BALDWIN SCHOOL – Brookline, MA

MEMORANDUM ON RECOMMENDED CONSTRUCTON DELIVERY METHOD

It is recommended that the Baldwin 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 Baldwin School, the primary reasons identified were:

a. Complex Construction Logistics: Construction of the new Baldwin School Project will occur on an extremely tight, site in an urban residential neighborhood. The Project entails HAZMAT abatement and demolition along with significant ledge removal prior to the start of new construction. The adjacent Baldwin School Playground and Soule Recreation area will need to remain operational throughout construction. The new school will occupy the entire existing site with the only open space being in the courtyards between the building wings. Because construction will occur in a tight, residential neighborhood with construction to the property lines, close coordination, scheduling and monitoring of all construction activities will be required.

b. Subsurface Conditions: An extensive amount of ledge exists on the site and while the new school was designed and sited to avoid the ledge to the extent possible, ledge will be encountered during construction requiring removal along with the potential of urban fill material and unsuitable soils. Early enabling work is desired prior to completion of the construction documents to mitigate any scheduling impact of ledge removal and unforeseen/unknown site conditions which can only be done through a CM at Risk construction delivery method.

c. Construction Schedule: The ability to jumpstart construction through the release of early design packages will help to reduce the overall construction duration and thereby reduce construction costs due to escalation.

d. Preconstruction Services: Due to the complexities of the Project and site, 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 been able to provide 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 helps the bid process.

In summary due to the anticipated construction activities on the tight site, the complications of the adjacencies and the existing site conditions, special construction logistics will be a necessity. The Project Team would like to take advantage of being able to bring on a CM during the design phase to help plan for and include in the bid documents, the coordination and phasing of the construction activities around the continued use of the adjacent site and neighborhood. The early release packages will also be utilized to ensure completion of the new building prior to the 2022-2023 school year.