



**MAINE MEDICAL
CENTER**

Congress Street Building

New Clinical Tower

Construction Management Plan

September 25, 2018

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Prepared for: Portland Department of Planning & Urban Development Department

Project Proponent: Colliers International

Construction Manager: Turner Construction

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CONSTRUCTION MANAGEMENT PLAN

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MAINE MEDICAL CENTER

New Clinical Tower Construction Management

Plan 09.25.18

Purpose Statement

The purpose of this document is to provide the details of the third phase of construction for MMC's Master Facility Plan - Phase IIB. This document outlines Turner Construction's plan for controlling impacts from noise, vibrations, ground movement, truck traffic, and other construction related factors to the surrounding neighborhoods and buildings.

Maintaining normal campus operations and public safety are high priorities during the construction phase. This plan will be presented to the appropriate City and Neighborhood representatives. The City of Portland Planning Board will approve the final plan. It has been the goal of these programs to define the construction plan before construction begins. Turner's experience on projects with similar logistic constraints has proven that pre-planning and constant communication are necessary for a smooth efficiently run, incident free project.

Turner Construction and its subcontractors shall schedule and conduct operations in a manner that will limit the disturbance to the public in areas adjacent to the work and to occupants of buildings in the vicinity.

1.0 CONSTRUCTION MANAGEMENT PLAN

This Construction Management Plan (CMP), submitted to the Portland Department of Planning & Urban Development for approval by the City of Portland Planning Board prior to the start of construction, includes specific mitigation measures and staging plans to minimize impacts to surrounding residences and businesses. The Construction Manager and its trade contractors will be bound by the CMP.

Turner Construction Contacts:

General Superintendent: Justin Lyons

Email: JLyons@tcco.com / Cell – 617-850-2246

Senior Project Manager: Pat Carroll

Email: PCarroll@tcco.com / Cell – 617-828-0956

Project Manager: Adam Parys

Email: AParys@tcco.com / Cell – 617-201-0710

Safety Engineer: Sean Ryan

Email: SRyan@tcco.com / Cell – 207-210-1596

Project Engineer: Rick Martineau

Email: RMartineau@tcco.com / Cell – 617-438-1263

Project Superintendent: Chris Rodenhizer

Email: CRodenhizer@tcco.com / Cell – 617-312-9039

Project Executive: Richard Parsons

Email: RParsons@tcco.com / Cell – 617-594-0709

2.0 CONSTRUCTION SCHEDULE & WORK HOURS

Construction work hours will be in accordance with Section 17-18 and Section 25-129.

2.1 Work Hours

- The construction period for the project is expected to be approximately 40 months in duration from start of foundations
- It is anticipated that the project demolition is estimated to start on or about Winter 2019 (December) and the project construction is estimated to last through Fall 2023 (commissioning activities will occur into early Spring 2024).
- Work hours will be 7AM to 7 PM Monday thru Friday.
- Workers will gather at their workplace from 6 AM to 7AM.
- Saturday work will be required on a regular basis with hours from 7 AM to 6 PM.

2.2 Construction Timeline

Winter 2019 to Fall 2023 (commissioning activities will occur through early 2024)

2.2.1 Congress Street Staff Garage- dismantle and remove

- Structurally dismantle existing Staff parking garage. This project is expected to start in late Winter 2019 and complete in summer 2020 (8.5 Months)

2.2.2 Congress Street Clinical Tower

- A new 265,000 SF building. This project is expected to start in Summer 2020 and complete in Fall 2023. (40 Months)

2.3 Construction Updates Reporting

The following shall be reported to Maine Medical Center as a part of the CMP.

- Monthly “look ahead” schedules and narrative for upcoming construction activities.
- Schedule of over-size deliveries to the site that will impact roadways
- Schedule of deliveries that will be outside the City of Portland’s allowable work hours.
- Proposed schedule for utility connection or work in public roadways or sidewalks as a part of Turner Construction’s work.
- Proposed off-hours or Saturday work.
- Construction activities that may impact the neighborhood in an adverse way, including noise, vibration, dust, on-street parking or work outside construction limits or times. Also, proposed options to mitigate these impacts.
- An estimate of the number of vehicles that will require off-site parking.

2.4 Construction Logistics

- The proposed Logistics Plans included in the CMP are designed to isolate the construction while providing safe access for pedestrians, hospital operations, and automobiles during normal day-to-day activities and emergencies. Interaction with the public will occur mainly along Congress Street and Gilman Street. The logistics plan define the timeline of construction activities and the location of cranes, gates, access for each Phase.
- Each site will be secured by an 8-foot high fence with privacy screening in accordance with the Logistics Plan.

Pedestrian Routes of travel are shown on Logistics Slides page number 2 - 5

2.5 Perimeter Protection / Public Safety

- Turner Construction will work to ensure the sidewalk protection minimizes impact to pedestrian and vehicular flow.
- The specific configuration of sidewalk protection and pedestrian access around the site will vary depending on the phase of the work being performed.

- In general, secured fencing will be used to isolate construction areas from pedestrian traffic.
- Flagmen or Police Details will be provided at all active gates when there are deliveries.
- Construction procedures will be designed to meet all OSHA safety standards for specific site construction activities.
- Subcontractors will implement and manage their own Health and Safety Program for the project.
- All Subcontractors are required to wear appropriate personal protective equipment.
- Snow removal and ice treatment will be provided on the surrounding area within the construction fence.
- Sidewalks will be cleaned of trash and debris as needed. All sidewalk detours will be ADA compliant. All sidewalk closures will have temporary signage to identify street level cross walk locations and pedestrian detours
- Streetlights will be taken down on Congress Street and stored offsite. The streetlights will be reinstalled as part of the project completion.
- Concrete washout will be in concrete washout station, collected and placed in a dumpster. Concrete washout area to be located within the site fence.
- Turner Construction will provide sufficient temporary site lighting to ensure the safety of all pedestrians accessing the sidewalks around the site, including lighting at all covered pedestrian walkways, until permanent street lights are installed Light levels will be tested prior to temporary removal of site lighting.
- The duration of sidewalk closures on the MMC side of Gilman Street will be for the duration of the construction. Gilman Street is the most important construction entrance.
- The duration of the sidewalk closure on Congress Street will be for the duration of construction. It is not possible to reopen sidewalks, even for a short period of time, due to the major amount of construction equipment and material deliveries and construction access.
- Sidewalk closures will consist of jersey barriers with fencing not designed to be moved on a temporary basis.
- Lane configuration changes west of Gilman Street (if required) will include site logistics plans for City review.
- A significant amount of site utility work has been completed in Congress Street during the enabling utility phase from July 2019 to November 2019. There will be tie-in utility work required during the Congress Building construction period. This tie-in work does not include long runs of utilities in Congress Street. Logistics plans will be provided for this tie-in work as well as any additional scope that may be required due to Valley St intersection changes.

2.6 Worker Parking & Traffic Impacts

- Turner Construction and its subcontractors shall encourage the use of public transportation by their workers.
- Jobsite personnel will be required to park at an offsite parking area to be determined and will be shuttled to the construction site. See Logistics Slide page number 6 and 7
 - Jobsite personnel will be required to park at MMC's Scarborough Campus
 - Jobsite personnel will be shuttled to the construction site
 - Subcontractors who violate this requirement will be fined \$500 per offense
- Worker parking shall not be allowed on site except for company vehicles required

- to perform the work.
- Turner will qualify subcontractors' with a legitimate reason to park onsite and manage that parking within the construction fence and not impact parking in the surrounding area.
- No personal vehicles will be allowed to park at the project construction site or in the adjacent residential streets.
- The following language will be included in the contracts with all subcontractors "Parking: There shall be absolutely no parking on the project site, in the Hospital Parking Garages and / or Hospital Surface Parking lots, and on street parking adjacent to the Hospital. This is including but not limited to employee vehicles, company vehicles, delivery trucks, trucks containing equipment such as welders, etc. Turner to provide remote parking location, and transportation to and from the jobsite. Any workers found in violation of this policy will be subject to permanent removal from the project and the subcontractor shall be assessed a \$500 fine per incident."
- A significant amount of site utility work has been completed in Congress Street during the enabling utility phase from July 2019 to November 2019. There will be tie-in utility work required during the Congress Building construction period. This tie-in work does not include long runs of utilities in Congress Street. Logistics plans will be provided for this tie-in work as well as any additional scope that may be required due to Valley St intersection changes.
- The number of workers required during the construction will vary by Construction Phase.
 - Winter 2019- Summer 2020 – average workers – 60-80
 - Summer 2020- Summer 2021 – average workers – 80-100
 - Summer 2021- Summer 2022 - average workers – 100-150
 - Spring 2022 – Fall/Winter 2023 – average workers -200- 300

2.7 Truck Routes and Volumes – See Logistics Plans page number 6 & 7 and additional truck route information attached at the end of the Logistics Plans.

All street opening and occupancy in the public right of way will be in accordance with Chapter 25 of the City of Portland Land Use Code

- Truck traffic will vary throughout the construction period, depending on the activity.
- An offsite marshalling area will be utilized for large deliveries such as structural steel and exterior wall.
- All trucks will be brought to the construction areas at MMC by experienced dedicated drivers from the marshalling lot.
- Radio and cell phones will be utilized to coordinate all trucking.
- Trucks routes must be submitted and approved by the City of Portland and the Owner before the start of construction.
- Truck idling will be held to a minimum on-site, to minimize the impact to adjacent properties.
- Turner Construction and its subcontractors shall ensure that haul routes, debris and soil

removal, and staging areas are conducted in a manner that minimizes the impacts to the abutting communities.

- Wheel wash stations will be installed and maintained by Turner and its subcontractors as needed and maintained at construction site exit areas.
- Street sweeping / vacuuming of all impacted City streets and sidewalks shall be performed by Turner Construction and its subcontractors on an as-needed basis.
- Streets, sidewalks, bicycle ways or other means of travel may not be obstructed or closed without permission from the Owner and other authorities having jurisdiction. The Owner shall be notified one week in advance of any such obstructions or closures.

3.0 CONSTRUCTION

3.1 METHODOLOGY- Staff Garage Structural Removal- See Logistics slides page number 9 – 11

- Turner and the Contractor will develop the sequencing and methodology of the Staff Garage removal. All sequencing will be engineered by a Structural Engineer. At mobilization of the garage removal, debris netting will be installed at required locations with wire rope. This netting will be installed at elevations of the garage as needed. All areas will be cordoned off and all utilities and transformers will be protected, or shut off. A level platform will be created at the west and north elevations.
- A physical separation of the existing pedestrian bridge at the northeast corner of the garage will be created.
- Upon separation of the garage, high reach excavators (Volvo EC 700 or equivalent) equipped with rotating concrete processors will be mobilized. Excavators will be mobilized to assist the high reach equipment in concrete processing and debris load out.
- Brokks equipment will be utilized as needed for selective demolition and in areas where the high reach equipment cannot gain access.
- Concrete materials will be placed in the existing building footprint to act as a bench surface for high reach progression and earth retention equipment.
- The garage bulk dismantling and removal will commence on the west side of the garage. The high reach processors will move east working from the north to the south. Each long bay of the garage will be removed working to the east. The removal will start at the top of the garage, working downward. The majority of concrete will be processed in place by the rotating concrete processors and reinforcement bars will be cut during the course of garage removal. The outer concrete on the north and south side of the garage will be pulled into the building footprint. On the south side, each parking level will be cut free of the south garage retaining wall. This will keep the retaining wall in position as it will be reinforced with structural tiebacks.
- Once the concrete has been processed in place by the high reach excavators, additional equipment will be used for the loading and haul out of debris. Concrete materials will be placed at strategic elevations to create a workbench for equipment to work.
- As the demolition progresses east near the Stair Tower and Visitor garage, special care will be taken to remove the column bay and debris shields will act as protection from falling debris.
- As the garage is razed, excess concrete materials will be shipped from the site via trucks and disposed at an approved facility.

- Debris will be sorted onsite and separated in the various waste streams.
- During all demolition and concrete removal, a water mist will be used to prevent the spread of dust from the site.

3.2 TRUCK TRAFFIC FOR STAFF GARAGE STRUCTURAL DEBRIS

- All truck traffic will be directed to enter the site in accordance with truck route plans approved by the City of Portland and included in the Logistics plans.
- Materials will be removed from the site by loading triaxles and roll off containers. Turner will closely coordinate the load out operation and the staging of trucks.
- All subcontractors and vendors will be provided with pamphlets indicating the appropriate truck routes to access the site.
- Trucks will be brought within the fence line. Loading and hauling by these trucks will be continuous throughout the day.

Average Trucks per day for Congress Street patient tower construction project:

PROCESSED CONCRETE DEBRIS REMOVAL AVERAGE TRUCKS PER DAY

2020	Week 1					Week 2					Week 3					Week 4				
	M	T	W	R	F	M	T	W	R	F	M	T	W	R	F	M	T	W	R	F
May	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10	10	10	10	10
June	18	18	18	18	18	18	18	18	18	18	24	24	24	24	24	24	24	24	24	24
July	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24
August	24	24	24	24	24	24	24	24	24	24	18	18	18	18	18	18	10	10	10	10

3.3 Construction – New Clinical Tower– (Refer to Logistics Slides page number 12 to 18)

All street opening and occupancy in the public right of way will be in accordance with Chapter 25 of the City of Portland Land Use Code

- All truck traffic will be directed to enter / exit the site utilizing one gate on Congress Street and two gates on Gilman Street.
- During the mass cut excavation, trucks will be removing earthwork material and placing concrete foundations to create the basement.

**MASS EXCAVATION & FOUNDATION REMOVAL TRUCKS LOADING ALL DAY - 2 to 3 TRUCKS/HOUR
AVERAGE TRUCKS PER DAY**

2021	Week 1					Week 2					Week 3					Week 4				
	M	T	W	R	F	M	T	W	R	F	M	T	W	R	F	M	T	W	R	F
May	8	8	8	8	8	12	12	12	12	12	16	16	16	16	16	16	16	16	16	16
June	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
July	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24
August	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	18	10	10	10	10

- A tower cranes will be built within the site fence. During the erection and dismantling of the Tower cranes police details and minor traffic interruption will be required. The foundation of the Tower crane will be a permanent structure. The tower crane foundation will remain in the ground and will be utilized in future expansions by Maine Medical Center.
- All detours and paths of travel shown on the Site Logistics Plans will be followed.
- All road signage identified on the Maintenance of Traffic Plans will be installed and maintained by Turner during the Congress Street shutdown and detour.
- One lane of Congress Street will be closed during the construction timeframe. Congress Street will remain open for two-way traffic. One lane of Gilman Street will be closed for the construction timeframe. Gilman Street will remain open for two-way traffic.
- All subcontractors and vendors will be provided with instructions prior to their project start indicating the appropriate truck routes to access the site.

4.0 Dust Control, Noise, Air Monitoring, Vibration Monitoring

4.1 Dust Control

- Control of dust is of paramount importance for this project, for Maine Medical Center, and for the city of Portland. There will be substantial dust control solutions on the site prior to the start of work. To reduce emission of dust and minimize impacts, physical barriers will be built to control spread of airborne dust, water – based dust suppression systems will be installed, specific storm water collection and filtering will be in place. It is a goal to have no visible emissions outside of the work limits.

4.2 Garage Removal Dust Control.

- Wetting agents will be used regularly to control and suppress dust that may come from the construction materials.
- Misting machines continually wetting down the perimeter of the work area.
- Hoses spraying water above the work area to knock down the dust.

- Water will be collected at the lowest part of the garage proper on the Gilman Street side of the garage. The water will be processed through a Frac tank to remove sediment and concrete /stone pieces. The water will be recirculated to reuse for dust control to the extent possible.
- Tractor-trailers, triaxles, and roll off containers will be used to remove processed concrete, ferrous, and nonferrous metals. All trucking will be fully covered with tarps during load out.
- Trucks will enter and exit from Gilman Street and Congress Street. Traffic flagmen will be positioned during all trucking operations to ensure safety, mitigate disruption, and control traffic.
- Equipment will be fueled away from storm drains.
- Spill kits will be available to address any environmental issues. A hazardous materials response plan will be setup and approved. In the unlikely event of a spill, local authorities will be notified and an appropriate hazardous materials firm will provide the cleanup.
- Street and sidewalks will be cleaned to minimize dust accumulations as needed.

4.3 Noise

- The project will require the use of equipment that can be heard from off-site locations. This project will strive to mitigate construction noise impacts, to the extent possible.
- Increased community sound levels are an unavoidable consequence of construction activities.
- Construction will occur during the daytime hours as defined by the City of Portland Code of Ordinances (7:00 AM to 7:00 PM Monday through Friday).
- In some instances, a second shift, off-hour, holiday and weekends may be required.
- When these events arise, all required permits will be obtained and notification will be posted in accordance with section 2.3
- Work shall be performed to prevent nuisance noise conditions that are preventable (e.g., unmaintained equipment, brake squeal, etc.).
- Should the noise level exceed the City of Portland noise standards, or a neighborhood or community complaint is made, the Contractor foreman will:
 - Notify the operator to cease the current method used to generate the noise, and look for another method or area to perform the task to see if it corrects the noise level
 - If still not within acceptable noise levels, a new dismantling plan or piece of equipment will be used.
- Turner Construction and all subcontractors shall use all reasonable efforts to implement noise reduction methods listed below to minimize construction noise emission levels.
 - **Use of:**
 - Tie to local power grid to reduce the use of on-site generators.
 - Noise-deadening / isolating surrounds around exceptionally noisy work equipment or operations
 - The maintenance of the access roadways to minimize the “bouncing” of construction vehicles within the construction site.
 - Enforcing the site logistics plan to maximize to every extent possible the forward movement of construction vehicles to minimize the sound of back-up alarms.
 - **Attaching:**

- Intake / exhaust mufflers, shields or shrouds
- Noise-deadening material to equipment and fencing
- **Maintaining:**
 - Equipment mufflers and lubrication
 - Pre-cast decking and plates to avoid rattling
 - Smooth surfaces on construction sites to prevent unnecessary noise from surface irregularities.
- **Minimizing**
 - Noise from the use of backup alarms, using measures that meet OSHA regulations. The construction logistics has been designed such that the backing-up of equipment and trucks is limited.
 - Use of self-adjusting ambient-sensitive backup alarms.
 - Manually adjustable alarms on low setting
 - Scheduling of activities so that alarm noise is minimized

4.4 Air Monitoring

- Turner Construction and its subcontractor's shall employ dust, odor, and gas control measures to minimize the creation of airborne dusts, odors, and gases during the entire construction process. At a minimum, standard dust control techniques shall be employed where heavy equipment will be traveling, standing, or loading, such as watering down the site or utilizing dust control measures. All measures shall be taken in accordance with Turner's approved Health & Safety plan.
- Turner Construction and its subcontractors shall perform dustless street sweeping / vacuuming for all construction activities including demolition, excavation, slurry / soil mixing operations on an as needed basis.
- An air-monitoring plan shall be developed by the Owner based on site contaminants of concern, particulate quantities / densities, and risk-based evaluations. The plan will be developed for off-site impacts. Turner Construction and its subcontractors will be responsible for on-site health and safety issues.
- The Owner will engage a qualified consultant to monitor for dust along the perimeter of the construction site. Results of this monitoring that indicate exceedances of air quality criteria will be immediately brought to the attention of Turner Construction. Turner and its subcontractors shall immediately address the site condition, including terminating construction activities to remedy the site conditions to the satisfaction of the Owner.
- Ductwork snorkels will be installed as required on building air intakes surrounding the job- site to minimize the amount of dust and construction vehicle gases being taken in through the air handling systems. The maintenance of the filters is by the individual building managers.

4.5 Vibration Monitoring

Site surveys will be completed in accordance with the following:



- The preconstruction survey includes photo and video of the exterior of houses and buildings from public property, except where access is granted to the properties. The video survey will show the exterior of foundations and exterior facades. No interior of properties will be included as part of these preconstruction surveys.
- The Maine Medical Center Project geotechnical engineer shall identify vibration-inducing construction activities and work closely with the Turner to monitor vibration.
- Turner Construction Company and its subcontractors shall pre-auger Piles and other earthwork-induced vibrations (maximum peak particle velocity) to the limits outlined in the contract documents.
- The Owner shall conduct baseline vibration-level monitoring prior to construction and continuous monitoring of vibration during excavation. Three vibration-monitoring units will be set up around the perimeter of the site. Primarily, vibration monitors will be installed at the Bean Building, a location on Gilman Street, and a location on Congress Street. Vibration monitors will be set up two weeks prior to bulk demolition activities in order to establish base line readings.
- It is acknowledged that episodic violations of the vibration criteria may result, primarily due to below grade obstructions. These obstructions shall be cleared in a manner that minimizes the impacts to neighbors.
- When a seismograph trigger level is reached or exceeded an email will go out to the Turner superintendent, Project Manager and Safety Engineer, the Maine Medical Center (MMC) Project Manager and Maine Medical Center safety and facilities staff. The following is the protocol that will be followed:
 - Events during work hours with the frequency between 5 hz. and 100 hz. and the peak particle velocity above the threshold values but below limiting values, Turner will investigate to determine if the event was caused by construction activities. If

- o so determined, Turner will take steps to minimize the vibrations in the future.
 - o Turner will investigate and, if caused by construction, stop the activity, review the incident, and take steps to employ alternate means of construction to complete the task. Alternate means may include changes to the construction method being used or utilizing an alternate means of construction.
- The Contractor shall monitor groundwater levels before and during construction on a routine basis. Groundwater levels must be maintained within the allowable range.
- The discharge of pumped ground water shall be done in a manner as according to all required City, State and Federal Permits and approvals

5.0 Communication Strategies

5.1 Communication Plan

- Turner will work with MMC’s communications team to deliver a communications plan that encompasses:
 - o Plans for traffic management during Portland Seadogs games
 - o Plans for METRO bus stops and routes
 - o Implementation plans for all aspects of the detours outlined in the Maintenance of Traffic plan completed by Gorrill Palmer
 - o An emergency contacts list for the City of Portland including specifically Portland Police and Fire Departments.

5.2 Contacts, Distribution Lists

- Turner Construction shall develop a project contact list (e-mail addresses, office and cell phone numbers), to be posted by MMC on the project web site and supplied to Maine Medical Center (MMC) for 24/7 contacts.
- Turner Construction will request similar contact lists from the neighborhood associations (e-mail addresses, and phone numbers) of key contacts for the specific project.
- Turner Construction will set-up a project bulletin board for each Phase. These boards will be used as communication tools to the surrounding community. There will be a project website thru Maine Medical Center that also will communicate construction related activities to the community.
- Any last minute changes to the project schedule that may impact the neighborhood or Maine Medical Center (MMC) community will be communicated per section 2.3.
- Turner Construction will participate in the neighborhood council meetings as needed to discuss progress and issues.
- Turner shall maintain a log of all construction-related concerns, via the MMC website.
- MMC shall communicate final resolution of all complaints and concerns to the neighborhood, Maine Medical Center (MMC) community, and when appropriate, to the City of Portland.

5.3 Maintaining Bicycle and Pedestrian Circulation During Construction Activities

- A temporary sidewalk or bike lane is not recommended by the Construction team. The construction fence will need to be maintained in the location outlined in the CMP for

the duration of the project.

- Share the road signs will be erected on Congress Street in each direction and Gilman Street prior to the roadway narrowing. These signs will remind drivers to be aware of bicyclists.