Plan Review by Town	5 days	Thu 5/4/23	Wed 5/10/23	0%
120	GC pulls Foundation Permit (Upon Contract Execution / Issuance of NTP)	0 days	Wed 5/10/23	Wed 5/10/23	5/10
121	GC pulls Building Permit	0 days	Wed 5/24/23	Wed 5/24/23	5/24
122	Town Actions - 2023 Budget Increase	85 days	Mon 10/17/22	Thu 2/16/23	100%
123	Open Warrant	0 days	Mon 10/17/22	Mon 10/17/22	10/17
124	Close the Warrant	0 days	Fri 10/28/22	Fri 10/28/22	10/28
125	Select Board Meeting: Vote for \$110M Warrant Article	0 days	Mon 10/31/22	Mon 10/31/22	10/31

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
March 8, 2023



ID	Task Name	Duration	Start	Finish	2020	2021	2022	2023	2024	2025	2026
126	Joint Finance Committee & CMSBC Meeting	0 days	Thu 11/3/22	Thu 11/3/22				11/3			
127	Finance Committee Public Hearing	0 days	Thu 11/17/22	Thu 11/17/22				11/17			
128	Warrant Posted & Mailed to Households	0 days	Mon 11/14/22	Mon 11/14/22				11/14			
129	Finance Comm Report	0 days	Thu 12/8/22	Thu 12/8/22				12/8			
130	Motions Posted for Special Town Meeting	0 days	Tue 1/17/23	Tue 1/17/23				1/17			
131	Special Town Meeting	0 days	Thu 1/19/23	Thu 1/19/23				1/19			
132	Town Vote	0 days	Thu 2/16/23	Thu 2/16/23				2/16			
133	GC and Subs Contractor Prequalifications	83 days	Tue 10/18/22	Wed 2/15/23				100%			
134	Draft RFQ and Advertising	11 days	Tue 10/18/22	Wed 11/2/22				100%			
135	Posted Advertisement	0 days	Wed 11/9/22	Wed 11/9/22				11/9			
136	Receive SOQ's	16 days	Wed 11/9/22	Mon 12/5/22				100%			
137	Review Submissions / Prequal Committee Meetings	47 days	Mon 12/5/22	Thu 2/9/23				100%			
138	Final Report to CMSBC	0 days	Thu 2/9/23	Thu 2/9/23				2/9			
139	Notification of Prequalification to Contractors	4 days	Thu 2/9/23	Wed 2/15/23				100%			
140	Bidding	44 days	Thu 3/2/23	Wed 5/3/23				0%			
141	Advertise on Central Register	0 days	Thu 3/2/23	Thu 3/2/23				3/2			
142	Posted on Central Register / Documents Available	0 days	Wed 3/8/23	Wed 3/8/23				3/8			
143	Pre-Bid Conference	0 days	Tue 3/21/23	Tue 3/21/23				3/21			

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
March 8, 2023



ID	Task Name	Duration	Start	Finish	2020	2021	2022	2023	2024	2025	2026
144	FSB Duration	22 days	Wed 3/8/23	Thu 4/6/23				0%			
145	GC Duration	31 days	Wed 3/8/23	Thu 4/20/23				0%			
146	Filed Sub-bid Due	0 days	Thu 4/6/23	Thu 4/6/23				4/6			
147	General Bid (DBB)	0 days	Thu 4/20/23	Thu 4/20/23				4/20			
148	CMSBC Review/Acceptance of Bid Recommendation - Notice of Award to GC	0 days	Thu 4/27/23	Thu 4/27/23				4/27			
149	Contract Execution / NTP	5 days	Thu 4/27/23	Wed 5/3/23				0%			
150	Independent Testing Agency Procurement	59 days	Fri 2/24/23	Thu 5/18/23				0%			
151	Testing Agency RFP	59 days	Fri 2/24/23	Thu 5/18/23				0%			
152	Draft Testing Agency RFP	13 days	Fri 2/24/23	Tue 3/14/23				0%			
153	Advertise on Central Register	0 days	Thu 3/16/23	Thu 3/16/23				3/16			
154	RFP Available in Central Register & COMMBUYS	0 days	Wed 3/22/23	Wed 3/22/23				3/22			
155	RFP Response Period	16 days	Thu 3/23/23	Thu 4/13/23				0%			
156	Receive RFP Responses	0 days	Thu 4/13/23	Thu 4/13/23				4/13			
157	Proposal Review & Reference Checks	5 days	Thu 4/13/23	Thu 4/20/23				0%			
158	Recommend of Award to Town Manager	0 days	Thu 4/20/23	Thu 4/20/23				4/20			
159	Review Recommendation with CMSBC	0 days	Thu 4/27/23	Thu 4/27/23				4/27			
160	Contract Execution with Town	20 days	Fri 4/21/23	Thu 5/18/23				0%			
161	Kick Off Meeting with Testing Agency & GC	0 days	Thu 5/18/23	Thu 5/18/23				5/18			

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
March 8, 2023



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
March 8, 2023



ID	Task Name	Duration	Start	Finish	
180	Grass Established for Field Usage	0 days	Tue 9/1/26	Tue 9/1/26	
181	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



Meeting Minutes



Concord Middle School Building Committee

Dawn Guarriello, Co-Chairperson Pat Nelson, Co-Chairperson

Meeting Minutes Thursday, March 2nd, 2023

Call to Order:

- P. Nelson called the meeting to order at 7:33AM.

Name	Present	Name	Present	Name	Present
CONCORD MIDDLE SCHOOL BUILDING COMMITTEE:					
Alexa Anderson*	P	Peter Fischelis*	NP	Chris Popov*	P
Robert Conry	P	Russ Hughes	P	Charlie Parker*	P
Court Booth*	P	Dawn Guarriello*	P	Matt Root*	P
Heather Bout*	P	Laurie Hunter*	P	Steven Stasheski*	P
Frank Cannon*	P	Matt Johnson*	P		
Justin Cameron	P	Kerry Lafleur	P		
Gail Dowd	P	Pat Nelson*	P		
Hill International					
Peter Martini	P	Ian Parks	P	Susan McCann	P
John Cutler	P	Jonathan Teixeira	P		
SMMA / Ewing Cole					
Lorraine Finnegan	NP	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

- The CMSBC did not vote on the meeting minutes from 1/13/23, 1/26/23, or 2/14/23.

Correspondence/Communication

- The CMSBC was invited to send project updates to the local newspaper "The Bridge" who is looking to work collaboratively with the project to provide updates to the public.

OPM Update

- Cashflow update:*
 - In the month of February project expenditures, which consisted of Hill, SMMA, and AKF+SGH invoices, were \$443,953. Total expenditures on the project to date total \$6,422,155.
 - Hill noted that the Cashflow would be updated to reflect a more accurate estimate of the General Contractors monthly invoicing.
 - Hill will adjust the cash flow again with actuals from the General Contractor when one has been procured.
- Bid Schedule:*
 - Hill presented the updated schedule for major milestones in the General Contractor procurement process:

Task Name	Start	Finish
Draft Front End documents	Mon 1/2/23	Fri 2/17/23
Coordinate and schedule with Bid Docs Online	Mon 2/6/23	Mon 2/13/23
Draft and share ad language with TOC	Mon 2/20/23	Fri 2/24/23
Advertise in local paper	Mon 2/27/23	Wed 3/15/23



Concord Middle School Building Committee

Dawn Guarriello, Co-Chairperson

Pat Nelson, Co-Chairperson

Meeting Minutes Thursday, March 2nd, 2023

Bid Documents available on Central Register/biddocsonline.com	Wed 3/8/23	Thu 4/6/23
Coordinate Pre-Bid conference location within Sanborn for 3/21/23	Mon 2/6/23	Fri 2/17/23
Pre-Bid Conference	Tue 3/21/23	Tue 3/21/23
Deadline for RFIs	Tue 3/28/23	Tue 3/28/23
Last Addenda out to bidders	Fri 3/31/23	Fri 3/31/23
Sub Trade bids due	Thu 4/6/23	Thu 4/6/23
GC bids due	Thu 4/20/23	Thu 4/20/23
Bid review period	Thu 4/20/23	Fri 4/21/23
Update to Bldg Committee	Thu 4/27/23	Thu 4/27/23
Contract documents prepared	Tue 2/21/23	Fri 3/3/23
Notice to proceed	Fri 4/28/23	Fri 4/28/23
Construction starts	Thu 5/18/23	Thu 5/18/23

- Members of the CMSBC informed the rest of the CMSBC that there was a motion for the upcoming Special Town Meeting to cover the funding of the Athletic Fields and Outdoor classrooms so they could be removed from bid alternates list.
 - This motion was not initiated by the CMSBC.
 - Questions arose regarding how this funding could impact the bid results as the bid due dates coincide with the Special Town Meeting.
 - Hill noted the Town has 30 days to award the contract, and the bids could be held pending the result of the vote.

New Business

- CMSBC members requested that SMMA run a new EUI model.
- SMMA noted that EUI models had been run for every design phase and the data is in every report.

Public Comment

- There were no comments from any members of the public.

Next Steps / Meeting

- The next CMSBC date will be determined by the Executive Team.

Adjourn

- Co-Chair P. Nelson adjourned the meeting at 8:10AM.

**Meeting Minutes
Concord Middle School
Pre-Bid Conference
March 21st, 2023**

Jonathan Teixeira of Hill International provided the following information regarding bid documents and schedule.

- Bid Documents are to be prepared and submitted at www.biddocsonline.com.
- The Bid Schedule is as follows:
 - Sub Trade bids due: 4/6/2023 12:00 PM
 - GC bids due: 4/21/2023 12:00 PM
 - Construction Period: May 2023 - November 2025

Jenn Soucy from SMMA provided a Project Overview

Jonathan Teixeira called attention to the following:

Total Project Estimate: \$87,420,207.

Specific Sections in the Specifications:

unit prices	Spec. Sections 01 22 00 and 00 41 80
alternates	Spec. Section 01 23 00
Required Insurance Coverages	General Conditions Article 18.4
Substantial & Final Completion Dates	General Conditions Article 2.4
Changes in work	General Conditions Article 12
Stormwater Pollution Prevention Plan (SWPPP)	Specification Section 01 57 23 Prepared by Nitsch Engineering, 9/16/2022 Site Evaluation, Erosion & Sediment Control, Maintenance, Logs

Key Project Dates

Phase 1 Substantial Completion:	12/19/2024
Phase 2 Substantial Completion:	9/12/2025
Final Project Completion:	11/13/2025

Site access, construction staging areas, etc.

Jonathan Teixeira discussed items that the Contractor and Subcontractors will need to focus on including drop-off and pick-up times, foul language and smoking being that the work will be happening next to an operating school.

Site Walk

Those present were invited to do a walkthrough of the site, looked at the cafeteria (above the ceiling) boiler room, gymnasium, auditorium, elevator, as well as the exterior of the building and grounds.

Bidding and Award Schedule

<i>Action/Deliverable</i>	<i>Date</i>
Submit advertisement in local newspapers	2/27/23 – 3/15/23
Bid documents available on Central Register & biddocsonline.com	3/8/23 – 4/6/23
Pre-Bid Conference	3/21/2023
Final day to submit RFIs	3/28/2023
Last Addenda out to Bidders	3/31/2023
Sub Trade bids due	4/6/2023
GC bids due	4/21/2023
Bid review period	4/24/23 – 4/26/23
Tentative School Building Committee approval (lowest qualified bid)	4/27/2023
Notice to proceed	4/28/2023
Construction starts	5/18/2023

Questions

Responses to inquiries and discussions occurring at this pre-bid walk through shall in no way change or modify the bid documents. The bid documents will be affected only by addenda issued prior to the bid date. Questions asked in this Pre- Bid Conference today may be logged, answered, and distributed via an addendum, but not all questions asked may be answered. To ensure that your question is answered, submit an RFI in writing to jsoucy@smma.com prior to 3/28/2023.