

MICHAEL DRISCOLL SCHOOL – Brookline, MA

MEMORANDUM ON RECOMMENDED CONSTRUCTION DELIVERY METHOD

It is recommended that the Michael Driscoll School proceed utilizing a Construction Management at Risk (CM at Risk) construction delivery method. The use of CM at Risk requires approval by the Office of the Inspector General followed by a qualifications-based procurement process, both of which will take at least two months. There are many reasons for the recommendation to proceed with a Construction Management at Risk construction delivery method for the new Michael Driscoll School, the primary reasons identified were:

- a. Complex Construction Logistics: Construction of the new Michael Driscoll School Project will occur on an extremely tight, occupied site in an urban residential neighborhood. The Project requires new construction on the occupied site of the existing school which will need to remain operational throughout construction. The location of the new school is situated on the existing playground, athletic field and tennis courts. The close proximity to the existing school, the tight site and the fact that the construction will occur in a high-density residential neighborhood will require close coordination, scheduling and monitoring of all construction activities.
- b. Multiple Phases of Occupied Construction: A portion of the existing school housing the gym will need to be demolished prior to the start of the new school. The remainder of the existing school will then remain operational during the construction of the new school. Once construction of the new school is complete and occupied, demolition of the existing school will ensue followed by completion of all site improvements. The multiple phases will require coordination and planning in advance with the School Administration in order to orchestrate a plan that will allow for the School's programs to be maintained while phased construction is occurring. Likewise, demolition of the existing school and final site work will need to be closely coordinated with the use of the new school.
- c. Subsurface Conditions: Due to the site's subsurface conditions, the Geotechnical Engineer recommends that the soil's load-bearing capacity be improved through ground improvements/soil stabilization measures. To utilize a conventional spread footing foundation support system and soil supported slabs-on-grade, the use aggregate piers to improve the soil below the footings will be required which necessitates careful coordination and additional oversight. Early enabling work can commence prior to completion of the construction documents to mitigate any scheduling impact of these site conditions.
- d. Construction Schedule: The ability to jumpstart construction through the release of early bid packages will help to reduce the overall construction duration and thereby construction costs due to escalation.
- e. Preconstruction Services: Due to the complexities of the Project, the ability to work with the Design, OPM and CM Teams to plan for and coordinate as the design is developing will be beneficial to the Project. The CM will be intimately familiar with the Project prior to the start of construction and will have provided design phase assistance with budgeting, planning, constructability and detailing throughout the design process. Having the CM on board during the preconstruction timeframe allows the CM to pre-plan construction activities and logistics so that the Bid Documents can include a more realistic and well thought out construction master plan and schedule which aids in bidding.

In summary due to the anticipated construction activities on an occupied site, the complications of the noted adjacencies and the existing site conditions, special and constantly changing construction logistics will be a necessity. The Project Team would like to take advantage of being able to bring on a CM during design to plan for and include in the bid documents, the coordination and phasing of the construction activities around the operations of the existing school. Early release packages will also be utilized to align construction with the most advantageous calendar months and to ensure completion of the new building prior to the 2022-2023 school year. Demolition and final site work will need to extend into the 2022-2023 school year with completion by the end of 2022.