



Concord Middle School Project

Project Manager Report

October 2023





CONCORD MIDDLE SCHOOL PROJECT

PROJECT MANAGER'S REPORT OCTOBER 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 **October 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 October 19th. Hill facilitated Leadership Team meetings on October 3rd, 10th, 17th, 24th, and 31st; weekly Owner/Architect/Contractor (OAC) meetings on October 3rd, 10th, 17th, 24th, and 31st; and weekly Technical Review Committee (TRC) meetings on October 5th, 12th, 19th, and 26th. Hill and SMMA attended weekly RFI/Submittal coordination meetings with CTA on October 2nd, 9th, 16th, 23rd, and 30th. Hill facilitated a Finance/Budget review meeting on October 2nd with the Town of Concord and a PV Project Coordination meeting with CMLP on October 6th. SMMA facilitated and Hill attended FF&E User Group meetings on October 20th.

Milestones

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

- Site preparation: CTA maintained the established construction entrances on Old Marlboro Road and continued to maintain proper site drainage for water management. The project team is working with CMLP to coordinate underground utilities for solar bases and to place binder for site parking.
- Site Work: Phase 1A and 1B work continued. Foundation cuts, forms, and rebar placement at building part A&B are ongoing. Footing and retaining wall placements were made at building part B throughout the month. C.C Construction has placed and compacted structural fill along site roadways. Water main and electrical duct bank excavations and preparations are ongoing as well as manhole and piping installation work.
 - Fenagh Engineering and Testing conducted rebar inspections 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.
- MEP work: Storm drainage excavations and installations are ongoing on the north side of Building A.
- Structural work: Steel installation is ongoing. Both parts of building C installation and detailing are nearing completion and have been set and measured with great precision. Erection of the bridge connecting to Building B has begun. Concrete placement for the site footings and walls in building B is being performed in preparation for steel placement in November.
- Procurement/Contracts: The Town of Concord committed \$31,023 to CTA for Change Order #1.
- Construction Baseline Schedule: Hill continued to request a baseline schedule revision from CTA. CTA is claiming that they were delayed by the Town through a delayed issuance of the NTP. Negotiations between the Town and CTA continued throughout the month of October in an effort to bring resolution to this matter.
- CMSBC meeting: On October 19th the project team met with the CMSBC to provide an update on construction progress and financial approvals made by the Technical Review Committee.

Town of Concord

Concord Middle School Project



- FF&E: On October 20th the project team met with the school user groups and the furniture consultant, Stefura Associates, to discuss plans for furnishing the new school with the separate user groups in anticipation of user testing in January.

Milestones projected for the coming months are:

- Continue foundation at building parts B and A
- Continue formwork and rebar at building parts B and A
- Continue steelwork at building part B and A
- Completion of the framing mockup
- Placements of slab-on-grade and slab-on-deck for building C
- Begin temporary protection for fireproofing
- Begin exterior light gauge metal framing

Issues & Challenges

- Finalization of the construction baseline schedule by CTA
- Coordinating PV scope with CMLP and SDA
- Improving erosion control to limit re-work from heavy rain
- MEP coordination
- Permanent power

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.

In August 2023 the Town of Concord committed \$2,000 to Verizon for fees associated with the design portion of their work to provide telephone and data services to the new school.

In September 2023 the Town of Concord committed \$4,025 to legal invoices received in the month of August.

In October 2023 the Town of Concord committed \$31,023 to CTA for Change Order #1.

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
October 2023	40	35	58	163	0	\$0	1	1	\$31,023

Cash Flow

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

Total encumbered to date is \$98,415,301

Town of Concord

Concord Middle School Project



Total spent to date is \$16,258,311 which is 16.5% of total encumbered.

Total spent on construction to date is \$8,355,821 which is 9.8% 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)
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


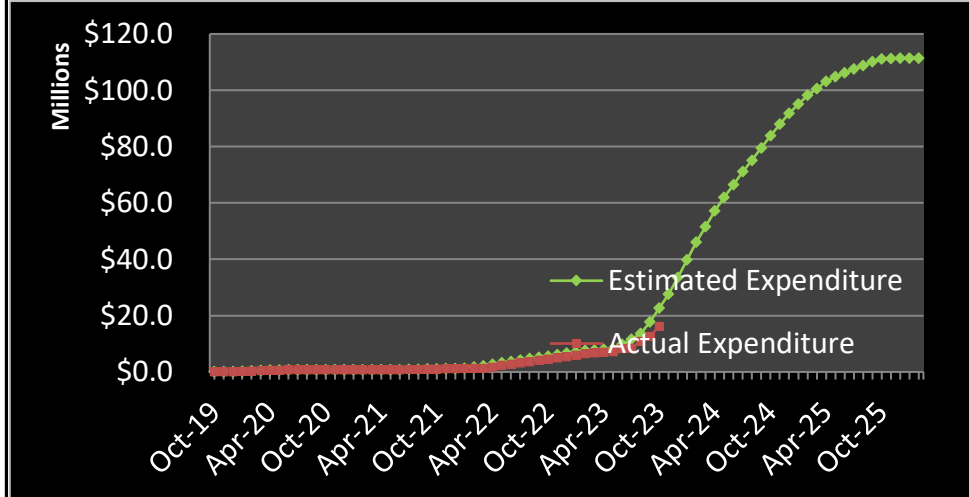


Town of Concord
Concord Middle School
Project Dashboard

October 31, 2023

EXECUTIVE SUMMARY



Project Accomplishments this Month					Current Issues & Areas of Focus				Current Progress Photos																																																	
<p>In October construction, steel erection is underway in Building C. Buildings B and A have also begun concrete preparations. The construction of the elevator shaft within the Building C footprint was completed earlier this month. Concrete foundations and stem walls at building A, backfill at building B+A, formwork and foundation excavation at building A, under slab plumbing, electrical, and drainage, and sediment erosion controls are ongoing.</p> <p>The CMSBC met on October 19th to review project finances, construction progress, and CPC funding.</p> <p>Water main and electrical duct bank tie-ins are ongoing as well as MEP coordination.</p>					<p>Resolutuion of the baseline schedule</p> <p>Establishing erosion control measures to prevent re-work</p>																																																					
Projected Major Tasks next Month					Diversity Compliance				Project Cash Flow - Plan vs Actual																																																	
<p>Wrapping Building C in preparation for slab-on-grade concrete pours</p> <p>Light gauge metal framing beginning</p> <p>Structural steel erection at Building B/A</p> <p>Setting manholes and piping, plumbing roof drains</p>					<table><tr><th>Metric</th><th>Target</th><th>Actual</th></tr><tr><td>Designer's WBE/MBE</td><td>5.1%</td><td>8.4%</td></tr><tr><td>Contractor's WBE/MBE</td><td>8.3%</td><td>4.6%</td></tr><tr><td> </td><td> </td><td> </td></tr><tr><td> </td><td> </td><td> </td></tr><tr><td> </td><td> </td><td> </td></tr><tr><td> </td><td> </td><td> </td></tr><tr><td> </td><td> </td><td> </td></tr><tr><td> </td><td> </td><td> </td></tr><tr><td> </td><td> </td><td> </td></tr><tr><td> </td><td> </td><td> </td></tr><tr><td> </td><td> </td><td> </td></tr><tr><td> </td><td> </td><td> </td></tr><tr><td> </td><td> </td><td> </td></tr><tr><td> </td><td> </td><td> </td></tr><tr><td> </td><td> </td><td> </td></tr></table>				Metric	Target	Actual	Designer's WBE/MBE	5.1%	8.4%	Contractor's WBE/MBE	8.3%	4.6%																																									
Metric	Target	Actual																																																								
Designer's WBE/MBE	5.1%	8.4%																																																								
Contractor's WBE/MBE	8.3%	4.6%																																																								
Schedule Summary - Upcoming Milestones					PROJECT FINANCIAL OVERVIEW																																																					
	Scheduled Start	Scheduled Finish	Actual Start	Actual Finish						N/A																																																
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	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																																																								
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	\$	5,206,023	\$	85,206,023	\$	85,206,023	\$	8,355,821	\$	77,004,501																																										
Design Services					\$	8,281,000	\$	940,362	\$	9,221,362	\$	9,191,362	\$	30,000	\$	-																																										
Administrative					\$	4,279,595	\$	521,048	\$	4,800,643	\$	4,017,916	\$	782,727	\$	-																																										
FF&E					\$	2,677,500	\$	(52,500)	\$	2,625,000	\$	-	\$	2,625,000	\$	-																																										
SUBTOTAL					\$	95,238,095	\$	6,614,933	\$	101,853,028	\$	98,415,301	\$	3,437,727	\$	154,299																																										
Construction Contingency (Hard Cost)					\$	4,000,000	\$	560,174	\$	4,560,174	\$	-	\$	4,560,174	\$	(154,299)																																										
Owner's FFE Contingency					\$	-	\$	2,245,207	\$	2,245,207	\$	-	\$	2,245,207	\$	-																																										
Owner's Contingency (Soft Cost)					\$	761,905	\$	76,374	\$	838,279	\$	-	\$	838,279	\$	-																																										
SUBTOTAL					\$	4,761,905	\$	2,881,755	\$	7,643,660	\$	-	\$	7,643,660	\$	(154,299)																																										
PROJECT TOTAL					\$	100,000,000	\$	9,496,688	\$	109,496,688	\$	98,415,301	\$	11,081,387	\$	-																																										

Scope changes from the Original Scope	
N/A	
Project Budget Transfers	
N/A	



Financial Update



October 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	5/4/23 Approved	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	\$8,355,821	\$76,819,179
Change Orders		\$31,023	\$31,023	\$31,023	\$0	\$154,299	\$185,322	\$0	\$185,322
Subtotal	\$80,000,000	\$5,206,023	\$85,206,023	\$85,206,023	\$0	\$154,299	\$85,360,322	\$8,355,821	\$77,004,501
30 Architectural & Engineering									
Designer - Basic Services	\$6,590,600	\$589,400	\$7,180,000	\$7,180,000	\$0	\$0	\$7,180,000	\$5,157,106	\$2,022,894
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	\$93,305	\$111,695
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	\$6,610	\$247,405
Subtotal	\$8,281,000	\$940,362	\$9,221,362	\$9,191,362	\$30,000	\$0	\$9,221,362	\$6,436,510	\$2,784,852
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	\$1,017,778	\$2,625,802
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	\$36,073	\$263,927	\$0	\$300,000	\$20,152	\$279,848
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	\$4,017,916	\$782,727	\$0	\$4,800,643	\$1,465,980	\$3,334,663



October 31, 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)
	BUDGET			COST				CASH FLOW	
Description	Intial Budget	Authorized Changes	5/4/23 Approved	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	\$6,614,933	\$101,853,028	\$98,415,301	\$3,437,727	\$154,299	\$102,007,327	\$16,258,311	\$85,749,016
70 Project Contingency									
Construction Contingency	\$4,000,000	\$560,174	\$4,560,174		Current Contingency	Potential Risk	Potential Contingency		
Construction Bid Savings Contingency	\$0	\$2,245,207	\$2,245,207		\$4,560,174	-\$154,299	\$4,405,875		\$4,405,875
Owner's Contingency	\$761,905	\$76,374	\$838,279		\$2,245,207	\$0	\$2,245,207		\$2,245,207
Subtotal	\$4,761,905	\$2,881,755	\$7,643,660		\$838,279	\$0	\$838,279		\$838,279
					\$7,643,660	-\$154,299	\$7,489,361		\$7,489,361
Project Sub-Total Incl. Contingency	\$100,000,000	\$9,496,688	\$109,496,688	\$98,415,301	\$11,081,387	\$0	\$109,496,688	\$16,258,311	\$93,238,377
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	\$98,415,301	\$13,100,699	\$0	\$111,516,000	\$16,258,311	\$95,257,689
*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	07/13/23	\$85,175,000	142,567	\$597.44					

October 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	\$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
Phase 1 (New School)	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	\$2,354,936	\$13,612,386	\$10,811,025
	48	Sep-23	\$94,838	\$78,000		\$3,654,301	\$326,367	\$4,153,506	\$1,880,102	\$17,765,892	\$12,691,127
	49	Oct-23	\$94,838	\$70,000		\$4,411,772	\$326,367	\$4,902,977	\$3,567,184	\$22,668,869	\$16,258,311
	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	\$450,603	\$5,672,265	\$0	\$57,193,136	

October 31, 2023

Concord Middle School
Estimated Project Cash Flow



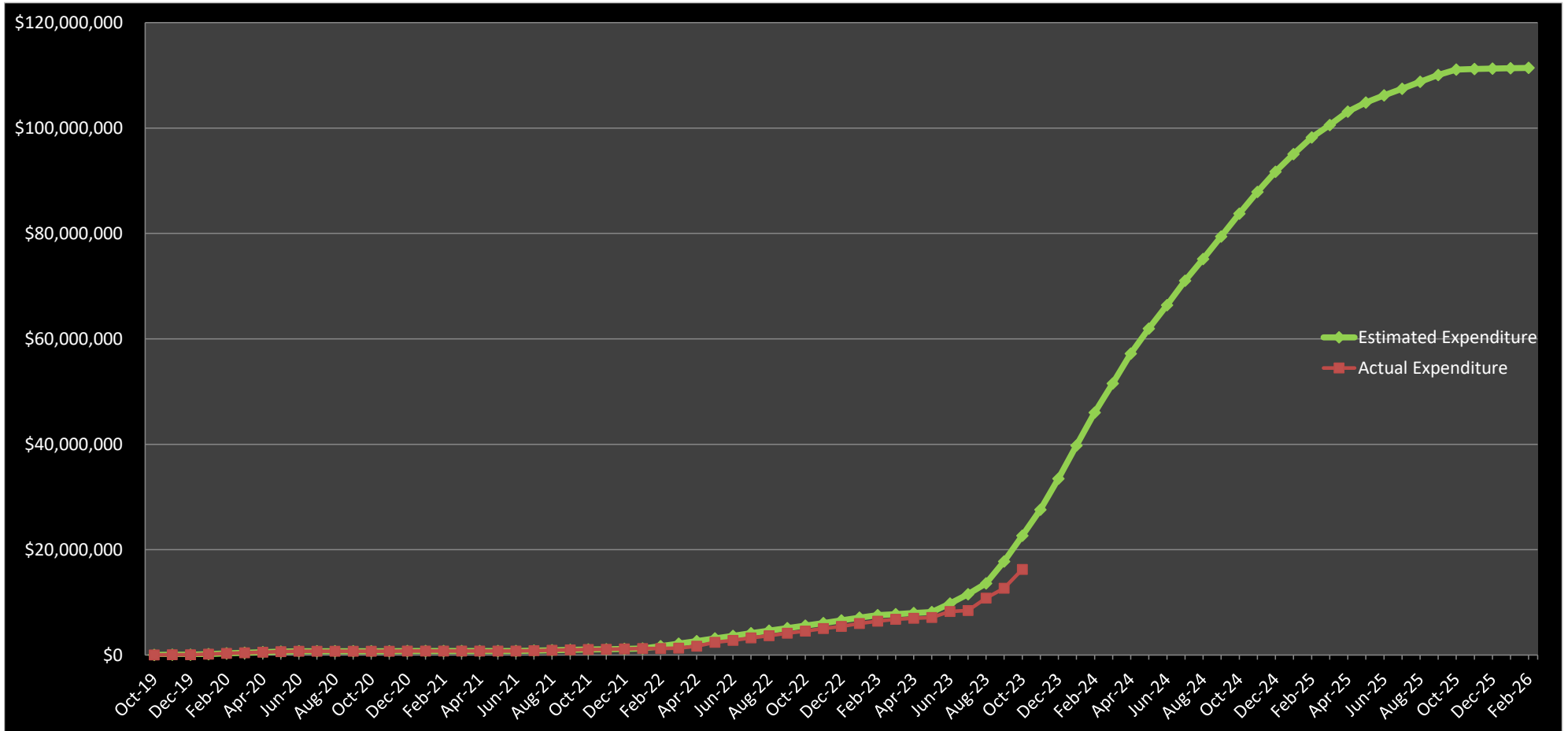
	Month	OPM + Commissioning	Designer & Consultants	FF&E & Misc. Admin.	Construction	Contingency	Estimated Expenditures	Actual Expenditures	Estimated Cumulative Expenditures	Actual Cumulative Expenditures
Construction	56 May-24	\$94,838	\$78,000		\$4,134,947	\$450,603	\$4,758,388	\$0	\$61,951,523	
	57 Jun-24	\$94,838	\$78,000		\$3,826,169	\$450,603	\$4,449,610	\$0	\$66,401,133	
	58 Jul-24	\$94,838	\$78,000	\$60,000	\$3,963,408	\$450,603	\$4,646,849	\$0	\$71,047,982	
	59 Aug-24	\$78,338	\$78,000	\$60,000	\$3,419,902	\$450,603	\$4,086,843	\$0	\$75,134,824	
	60 Sep-24	\$78,338	\$173,000	\$158,000	\$3,419,902	\$450,603	\$4,279,843	\$0	\$79,414,667	
	61 Oct-24	\$78,338	\$168,000	\$158,000	\$3,500,508	\$450,603	\$4,355,449	\$0	\$83,770,116	
	62 Nov-24	\$78,338	\$153,000	\$198,000	\$3,240,962	\$450,603	\$4,120,903	\$0	\$87,891,018	
	63 Dec-24	\$78,338	\$210,000	\$198,000	\$2,879,271	\$450,603	\$3,816,212	\$0	\$91,707,230	
	64 Jan-25	\$78,338	\$87,000	\$945,500	\$1,789,131	\$450,603	\$3,350,572	\$0	\$95,057,802	
	65 Feb-25	\$78,338	\$54,000	\$945,500	\$1,651,891	\$416,905	\$3,146,634	\$0	\$98,204,435	
Phase 2 (Demo & Fields)	66 Mar-25	\$78,338	\$84,000	\$145,500	\$1,651,891	\$416,905	\$2,376,634	\$0	\$100,581,069	
	67 Apr-25	\$78,338	\$42,000	\$145,500	\$1,858,725	\$416,905	\$2,541,468	\$0	\$103,122,537	
	68 May-25	\$78,338	\$42,000	\$70,500	\$1,101,254	\$416,905	\$1,708,997	\$0	\$104,831,533	
	69 Jun-25	\$78,338	\$42,000	\$120,500	\$1,101,254	\$34,396	\$1,376,488	\$0	\$106,208,021	
	70 Jul-25	\$74,738	\$42,000		\$1,101,254	\$34,388	\$1,252,380	\$0	\$107,460,401	
	71 Aug-25	\$74,738	\$103,200		\$1,101,254	\$34,388	\$1,313,580	\$0	\$108,773,981	
	72 Sep-25	\$74,738	\$92,200		\$1,101,254	\$34,388	\$1,302,580	\$0	\$110,076,561	
	73 Oct-25	\$65,758	\$12,200		\$894,419	\$34,388	\$1,006,765	\$0	\$111,083,326	
	74 Nov-25	\$57,213	\$12,200			\$34,388	\$103,801	\$0	\$111,187,127	
	75 Dec-25	\$53,013	\$12,816			\$34,388	\$100,217	\$0	\$111,287,343	
Closeout	76 Jan-26	\$47,705				\$29,180	\$76,885	\$0	\$111,364,228	
	77 Feb-26	\$41,855					\$41,855	\$0	\$111,406,083	
	78 Mar-26	\$38,355					\$38,355	\$0	\$111,444,438	
	79 Apr-26	\$28,407					\$28,407	\$0	\$111,472,845	
	80 May-26	\$25,060					\$25,060	\$0	\$111,497,905	
	81 Jun-26	\$18,095					\$18,095	\$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	\$2,510,180	\$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	\$4,275,888	\$56,609,099			
	Subtotal for FY '24	\$956,556	\$1,211,000	\$3,205,000	\$29,578,099	\$4,856,233	\$39,806,888			
	Subtotal for FY '25	\$599,675	\$274,616	\$0	\$4,198,181	\$235,507	\$5,307,979			
	TOTAL	\$4,220,643	\$9,221,362	\$3,205,000	\$85,175,000	\$9,693,995	\$111,516,000			



Town of Concord
Concord Middle School
Estimated Project Cash Flow Graph



October 31, 2023





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



October 18, 2023

COMMITMENTS

(gray items previously acknowledge/approved)

FIRM	PO# Amend #	Budget Adjustment (s) (Y/N)	Action (Acknowledgement)	Total Value
CTA Construction Managers	1	Y	Y	\$31,023.00
			TOTAL VALUE =	\$31,023.00

Budget Adjustments

Description	Contingency Use (HCC/SCC)	Hard Cost Contingency	Soft Cost Contingency
Starting Value		\$4,560,174.00	\$838,279.00
Prior Modifications			
AKF/SGH			-\$35,100.00
Fenagh Engineering and Testing			-\$39,115.00
Sub-total Prior to this period		\$0.00	(\$74,215.00)
This period			
CTA Construction Managers		-\$31,023.00	
Sub-total this period		(\$31,023.00)	\$0.00
Projected Balance:		\$4,529,151.00	\$764,064.00

INVOICES

FIRM	INVOICE NO.	PAYMENT AMT.
SMMA	60033	\$63,000.00
SMMA	60032	\$56,378.68
AKF	549202	\$1,053.00
Fenagh	7130-2	\$4,180.00
Multivista	4212	\$549.00
Hill International	35	\$77,867.50
AKF	549315	\$1,053.00
SMMA	0060151	\$63,000.00
CTA	5	\$3,424,714.71
		\$3,691,795.89



CR	Description	PR	Date Requested by Owner	Date Advisted by CM	Date Submitted by CM	Estimated Amount (Estimate by Hill)	CM Initial Amount	OPM/DT Response Date	Comments	Current Amount	Change Order	Date CO Approved
001	Concord Municipal Light Fees	-	-	-	07/10/23	\$0	\$7,999	07/27/23	Rejected	\$0.00		
002	Remove and replace unsuitable material at building B foundation excavation	-	-	07/25/23	08/09/23	\$31,023	\$31,023		Geotech report 7.25.23 noted organic soils; disposal of soils had fixed unit price per contract, quantity verified via weight slips	\$31,023.00	1	10/12/23
003	Branch Circuit Updates & Device Coordination	14			08/30/23		\$4,304			\$4,303.74		
004	Plumbing Misc. Pipe Revisions	5			08/30/23		\$37,624			\$37,623.87		
005	Plumbing Acid Neutralization Tank Revisions	2			08/30/23		\$74,032			\$74,032.43		
006	Existing Middle School Repair Work				08/31/23		\$3,862			\$3,861.70		
007	RFI #75 Resp. - Fiberglass Tank Upcharge for Corrosion				08/31/23		\$16,458			\$16,457.90		
008	Add Disconnect to Electrical Shaft				09/07/23		\$15,520			\$5,921.71		
009	Electrical Utility Requested Additional Conduits				09/08/23		\$5,922			\$6,048.86		
010	Weather Impacts				09/13/23		\$6,049			\$6,049		
011												
TOTAL						\$31,023	\$202,792			\$185,322.07		

INITIAL BASE CONTRACT VALUE	\$85,206,023
TOTAL HARD COST CONTINGENCY	\$4,591,197

		% of Base
Total Approved Omissions	\$0	0.000%
Total Approved Errors	\$0	0.000%
Total Approved Owner Scope Changes	\$0	0.000%
Total Approved 3rd Party Scope Changes	\$0	0.000%
Total Approved Misc Changes & Unforeseen Conditions	\$31,023	0.036%
Total Approved	\$31,023	0.036%

Total Remaining in Contingency To Date	\$4,560,174
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		% of Base
Total Projected Omissions	\$0	0.000%
Total Projected Errors	\$0	0.000%
Total Projected Owner Scope Changes	\$3,862	0.005%
Total Projected 3rd Party Scope Changes	\$6,049	0.007%
Total Projected Misc Changes & Unforeseen Conditions	\$175,412	0.206%
Total Projected	\$185,322	0.217%

Total Remaining in Contingency if Projected is Approved	\$4,405,875
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CO #	Value		Date
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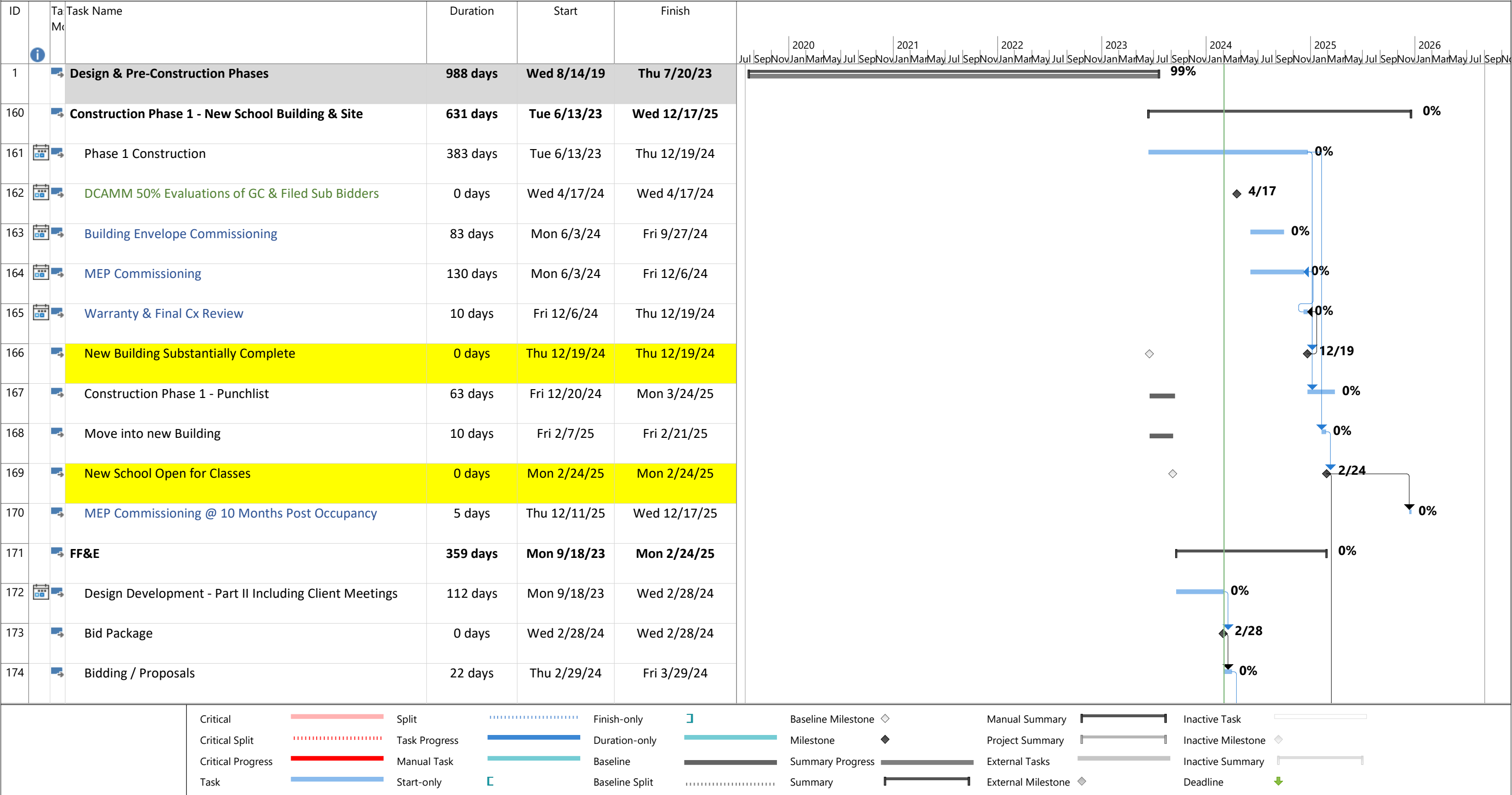
CR	Description	PR	Date Requested by Owner	Date Advisted by CM	Date Submitted by CM	Estimated Amount (Estimate by Hill)	CM Initial Amount	OPM/DT Response Date	Comments	Current Amount	Change Order	Date CO Approved
1	\$31,023.00											
2	\$0.00											
3	\$0.00											
4	\$0.00											
5	\$0.00											
6	\$0.00											
7	\$0.00											
8	\$0.00											
9	\$0.00											
10	\$0.00											
11	\$0.00											
12	\$0.00											
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34	\$0.00											
35	\$0.00											
36	\$0.00											
37	\$0.00											
38	\$0.00											
39	\$0.00											
40	\$0.00											
TOTAL	\$31,023.00											



Schedule Update



Concord Middle School
Project Schedule UPDATE
October 31, 2023





**Concord Middle School
Project Schedule UPDATE
October 31, 2023**



Hill International

ID		Task Name	Duration	Start	Finish																																																																								
	<div><div></div><div></div><div></div></div>					2020202120222023202420252026 Jul Sep Nov Jan Mar May																																																																							



Concord Middle School
Project Schedule UPDATE
October 31, 2023



ID	Task Name	Duration	Start	Finish	
191	Relocation of Existing Equipment	4 days	Tue 2/18/25	Fri 2/21/25	
192	Ready for Beneficial Use	0 days	Mon 2/24/25	Mon 2/24/25	
193	Construction Phase 2 - Demo Existing School / Construct Field	224 days	Tue 2/25/25	Thu 1/15/26	
194	Phase 2 Demo / Construction	7 mons	Tue 2/25/25	Fri 9/12/25	
195	Fields Substantially Complete	0 days	Fri 9/12/25	Fri 9/12/25	
196	Construction Phase 2 Punchlist	42 days	Mon 9/15/25	Thu 11/13/25	
197	DCAMM 100% Evaluations of GC & Filed Sub Bidders	0 days	Wed 10/8/25	Wed 10/8/25	
198	Project Final Completion	0 days	Thu 11/13/25	Thu 11/13/25	
199	Project Close-Out	42 days	Fri 11/14/25	Thu 1/15/26	
200	Grass Established for Field Usage	0 days	Tue 9/1/26	Tue 9/1/26	
201	Fields Ready for Use	0 days	Tue 9/1/26	Tue 9/1/26	

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

X = Ac **CTA** Construction Managers

X = Activity Work Day

[illegible]

[illegible]

			October																															
			17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5												
			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							x																	
3	Weekly Subcontractor Schedule Meeting		x							x							x																	
5	MEP Coordination					x							x							x														
6																																		
7	Site Work																																	
8	Ongoing water Main and Electric duct bank - on site		x	x	x	x				x	x	x	x	x																				
9	Set manholes and piping		x	x	x	x				x	x	x	x	x																				
10	Ongoing erosion and sediment control as needed		x	x	x	x				x	x	x	x	x			x	x	x	x	x													
12	Install storm drain A building north		x	x	x	x																												
13	Prep for SOG/ SOD C building				X	X				x	x	x	x	x																				
14	Place SOG/ SOD C building TBD									X		x					x																	
15	Ongoing A footing excavations		x	x	x	x				x	x	x																						
16	Ongoing back fill footing and walls. A & B		x	x	x	x				x	x	x	x	x			x	x	x	x	x													
17	Concrete placement footings and walls. A& B,			X		x					x		x																					
19	Dampproofing A & B building				x	x				x	x	x	x	x			x	x	x	x	x													
20	Ongoing structural steel -Erection and Detailing		x	x	x	x				x	x	x	x	x			x	x	x	x	x													
21	Start Site Wall footings B				X	X																												
21	Site Walls B									x	x	x	x	x			x	x	x	x	x													
21	Mock up framing									x	x	x	x	x																				

10/23/2023

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10/23/2023

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Construction Update

Concord Middle School

CMSBC Meeting
October 19, 2023



Construction Update

Building C

- Underground utilities complete and ready for slab on grade as of Sept 27th
- Steel erection commenced on October 2nd and half of Building C steel has been installed; detailing and decking ongoing.
- Masonry crew completed elevator shaft on Oct 13th.

Buildings B/A

- Footings and foundation wall construction ongoing.
- MEP coordination ongoing; under slab utility work commenced in October.

UPCOMING

- Second half of Building C steel
- Completion of Buildings B/A foundations
- Spray Fireproofing
- Concrete slabs



Construction Update

Site Work

- Underground utility work ongoing throughout the site including electrical, plumbing, and stormwater drainage.
- Tie-ins to the water main under Old Marlboro Road complete for domestic water and fire suppression.
- Conduits for permanent power under Old Marlboro Road complete to new CMLP electric pole.
- Temporary power for the building anticipated in November.
- Public Works Dept on site to monitor install of domestic water piping/structures as well as storm water drainage

Other Highlights

- Stakeholder walk-thru held Sept 26th to show visual progress of the building
- Student Building Committee tour planned for Nov 6th



Site Photographs: Building C Steel



Site Photographs: Building C Elevator Tower



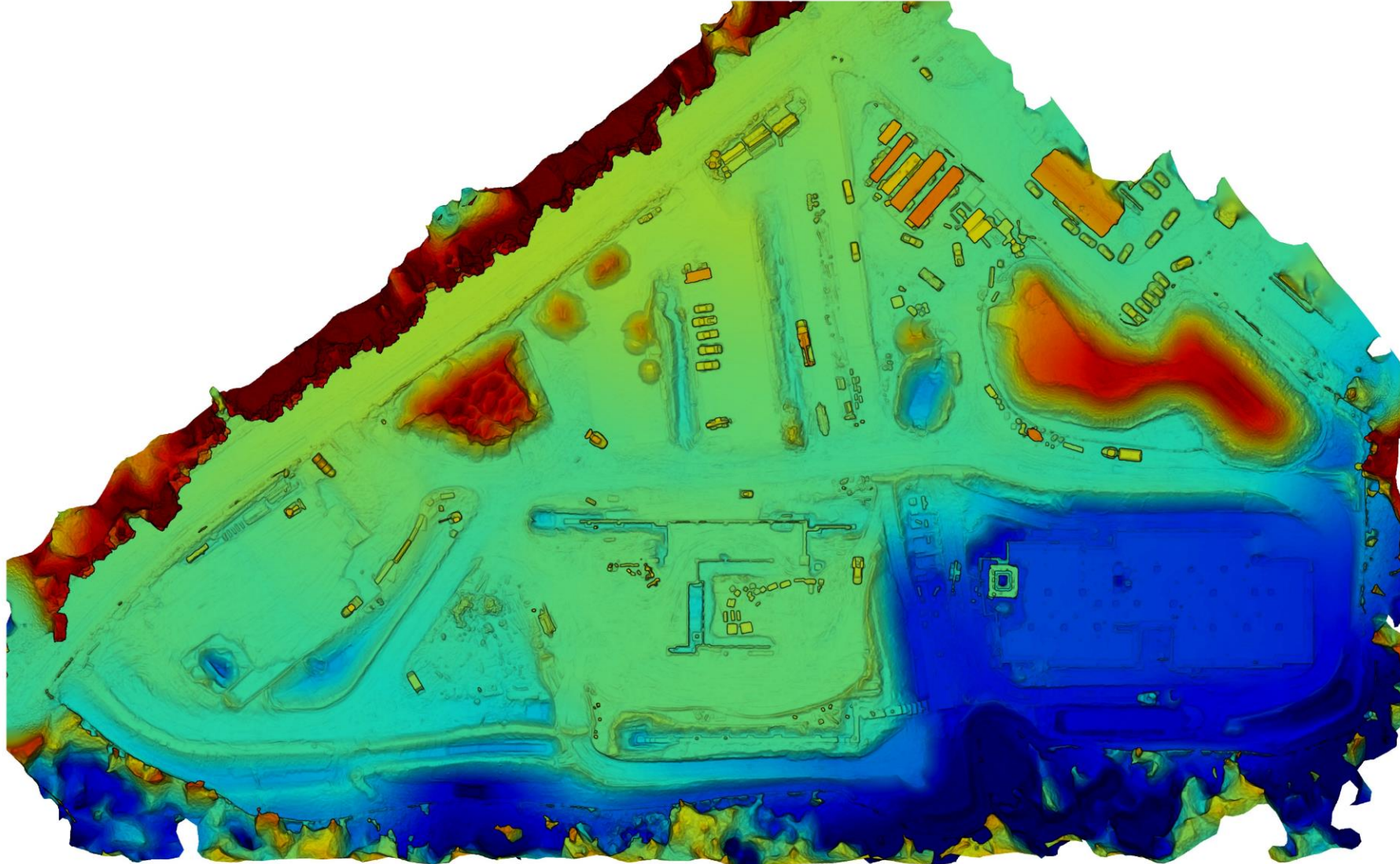
Site Photographs: Buildings B/A Footings & Foundation Walls



Site Photographs: Electrical Service



Site Photographs: Drone Captures



Site Photographs: Drone Captures





Meeting Minutes



Concord Middle School Building Committee

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

Meeting Minutes Thursday, October 19th, 2023

Call to Order:

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

Name	Present	Name	Present	Name	Present
CONCORD MIDDLE SCHOOL BUILDING COMMITTEE:					
Alexa Anderson*	P	Peter Fischelis*	P	Chris Popov*	P
Robert Conry	P	Russ Hughes	NP	Charlie Parker*	P
Court Booth*	P	Dawn Guarriello*	P	Matt Root*	P
Heather Bout*	P	Laurie Hunter*	P	Steven Stasheski*	P
Frank Cannon*	NP	Mark Howell*	P	Eric Simms	NP
Justin Cameron	NP	Kerry Lafleur	P		
Gail Dowd	P	Pat Nelson*	NP		
Hill International					
Peter Martini	P	Ian Parks	P		
Hunter Apteker	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

- CMSBC meeting minutes from September 21st.

Motion:	Approve September 21st, 2023 meeting minutes CMSBC meeting minutes as written.
Motioned by	Court Booth
Seconded by	Heather Bout
Y = Approve N = Reject Motion carries to approve the meeting minutes unamended by unanimous vote.	

Correspondence/Communication

No correspondence since the last meeting

- The team discussed milestone-based construction updates.
 - Instead of weekly, biweekly, or monthly updates, the project team will send out milestone-based construction updates using the same channels as before. The first milestone update went out this past month as more steel begins to go up.

OPM Update

- Technical Review Committee & Financial Update:*
 - In September, project expenditures which consisted of Hill, SMMA, and CTA invoices were \$1,755,490. Total expenditures on the project to date total \$16,258,311.



Concord Middle School Building Committee

Dawn Guarriello, Co-Chairperson

Pat Nelson, Co-Chairperson

Meeting Minutes Thursday, October 19th, 2023

- Hill reviewed contingency and invoices received this period with the project team.
- *Construction/General Contractor Update:*
 - Hill presented a construction/contractor progress update presentation which included site pictures taken by Hill's full time site manager.
 - Tie-ins to the water main under Old Marlboro Road complete for domestic water and fire suppression,
 - Underground utilities complete in Building C
 - Steel erection began on October 2nd
 - Masonry crew completed the elevator shaft on October 13th
 - Ongoing – Building A & B foundations
 - Ongoing – Second half of Building C steel
 - Upcoming – Spray fireproofing
 - Upcoming – Temporary power is anticipated in November
 - Stakeholder walk-thru was held Sept. 26th to show visual progress of the building
 - Student Building Committee tour is planned for November 6th.

CPC Funding

- L. Hunter attended the meeting on Tuesday, October 14th with Gail Dowd for the \$250,000 to subsidize the funds already allocated at Town meeting with the goal to borrow less than what was voted at Town meeting. The application is in the review process.

New Business

- No new business.

Public Comment

- No new business.

Next Steps / Meeting

- The next CMSBC meeting will be held on Thursday, November 16th, 2023, at 7:30AM.

Adjourn

- Heather Bout made a motion to adjourn the meeting at 8:02AM and was seconded by Chris Popov.