

To: City of Portland Planning Authority

Re: 23 Ocean Mixed Use  
Level III Final Application Submission

Date: January 25, 2017- Revised

## Construction Management Plan

### 1.0 GENERAL

#### 1.1 PURPOSE

The purpose of this Construction Management Plan is to provide a consistent policy under which certain physical aspects of construction management will be implemented. These standards cannot anticipate all situations. They are intended to assist, but not to substitute for competent work by design and construction professionals. The Construction Management Plan will be kept on site.

#### 1.2 APPLICABILITY

This manual shall govern the construction and development of a new mixed use building at 23 Ocean Avenue in Portland Maine.

### 2.0 PROJECT LOCATION

#### 2.1 DISTURBANCE AREA

The Approved Site Plan describes and computes the total project disturbance area. Soil disturbance shall be kept to a minimum. Construction staging and phasing shall occur, where applicable, to minimize soil disturbance time.

#### 2.2 LOCATION

23 Ocean Avenue, Portland ME

### 3.0 PROJECT DOCUMENTATION

#### 3.1 PERMITS / OTHER DOCUMENTS

The contractor shall maintain all applicable local, state and federal licenses and permits that apply to the construction project.

#### 3.2 PUBLIC NOTIFICATION

All public notification required by the City of Portland will be provided. List \_\_\_\_\_

#### 3.3 PROJECT SIGN

A project sign will be constructed and posted that will include the contractors name, the architects name, a project description, contact information, and any other applicable project information.

#### 3.4 CONTACT DESIGNATION

The Final Application documents and building permit drawings shall include all applicable contact information.

### 4.0 PROJECT IMPLEMENTATION

#### 4.1 DATES OF CONSTRUCTION

Construction will begin within 30 days of receipt of a building permit. A construction schedule will be developed for the project and shall be available from the contractor upon request. Any work being performed within City ROW shall be completed as per the City of Portland Right of Way requirements and schedule.

Before appeal period expires?  
How about now and explain to abutters?

#### 4.2 HOURS OF CONSTRUCTION

Construction hours shall be limited to 7am – 5pm Monday through Friday and 9am – 5pm on Saturday. No construction is permitted on Sundays, 4th of July day and/or weekend if it falls on a Friday or Monday, Memorial Day and Labor Day weekends, Thanksgiving Day, Christmas Day, and New Year's Day. During Presidents Day and during the Christmas week (12/26-12/31). Construction hours shall follow all city regulations regarding hours of construction and noise.

#### 4.3 SEQUENCE (PHASING) OF CONSTRUCTION

A construction schedule including all project phasing will be developed by the Contractor and shall be available from the contractor on-site upon request. In general, the following Construction Sequencing will be followed:

1. Mobilization of equipment to the site
2. Site Preparation. Establish Site Limits, install Temporary Erosion Control and Construction Fencing
3. Clear and grub site, remove vegetation, demolish and remove structures and necessary materials within new building footprint
4. Excavate for building foundation
5. New Building Construction (Interior and Exterior)
6. Site Work, including utilities, grading, and hardscaping on site and within street
7. Install Landscaping and other site Improvements
8. Occupy new building
9. Renovation of existing building as necessary.

let's write this for this project

all construction and equipment used shall comply with 20 sec. —  
when?

#### 4.4 ADJOINING PROPERTIES

No person shall excavate on land close enough to a property line to endanger any adjacent public street, sidewalk, and alley, other public or private property, or easement, without supporting and protecting the property from any damage that might result from construction operations.

and if it does by that "person"

#### 4.5 PROJECT FENCING

All construction areas shall have a non-removable construction fence or other approved device securely placed around the entire areas to be protected. The fence shall be six feet (6') in height and constructed out of chain-link fence. This fence shall be located as shown on the attached Logistics Plan.

where is it?

#### 5.0 PARKING MANAGEMENT

##### 5.1 EMERGENCY VEHICLE ACCESS

The contractor shall maintain continuous emergency vehicle access, on and around site, including but not limited to police, fire, and ambulance services.

##### 5.2 CONSTRUCTION PARKING DETAILS

Specific construction parking may be provided on site. On street parking shall be prohibited for all contractors and subcontractors. Subcontractors will be encouraged to park off site at the Woodfords Club and to carpool whenever possible. No on-street parking will be allowed on the north side of Hersey Street along the property frontage, except for short term deliveries as described below. See attached Logistics Plan.

seriously? lease if financial function?

##### 5.3 STAGING AREAS

Material and equipment staging will be accommodated within the project site. See Attached Logistics Plan.

it's already prohibited  
where ongoing use?

#### 5.4 CONSTRUCTION TRAILER, MATERIALS STORAGE, AND WASTE MANAGEMENT

There will be no job site trailer installed. Materials will be stored on site. Management of both construction waste and recycling will be accommodated on site or on an adjacent parcel upon agreement with the Owner.

where? ongoing use

? seriously?

#### TRAFFIC CONTROL

##### 6.1 GENERAL

All traffic control operations shall be managed by the general contractor.

- what are they?

##### 6.2 DELIVERY REQUIREMENTS

Deliveries to the project site will be via the public way and originate from Ocean Ave and Delivery drivers will be requested to avoid Hersey Street whenever reasonably possible. Access to the site will be via the existing curb cut on Hersey St. Cones, flagging, or traffic direction will be deployed as necessary to alert normal vehicle traffic. Short term parking (30 minutes or less) for delivery vehicles only shall be allowed on Hersey Street directly in front of the property if internal access is not feasible. See Logistics Plan

Hersey St cannot be avoided

? where

##### 6.0 PEDISTRIAN PROTECTION

##### 7.1 GENERAL

Signage directing pedestrians to use the sidewalk on the opposite side of Ocean Avenue or Hersey Street will be posted throughout construction or at such times as necessary for safe pedestrian passage. See Logistics Plan.

where?

there isn't one

##### 7.0 SEDIMENT AND EROSION CONTROL

##### 8.1 REQUIREMENTS

A Storm Water Pollution Prevention Plan has been submitted as part of the City of Portland Site Plan Approval process.

##### 8.0 EMISSIONS

##### 9.1 GENERAL

All vehicles and equipment used on site will be properly maintained such that the engines will function within manufacture's standards or parameters.

##### 9.2 IDLING

Contractors, Subcontractors, delivery drivers, and other visitors will be requested to observe a no idling policy.

##### 9.0 NOISE SUPPRESSION

##### 10.1 GENERAL

All construction equipment shall be adequately muffled and maintained to minimize project noise. The installation of noise barriers will be used to suppress noise when necessary. Portable loud equipment including generators, compressors, and cement mixers shall be located on the property to reduce impacts on individual neighbors. The use of radios on the site before 8:00 am is not allowed.

and after 8AM?  
70?

? who enforce?

20

Project Name:  
**23 Ocean Ave**  
Portland, Maine

Owner:  
Boris & Barbara Corp  
275 Concord Street  
Portland, Maine 04103

Consultants:  
K&M  
Kevin M. Kavanagh, Architect  
Homer M. Kavanagh  
207-615-4142  
207-615-4142

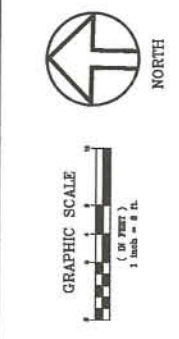


No.	Date	Revision
1	12-14-18	FOR PERMIT
2	01-25-17	LOGISTICS PLAN

Drawing Title:  
**PERMITTING**

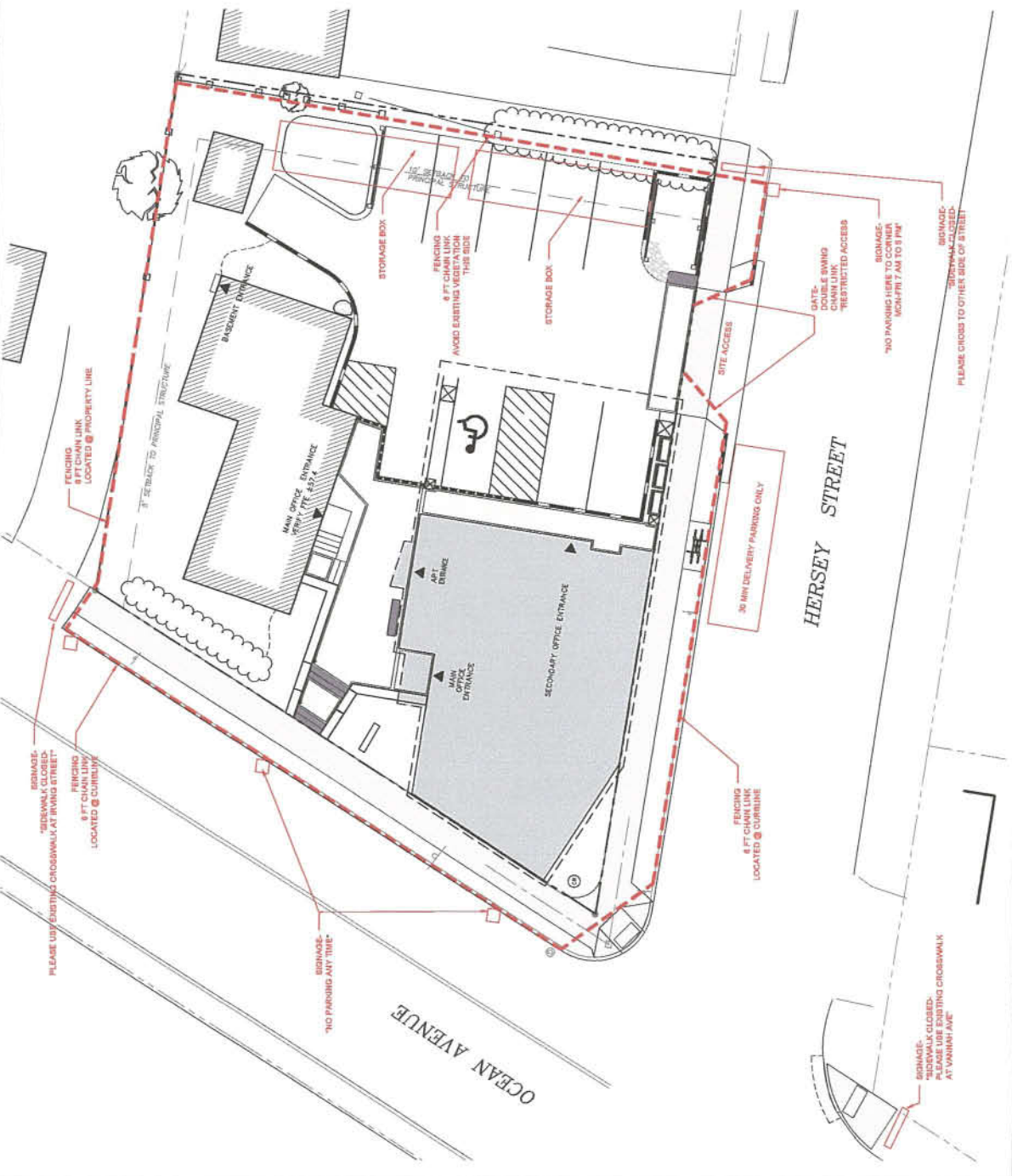


Job Number:  
File:  
Date: 09-03-2018 | Scale: AS SHOWN  
Drawing Number:  
**L-6.0**  
© STE CARROLL ASSOCIATES



LEGEND	DESCRIPTION	PROPOSED
---	PROPERTY LINE	---
---	SETBACK	---
---	EXISTING	---
---	ASPHALT	---
---	CONCRETE	---
---	IRON PIPE/POD	---
---	BUILDING	---
---	EDGE PAVEMENT	---
---	ASPHALT ROAD	---
---	CONTOURS	---
---	CLASERT	---
---	WATER	---
---	STEIN GRAN	---
---	UNDERGROUND	---
---	ELEC & TEL	---
---	ELEC & TEL	---
---	GATE VALVE	---
---	MANHOLE	---
---	P/VALE WEL	---
---	METALWAS	---
---	EDGE RETI AND	---
---	BENCHMARK	---
---	SPOT GRADE	---
---	CHAIN LINK FENCE	---
---	STORAGE FENCE	---
---	ZONE LINE	---

- NOTES**
- ALL WORK SHALL CONFORM TO THE APPLICABLE CODES AND ORDINANCES.
  - THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS FROM THE CITY OF PORTLAND AND THE STATE OF MAINE. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS FROM THE CITY OF PORTLAND AND THE STATE OF MAINE.
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**NEWTON WELLESLEY HOSPITAL  
FINAL CONSTRUCTION MANAGEMENT PLAN**

During construction, the following provisions shall apply:

**A. CONSTRUCTION ADMINISTRATION**

1. Newton Wellesley Hospital (“Hospital”) Contact Person: The Hospital has designated Brian O’Dea (617) 243-5820 to serve as liaison during the construction process. Although identified informally, written notice will be sent to the Chief of the Newton Police Department, the Commissioner of Inspectional Services, the Ward 4 and 5 Aldermen, members of the Liaison Committee and all legal abutters to the property.
2. Contractor Contact Person: The Project Manager and Superintendent is Joseph Gaiko, [\(617\) 796-3703](tel:6177963703), Turner Construction, the general contractor. Mr. Gaiko’s name and his contact information have been given to the Chief of the Newton Police Department and the Commissioner of Inspectional Service.
3. Construction Liaison Committee: The Hospital has established a Construction Liaison Committee in compliance with Condition #27 of Special Permit #470-04. A copy of the membership and minutes of the first meeting are attached as Exhibit 1. The Committee has begun to meet as required by the Special Permit. The Committee discusses progress of the project for the purpose of minimizing impact on neighbors during the construction period, and for the reasons stated in Exhibit 2. The Newton Planning Department is notified of the time and location of meetings.
4. Communications: The Hospital will periodically update neighbors designated by the Construction Liaison Committee by letters and/or by e-mail. The purpose of those communications is to advise of the schedule and progress of construction, any construction activities that may impact the neighborhood, any changes in plans, or any other construction-related matter that may be of interest. From time to time other neighbors who request being added to that designated distribution group will receive all letters and e-mails. The Hospital will also continue to update the progress of construction through its website
5. Hours of Construction: The hours of construction shall be 7:00 a.m. until 6:00 p.m. Monday through Friday. When work is performed on Saturdays, it shall be between 8:00 a.m. and 5:00 p.m., unless otherwise permitted by the Commissioner of Inspectional Services. There shall be no exterior construction work on Sunday. Interior work may occur at other times when a building is fully enclosed. Exterior construction work may be permitted at other times, due to exigent circumstances, with the advance approval of the Commissioner of Inspectional Services.

6. Hours of Construction Delivery: Deliveries to the property will be limited to the hours between 7:00 a.m. - 6:00 p.m. Monday through Friday and 8:00 a.m. – 5:00 p.m. on Saturdays, unless specifically authorized by the Commissioner of Inspectional Services due to exigent circumstances. The Hospital shall advise the contractors and subcontractors to minimize the number of deliveries during Hospital shift changes and other peak access/egress hours, in order to reduce the congestion on site and to minimize conflicts between the delivery trucks and staff and patient vehicles.
7. Trash and debris removal: All trash and debris removal, including emptying, removal, or installation of dumpsters or other trash containers, which relates to the construction of the project, will occur within the hours prescribed for external construction.

**B. SECURITY**

1. Security Fence: A secure, minimum 6’ high, temporary construction fence shall be erected at the beginning of the project, along the entire perimeter of the construction area. The exact location of this fence will be adjusted occasionally during the course of the project to accommodate the phasing of the ongoing construction activities. However, at all times throughout the project, this fence shall be maintained in a secure condition so as to assure the public safety and to segregate the construction operations from public activities.
2. Construction Access Gates: Gates shall be installed at all locations in the construction fence where continuous access during work hours will be required. These gates are to be closed and locked during all non-working hours.

**C. EXTERMINATOR**

1. A professional exterminator (Ultrafast Pest Control) with experience on construction projects has been engaged by the Hospital to inspect and take any necessary measures prior and during each phase of construction to ensure that the excavation of the site does not result in pest problems to the neighborhood. The exterminator’s work may include a baiting/trapping program prior to the start of a phase of construction. The exterminator shall consult with and notify the Newton Health Department of its plans. A copy of the scope of work for rodent control was sent to the Newton Health Department. Copies of weekly inspection reports from Ultrafast were attached.

**D. NOISE AND DUST CONTROL**

1. Street Cleaning: During construction, the Contractor shall provide a truck washing station, on-site, to minimize the spread of mud on local streets and roads. The station location is shown on the Logistics Plan, Exhibit 3. During construction, the Contractor shall provide street cleaning on Washington Street, as

necessary, to remove mud or construction debris from the street. The Contractor shall repair any damage to public ways caused by construction vehicles.

2. Dust: The Contractor shall take appropriate steps and initiate proceedings to eliminate dust generation during grading of the site, excavation, and construction (including, but not limited to, wetting down materials when appropriate), stone mats as appropriate, and shall require covers to be placed over any open trucks transporting debris or fill to and from the property.
3. Noise: The Contractor shall comply with the local and state noise ordinances and regulations including Noise Levels as defined by the City's Noise Control Ordinance, Section 20-13. Noise from heaters used during construction in winter conditions shall comply with the City's Noise Control Ordinance and any plastic sheeting used for weather protection shall be securely tied down to prevent flapping.
4. Blasting: Although not anticipated, if blasting is required, the Hospital shall comply with the Standard Blasting Conditions for Special Permit/Site Plan Approvals, dated May 31, 2002, on file with the City Clerk.

#### **E. EROSION CONTROL**

1. Measures: Prior to the start of excavation or earth removal, erosion control measures shall be in place. These shall consist of silt fences, hay bales or whatever other means may be needed to properly control erosion. Erosion control shall be located wherever surface water runoff from the construction site is a potential. Temporary erosion control measures shall be removed only after permanent measures are fully established.
2. Tree Protection Plan: The Hospital shall submit a Tree Protection Plan to the Director of Urban Forestry, with a copy to the Planning Department and City Clerk, detailing the methodology to be used for the protection of all mature trees to be preserved, within the areas of construction.
3. Drainage infrastructure: All drainage infrastructure shall be installed and functioning with the catch basins set at binder grade prior to the installation of the binder course of asphalt. The catch basins will not be raised to finish grade any sooner than one week prior to the installation of the finish course of asphalt.

#### **F. CONSTRUCTION STAGING AREAS**

1. Logistics Plan: The Logistics Plan, attached as Exhibit 3, depicts, as required in Special Permit #470-04, Condition 20(r) the following: The location of the material staging areas, the location of onsite temporary construction trailers, the location of onsite truck delivery holding areas, the location of onsite truck washing stations (See also D.1), the general location of the construction security fence, (B.) and the general location of temporary construction dumpsters.

The location of hay bales and other methods of erosion control during construction (E.) are shown on a separate drawing, "Plan B, C500, overall Erosion Control Plan" part of the Building Permit Plans submitted to Inspectional Services Department. As construction continues in different phases, these locations, although always within the fence, will shift to different places.

The Logistic Plan also contains the temporary site circulation plans as required in Special Permit #470-04, Condition 20(r)(iii).

The expected timeframe during which each temporary circulation plan will be in effect is attached as Exhibit 4.3. ([The "Master Schedule", Exhibit 4, is also provided.](#))

2. Site Office Trailer(s): It is anticipated that several office trailers will be required for construction management. These will be located on the property, within the area of the perimeter construction fence and will be clearly marked with the name of the contractor.
3. Storage Trailers/Containers: During the course of construction there will be a need to maintain storage trailers/containers onsite for storage of materials, tools and/or equipment. These shall also be located within the perimeter construction fence, shall be kept secured, and will be removed from the property as soon as they are no longer needed.
4. Open Storage Areas: Materials will be stored on the property construction during the course of construction. In order to avoid cluttering the site and due to the lack of open space, materials will be delivered to the property on an as-needed basis. Material storage area(s) shall be clearly defined and shall be secured. The Hospital's Contractor shall make every effort to locate the material storage area(s) as far away from the abutting residential properties as possible.
5. Delivery Truck Holding Areas:

On site - On days when the construction activities require multiple truck deliveries, such as for the placement of large quantities of concrete, structural steel deliveries, asphalt paving, etc., these deliveries will be carefully scheduled so that there is always adequate on site area for the holding of the trucks until they can be unloaded. No trucks will be permitted to stand on Washington Street or on the neighborhood streets.

Off site - In the event that adequate on site area for the holding of trucks is not available, an offsite holding area will be arranged for, in advance, from which the trucks can be directed to the site by radio as on site space allows. At present a publicly-accessible Rest Area on Route 128 is being used for this purpose.

## **G. TRAFFIC AND PARKING**



1. Construction Parking: Adequate parking is not available on the property, so the Contractor has made arrangements for offsite parking. Workers are to use the MBTA system. The employees of the Contractors and Subcontractors working on the property are commuting to the Riverside MBTA parking facility and taking the green line to Woodland and walking to the property. If there is a change to this plan, the Hospital will notify the City Inspectional Services Commissioner, Planning Department, Construction Liaison Committee, Ward Aldermen and close neighbors to the offsite parking location prior to the commencement of the operation. Attached as Exhibit 4, is a description of the phases of construction work and as Exhibit 5, the approximate numbers of employees required for each phase.
2. Subcontract Provisions: At no time will parking for those working on this project be permitted on neighborhood streets. Provisions to this effect are being included in all contracts and subcontracts on this project. Exhibit 6 is an example of the contract provision; it is the "Additional Provisions" to all contracts for all subcontractors.
3. Hospital Employee Parking: The Hospital will identify off-site parking locations for employees during the expansion of the employee garage if and when necessary. At this time, the Hospital has secured two (2) locations. These two locations provide capacity for 200 cars.

**Location 1. St. Philip Neri Church, 1518 Beacon Street, Newton**

License for 100 spaces, expires 9/2006. To be used by Hospital employees Monday through Friday from 5:30 a.m. to 6:30 p.m. Shuttle service (provided by Local Motion) runs continuously throughout the day, approximately every 15 minutes during peak hours (5:30 a.m.-9:00 a.m., 4:00 p.m. - 6:30 p.m., approximately every 30 minutes during off-peak hours. A copy of the parking layout types of vehicles used, and route map is attached hereto as Exhibit 7.

**Location 2. Mary Immaculate of Lourdes, 270 Eliot Street, Newton**

License for 100 spaces is pending (proposed 12-month agreement). To be used by Hospital employees Monday through Friday from 5:30 a.m. to 6:30 p.m. Shuttle service (provided by Local Motion or Partners' Health Care Transportation Department), runs continuously throughout the day, approximately every 15 minutes during peak hours (5:30 a.m. – 9:00 a.m. and 4:00 p.m. - 6:30 p.m.), approximately every 30 minutes during off-peak hours. A copy of the parking layout types of vehicles used, and route map is attached hereto as Exhibit 7:

*Local Motion is a Newton based transportation company with extensive experience working in the presence of children. They provide bus service to many public and private school systems including Newton Public Schools. They have an excellent reputation for service and safety. Prior to the September, 2005 public school year, the Hospital will meet with*

*Local Motion to reinforce necessary safety precautions associated with the shuttle operation. The Newton-Wellesley Hospital Security Department will periodically detail an officer to all locations to survey and enforce traffic and safety rules.*

*The hospital has notified in writing all employees who use the temporary remote parking locations that these parking lots are in residential neighborhoods and employees must respect posted speed limits and minimize disruption to the neighbors. The hospital will respond to complaints, if any, about inappropriate or disruptive behavior in the utilization of these temporary remote parking locations.*

It is anticipated that these two (2) remote locations will be sufficient to manage offsite employee parking during the construction. The current construction schedule related to displacement of on-campus employee parking, which is subject to change, is attached as Exhibit 8, and entitled "Newton-Wellesley Hospital – Construction Parking Impact." Its narrative explanation follows:

As the site preparation phase began in July, 2005 it was necessary to erect construction fencing to limit access to that area which would otherwise be ~~dangerous~~under active construction. The impact of this is the immediate loss of 175 employee parking spaces. These spaces are a combination of lined spaces in designated parking areas and casual spaces on grassy areas, roadways, etc. In order to provide temporary parking for Hospital employees, and as specified in the Special Permit, the Hospital negotiated the use of 100 parking spaces at the St. Philip Neri Church (located at the intersection of Beacon and Chestnut Streets) beginning in July and 100 spaces at the Mary Immaculate of Lourdes Church (located on Elliot Street) beginning in August. These 200 spaces will be sufficient for Hospital employees and provide a slim inventory (25) of available campus spaces to accommodate day-to-day fluctuations in demand.

Extending the right-hand turn lane at the East Entrance is one of the first construction activities and will be completed by the end of August. ~~All dates are approximate based on the current Turner Construction phasing schedule. (Exhibit 4) There is likely to be some variability in the dates based on unforeseen conditions such as adverse weather or other circumstances beyond the reasonable control of either Turner Construction or the Hospital. The Hospital will make diligent and reasonable efforts to avoid and/or mitigate any such delays and to limit the duration of use of temporary off site parking locations. Based on current information and the current schedule it is expected that the maximum amount of time which may be needed to use the temporary church parking lots is through July, 2006.~~ This will return 16 parking spaces, bringing the available campus inventory to 41. (Note that this minor increase will occur at the end of the summer. Demand is likely to increase in September when fewer staff and physicians are using vacation time.)

From December, 2005, to February 2006, it is anticipated among all Hospital parking sites 20 parking spaces will be lost to the inefficiencies of snow removal.

**Newton-Wellesley Hospital**  
**Construction Management Plan**

Amendment to Special Permit #151-95

The Construction Manager will be under contract with Newton-Wellesley Hospital and will be obliged to work diligently with the Hospital and City of Newton to ensure that all construction operations are performed in accordance with all agreements, ordinances and special permits applicable to this project. The Construction Manager will work closely with adjacent abutters to keep them and all parties informed, as far in advance as possible, of all scheduled work. This will be accomplished through forecasts provided in neighborhood update letters. These schedules will be regularly updated with a detailed forecast of the work to be performed in the next few months. The following details define the intended approach to the successful management of this project.

**Parking** – All Construction Management employees, management and labor, as well as all subcontractor employees, will be required to park on site or at off site parking lots. There will be no parking associated with the project in the neighborhood surrounding the Hospital. The existing NWH parking management plan includes security patrols in the neighborhood to ensure that no NWH employees are parking on the street. This method will be extended to include construction personnel also. There will be no parking allowed on public or private streets by construction personnel at any time.

**Street Cleaning** – During construction periods, the Construction Manager will have street cleaning operations performed on all adjacent streets to remove any construction mud or debris generated from construction related traffic.

**Work Hours** – During excavation, structural and building envelope stages of the construction process, all work will be restricted to between the hours of 7:30 am and 6:00 pm Monday through Friday and 10:00 am to 6:00 pm on Saturdays. Little such work is planned, since the great majority of work is internal and limited to renovation of existing space within the Hospital.

**Site Representation** – The Construction Manager will have a full time Site Supervisor on site while any and all work is performed under the contract. The on Site Supervisor will be accessible by a radio telephone at all times while work is performed. No subcontractor or tradespersons will be allowed on site to perform any work without authorization from the Construction Manager. Prior to the start of work on the project, the Construction Manager will introduce the Project Manager and Supervisor to the City of Newton's Police Department, Commissioner of Inspectional Services, and Fire Department. Their telephone numbers will be made available to all abutters through the neighborhood update letters.

**Dust Control** – The Construction Manager will direct all personnel, subcontractors, and delivery and removal vendors to cover all open trucks transporting debris and other such materials having the potential to cause dust, dirt or debris. All work and traffic areas will be wetted down to minimize dust generation. Any excavation and fill areas will be

wetted down to the greatest degree possible without generating safety hazards in the work area.

**Noise Control** – The project work area will comply with the City of Newton’s Noise Control Ordinance Section 20-13.

### **Logistics Plan**

The work is expected to be performed in phases to allow Hospital operations to continue with as little impact to patient service as possible. Phase One involves the Physical Therapy and Cardiac Rehabilitation Services, the Special Care Nursery, Gastroenterology Service, Bridge Connector, Atrium/Canopy and Laboratory Corridor. Phase Two involves the Obstetrics Lobby, Women’s Imaging Service and Lobby/Public Circulation.

**Phase One** – Physical Therapy/Cardiac Rehabilitation Services (PT) and the Special Care Nursery (SCN) will be constructed simultaneously to allow access to the spaces they currently occupy to be fitted out later. Both PT and SCN are interior fit-out of existing spaces. Construction duration for PT and SCN is expected to be about five months. Construction of the Gastroenterology Services (GI) will begin toward the latter stages of construction of PT and SCN, and finish later as well. GI is also an interior fit-out of existing space. Construction duration of GI is expected to be about six months. The Bridge Connector involves excavation, foundation and structure but is comparatively minor in scope. The Bridge Connector will be constructed at the same time as GI. Construction duration for the Bridge is expected to be about six months. The Laboratory Corridor will be started at the same time as GI and the Bridge Connector, but will finish earlier, as construction duration is three months.

**Phase Two** – This phase begins after completion of PT and SCN, as it introduces services in existing areas vacated by other service once their new areas are completed. The Obstetrics Lobby gets renovated after SCN moves out. It is an interior fit-out of existing space. Women’s Imaging gets fitted out in the existing space vacated by PT. Lobby/Public Circulation is renovation to the existing main lobby and corridors. Women’s Imaging starts once the Atrium/Canopy and Laboratory Corridor are underway.