Massachusetts School Building Authority

Deborah B. Goldberg, State Treasurer and Receiver-General

James MacDonald Chief Executive Officer Chairperson

Jack McCarthy Executive Director



Board Meeting

April 10, 2019



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Project Votes



Invitation to Feasibility Study | Vote

District	School			
Boston	William E. Carter School			
Northeast Metropolitan Regional Vocational School District				
Randolph	Elizabeth G. Lyons Elementary School			



Authorization to Execute PFA - ARP | Vote

District	School	Scope	Total Project Budget	Estimated Maximum Total Facilities Grant		
Bourne	Bourne Bourne High School		\$2,111,209	\$687,508		
East Longmeadow	Meadow Brook Elementary School	Roof	\$3,188,859	\$1,285,400		
Newton	F.A. Day Middle School	Boiler	\$1,160,066	\$346,762		
Springfield	Springfield High School of Science and Technology	Boiler	\$5,217,083	\$2,848,901		
Mara	Stanley M. Koziol Elementary School	Boiler	\$917,042	\$640,554		
Ware	Ware Middle School	Windows/Doors	\$3,283,123	\$2,407,386		
		Tetelo	¢45 077 202	¢0.046.544		

Totals \$15,877,382 \$8,216,511



Preferred Schematic Design | Vote

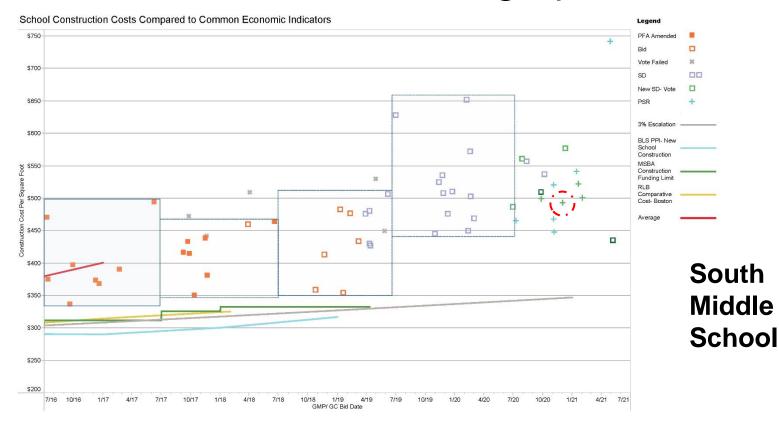
District	School	Project Scope	Estimated Total Construction	Estimated Total Project Cost
Braintree	South Middle School	New	\$69,181,408	\$86,600,411
Bridgewater-Raynham Regional School District	George H. Mitchell Elementary School	New	\$65,962,536	\$82,152,536
Millbury	eury Raymond E. Shaw Elementary School		\$44,300,000	\$56,000,000
Rockland Jefferson Elementary School		New	\$62,614,341	\$83,324,522
		Totals	\$242,058,285	\$308,077,469

Preferred Schematic Design | Braintree

South Middle School

- Year Opened: 1956
- Current Grade Configuration: 6-8
- Agreed Upon Grade Configuration: 5-8
- Agreed Upon Enrollment: 800 students
- Proposed Scope of Project: New Construction on existing site
- Existing Square Footage: 79,264 GSF
- Proposed Square Footage: 140,399 GSF
- Estimated Total Construction Cost of Preferred Schematic: \$69,181,408

Preferred Schematic Design | Braintree

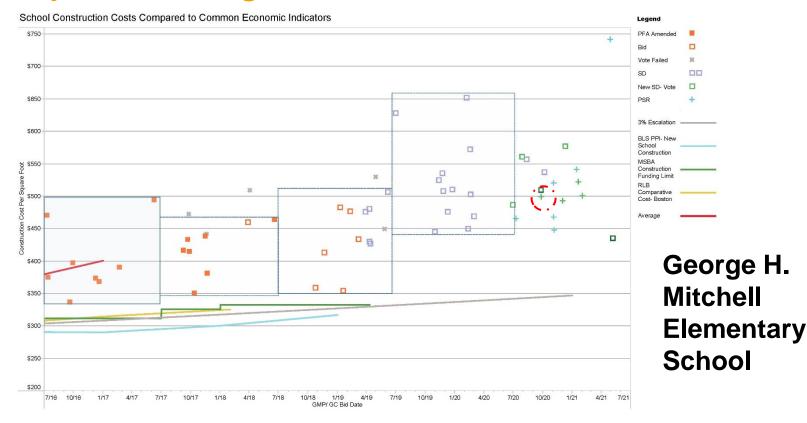


Preferred Schematic Design | Bridgewater-Raynham Regional School District

George H. Mitchell Elementary School

- Year Opened: 1997
- Current Grade Configuration: PK-3
- Agreed Upon Grade Configuration: PK-2
- Agreed Upon Enrollment: 740 students
- Proposed Scope of Project: New Construction on existing site
- Existing Square Footage: 127,804 GSF
- Proposed Square Footage: 132,213 GSF
- Estimated Total Construction Cost of Preferred Schematic: \$65,962,536

Preferred Schematic Design | Bridgewater-Raynham Regional School District

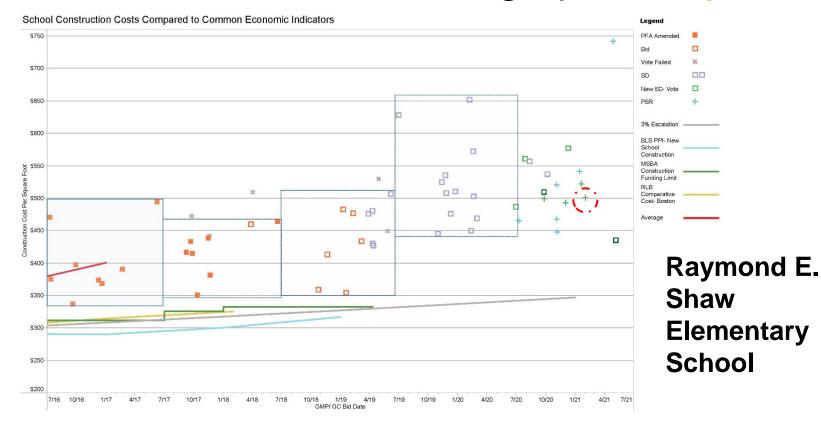


Preferred Schematic Design | Millbury

Raymond E. Shaw Elementary School

- Year Opened: 1975
- Current Grade Configuration: 4-6
- Agreed Upon Grade Configuration: 3-6
- Agreed Upon Enrollment: 550 students
- Proposed Scope of Project: New Construction on the existing site
- Existing Square Footage: 73,911 GSF
- Proposed Square Footage: 88,422 GSF
- Estimated Total Construction Cost of Preferred Schematic: \$44,300,000

Preferred Schematic Design | Millbury

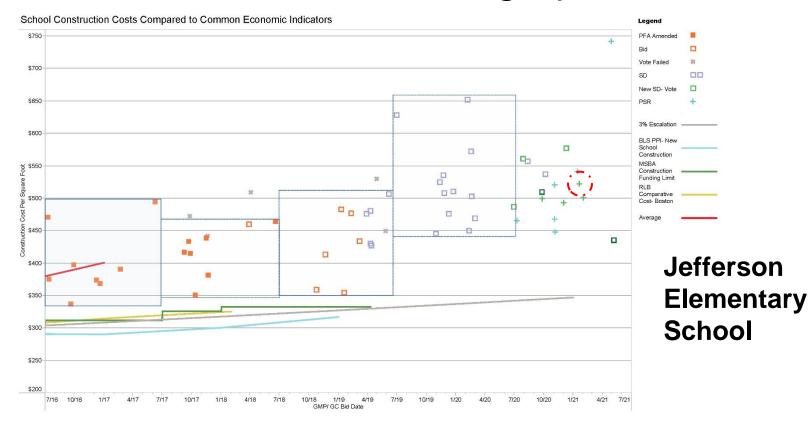


Preferred Schematic Design | Rockland

Jefferson Elementary School

- Year Opened: 1923
- Current Grade Configuration: K-4
- Agreed Upon Grade Configuration: District-wide grades 1-4
- Agreed Upon Enrollment: 760 students
- Proposed Scope of Project: New Construction to replace the existing Jefferson and Memorial Park Elementary Schools on the existing Memorial Park Elementary School site
- Existing Square Footage: 40,218 GSF
- Proposed Square Footage: 119,900 GSF
- Estimated Total Construction Cost of Preferred Schematic: \$62,614,341

Preferred Schematic Design | Rockland





Project Scope and Budget | Vote

District	School		Total Project Budget	Estimated Maximum Total Facilities Grant	
Arlington	Arlington High School	New	\$290,851,820	\$83,472,651	
Central Berkshire Regional School District	Wahconah Regional High School	New	\$72,721,109	\$30,540,668	
Lowell	Lowell High School	Add/Reno	\$343,399,220	\$210,023,036	
Pentucket Regional School District	Pentucket Regional High School	New	\$146,332,328	\$52,752,304	
Weymouth	Weymouth Maria Weston Chapman Middle School		\$164,235,130	\$57,266,151	
		Totals	\$1,017,539,607	\$434,054,810	

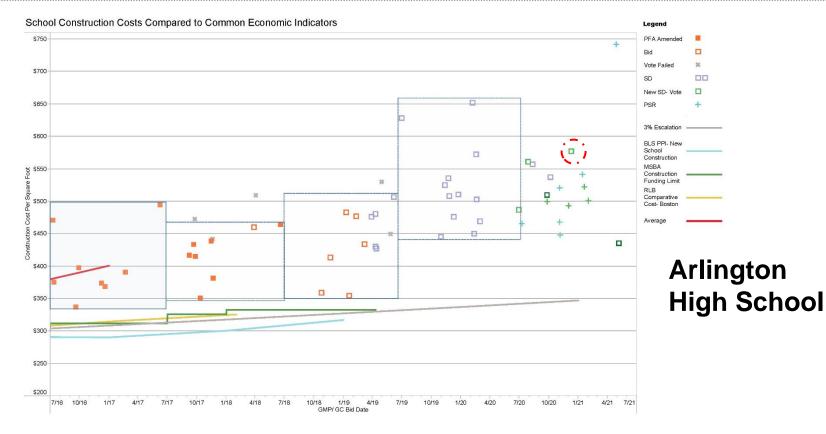
Project Scope and Budget | Arlington

Arlington High School

- Year Opened: 1913
- Current Grade Configuration: 9-12
- Agreed Upon Grade Configuration: 9-12
- Agreed Upon Enrollment: 1,755 students
- Scope of Project: New Construction on the existing site
- Existing Square Footage: 378,620 GSF
- Proposed Square Footage: 408,590 GSF
- District Total Project Budget: \$290,851,820
- Estimated Basis Total Facilities Grant: \$167,950,192
- Reimbursement Rate*: 49.72%
- Estimated Maximum Total Facilities Grant: \$83,472,651

^{*} Subject to the approval of the Office of the Inspector General for the District's use of the Construction Manager at Risk (CMR) construction delivery method for the Proposed Project and that the District actually uses the construction delivery method for the Proposed Project, the MSBA has provisionally included one (1) incentive point. In addition, subject to the District's intention to meet certain energy efficiency sustainability requirements for the Proposed Project, the MSBA has also provisionally included two (2) incentive points. If the District does not ultimately qualify for some or all of these incentive points the MSBA will adjust the District's reimbursement rate accordingly.

Project Scope and Budget | Arlington



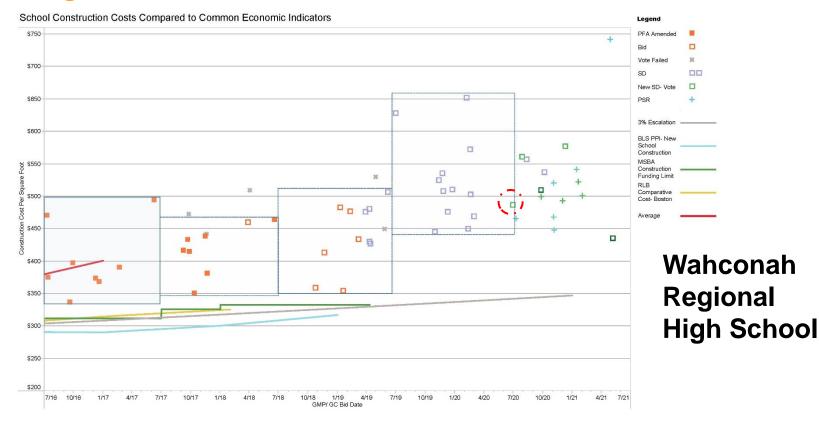
Project Scope and Budget | Central Berkshire Regional School District

Wahconah Regional High School

- Year Opened: 1961
- Current Grade Configuration: 9-12
- Agreed Upon Grade Configuration: 9-12
- Agreed Upon Enrollment: 460 students
- Scope of Project: New Construction on the existing site
- Existing Square Footage: 114,000 GSF
- Proposed Square Footage: 122,760 GSF
- District Total Project Budget: \$72,721,109
- Estimated Basis Total Facilities Grant: \$51,383,073
- Reimbursement Rate*: 59.44%
- Estimated Maximum Total Facilities Grant: \$30,540,668

Subject to the District's actual use of the Construction Manager at Risk construction delivery method for the Proposed Project, the MSBA has provisionally included one (1) incentive point. In addition, subject to the District's intention to meet certain energy efficiency sustainability requirements for the Proposed Project, the MSBA has also provisionally included two (2) incentive points. If the District does not ultimately qualify for some or all of these incentive points the MSBA will adjust the District's reimbursement rate, accordingly.

Project Scope and Budget | Central Berkshire Regional School District



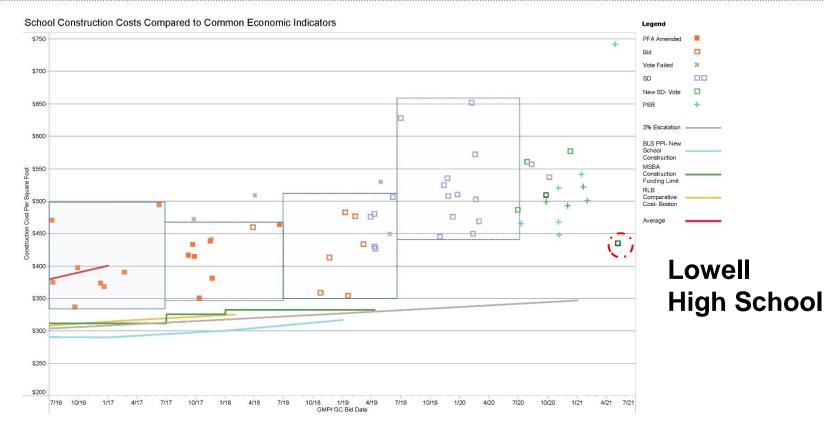
Project Scope and Budget | Lowell

Lowell High School

- Year Opened: 1892
- Current Grade Configuration: 9-12
- Agreed Upon Grade Configuration: 9-12
- Agreed Upon Enrollment: 3,520 students
- Scope of Project: Addition/Renovation
- Existing Square Footage: 628,000 GSF
- Proposed Square Footage: 622,777 GSF
- District Total Project Budget: \$343,399,220
- Estimated Basis Total Facilities Grant: \$262,540,595
- Reimbursement Rate*: 80.00%
- Estimated Maximum Total Facilities Grant: \$210,023,036

* By statute, 80% is the District's maximum reimbursement rate. Here, the District's base reimbursement rate is 78.95% before applying any incentive points. After applying the maintenance incentive points, this results in a maximum reimbursement rate of 80%.

Project Scope and Budget | Lowell



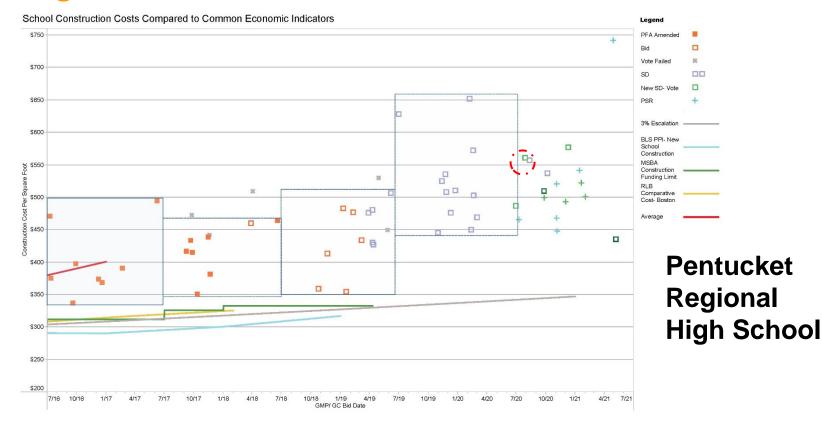
Project Scope and Budget | Pentucket Regional School District

Pentucket Regional High School

- Year Opened: 1958
- Current Grade Configuration: 9-12
- Agreed Upon Grade Configuration: District-wide 7-12
- Agreed Upon Enrollment: 965 students
- Scope of Project: New Construction to replace the existing Pentucket Regional High School and the existing Pentucket Regional Middle School with a new District-wide grades 7-12 middle/high school on the existing site
- Existing Square Footage: 208,000 GSF
- Proposed Square Footage: 211,700 GSF
- District Total Project Budget: \$146,332,328
- Estimated Basis Total Facilities Grant: \$92,157,587
- Reimbursement Rate*: 57.63%
- Estimated Maximum Total Facilities Grant: \$52,752,304

Subject to the approval of the Office of the Inspector General for the District's use of the Construction Manager at Risk construction delivery method for the Proposed Project and that the District actually uses that construction delivery method for the Proposed Project, the MSBA has provisionally included one (1) incentive point. In addition, subject to the District's intention to meet certain energy efficiency sustainability requirements for the Proposed Project, the MSBA has also provisionally included two (2) incentive points. If the District does not ultimately qualify for some or all of these incentive points the MSBA will adjust the District's reimbursement rate, accordingly.

Project Scope and Budget | Pentucket Regional School District



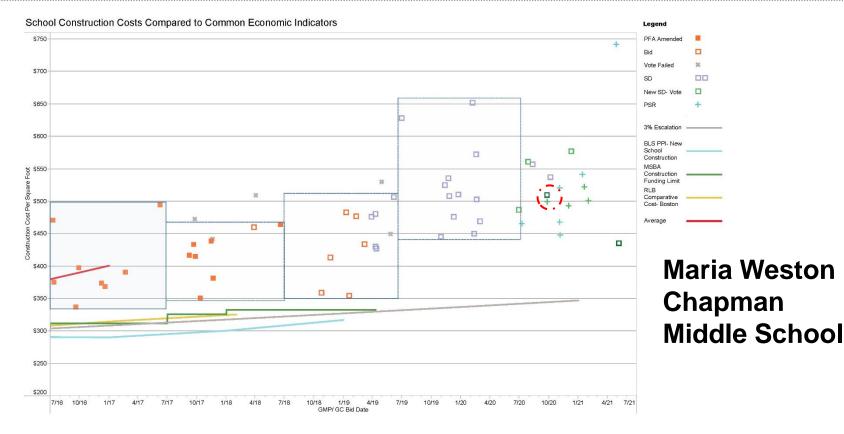
Project Scope and Budget | Weymouth

Maria Weston Chapman Middle School

- Year Opened: 1961
- Current Grade Configuration: 7-8
- Agreed Upon Grade Configuration: 6-8
- Agreed Upon Enrollment: 1,470 students
- Scope of Project: Addition/Renovation
- Existing Square Footage: 233,230 GSF
- Proposed Square Footage: 252,170 GSF
- District Total Project Budget: \$164,235,130
- Estimated Basis Total Facilities Grant: \$93,829,663
- Reimbursement Rate*: 61.08%
- Estimated Maximum Total Facilities Grant: \$57,266,151

Subject to the approval of the Office of the Inspector General for the District's use of the Construction Manager at Risk construction delivery method for the Proposed Project and that the District actually uses that construction delivery method for the Proposed Project, the MSBA has provisionally included one (1) incentive point. In addition, subject to the District's intention to meet certain energy efficiency sustainability requirements for the Proposed Project, the MSBA has also provisionally included two (2) incentive points. If the District does not ultimately qualify for some or all of these incentive points the MSBA will adjust the District's reimbursement rate, accordingly.

Project Scope and Budget | Weymouth





Audit Update

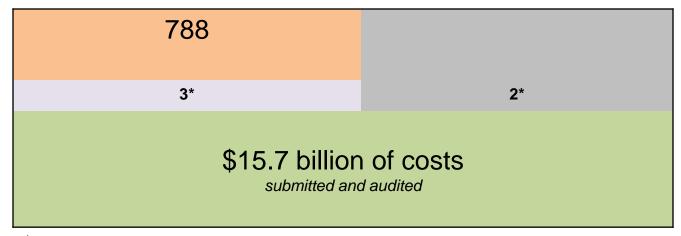
- Audit Status Report
- Approval of Final Audits with no appeals, Waitlist Conversion Program MSBA grants | Vote
- Approval of Final Audits with no appeals, Capital Pipeline Program MSBA grants | Vote



Former Wait List Program

Today's Vote

Completed Projects



* Grant Conversion, Last two pending board approval projects represent \$21.3 of submitted and audited costs



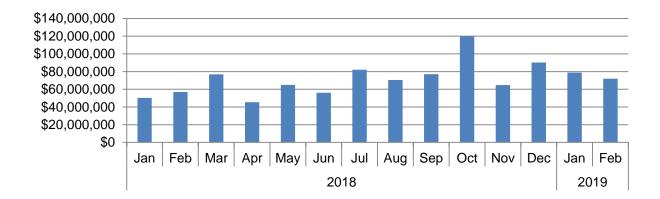
Capital Pipeline Program Completed Projects	Projects Currently Have Executed FSA and PFA	Estimated Costs Remaining	
486	4	2	31
\$5.42 billion of co submitted and audited	sts	\$2.97 billion of costs submitted and audited	Approx. \$ 3.2 billion of costs to be submitted*

*Estimated based on Total Project Budgets from executed funding agreements and submitted costs as of March 28, 2019.



Rolling 12 month submitted costs monthly average of \$74.9 million Total 12 Month Audited Costs = \$898.6 million

Capital Pipeline Program Monthly Audited Project Costs





Audit Update

- Audit Status Report
- Approval of Final Audits with no appeals, Waitlist Conversion Program MSBA grants | Vote
- Approval of Final Audits with no appeals, Capital Pipeline Program MSBA grants | Vote

Capital Pipeline Program | Closeout Audits

Today's Vote: April 10, 2019 Approval of Final Audits – Wait List Projects

	MSBA ID	District Name	School Name	Project Scope	Reimb. Rate	Total Project Budget	Final Costs	Basis for Final Total Facilities Grant	Facilities
1	W201002019999P1	New Bedford Public Schools	Taylor Elementary School @ Sea Lab	New Construction	90.00%	\$9,450,000	\$9,208,508	\$8,000,000	\$7,200,000
2	W201002019999P2	New Bedford Public Schools	Taylor Elementary School @ Sea Lab	Addition/Renovation	90.00%	\$12,500,000	\$12,099,369	\$10,917,300	\$9,825,570
					TOTAL	\$21,950,000	\$21,307,877	\$18,917,300	\$17,025,570



Audit Update

- Audit Status Report
- Approval of Final Audits with no appeals, Waitlist Conversion Program MSBA grants | Vote
- Approval of Final Audits with no appeals, Capital Pipeline Program MSBA grants | Vote

Capital Pipeline Program | Closeout Audits

Today's Vote: April 10, 2019 Approval of Final Audits – Capital Pipeline Projects

MSBA ID	District Name	School Name	Project Scope	Reimb. Rate	MSBA CX	Total Project Budget	Final Costs Submitted	Basis for Final Total Facilities Grant	Authorized Grant for Cap Reconciliation		Grant Recon FY	Additional Savings in Final Audit Grant for Cap Reconciliation
1 201401030001	City of Gardner	Elm Street Elementary School	Windows / Doors, Boiler	78.95%	х	\$4,158,176	\$3,069,331	\$3,005,571	\$3,274,985	\$2,372,898	ARP FY 15	\$902,087
2 201401140030	City of Greenfield	Green River Elementary School	Roof, Windows / Doors	77.47%	х	\$1,606,714	\$1,491,347	\$1,397,621	\$1,655,655	\$1,082,737	ARP FY 15	\$572,918
3 201602920006	Swansea Public Schools*	Elizabeth S. Brown Elementary School	Windows / Doors	54.79%	х	\$1,379,821	\$1,271,091	\$1,124,291	\$788,805	\$615,999	ARP FY 17	\$172,806
4 200903160015	Webster Public Schools	Park Avenue Elementary School	New Construction	76.86%	х	\$43,329,435	\$42,745,630	\$36,406,338	\$30,880,737	\$27,981,911	FY 12	\$2,898,826
				TOTAL		\$50,474,146	\$48,577,399	\$41,933,821	\$36,600,182	\$32,053,545		\$4,546,637

*Please note that ARP Swansea is an FY17 projects, so it does not apply to the original FY08-FY16 grant reconciliation.



MSBA Updates

- Project Status Updates
 - Project Overview Report

Project Update | Dennis-Yarmouth Regional School District

Update on Project Scope and Budget Authorization

- MSBA Board of Directors authorized execution of a Project Scope and Budget Agreement on December 12, 2018 for the Mattacheese Middle School
- The District is seeking an additional 80 days beyond the 120-day deadline to finalize its Regional Agreement and to resolve pending litigation within the District.
- The Dennis-Yarmouth Regional School District seeks additional time to proceed with Town Meeting votes on May 4, 2019 and May 7, 2019 related to acceptance of the Regional Agreement in the Town of Yarmouth and the Town of Dennis, respectively

Staff recommend an extension beyond the 120-day deadline through June 28, 2019 in furtherance of the District's efforts to resolve the issues related to the Regional Agreement and pending litigation for the Project



MSBA Updates

- Project Status Updates
 - Project Overview Report



Core Program - Bid Summary

Year	Number of Projects	Design Basis for Enrollment	Project Budget	Construction Budget
2019	24	22,130	\$2.76 billion	\$2.23 billion
2020	4	3,855	\$506 million	\$405 million
Totals	28	25,985	\$3.26 billion	\$2.63 billion

Note: These numbers are based on preliminary information received from the District and are subject to further review and calculation.



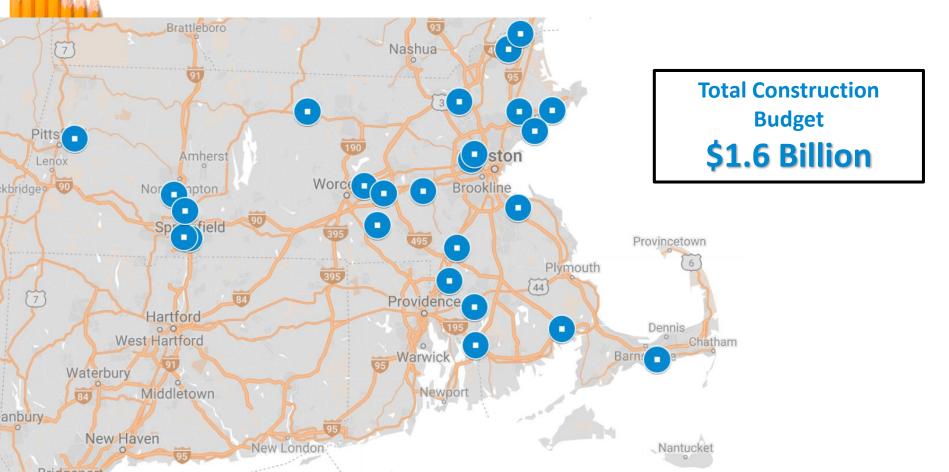
Anticipated Sub-Bids in April, May, and June:

- April Ludlow (DBB)
- May Boston (CMR), Harvard (CMR)
- June None

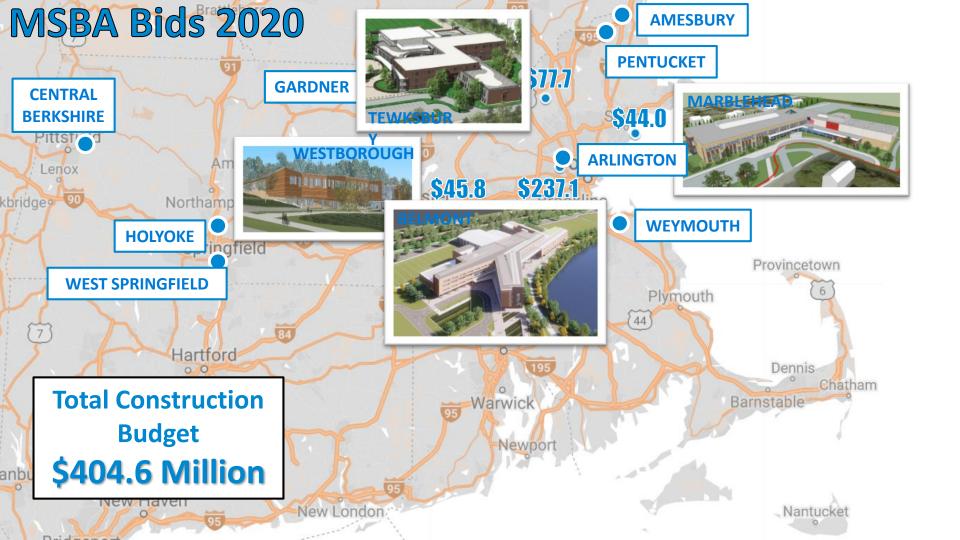
Anticipated DBB Bids or GMP Executions in April, May, and June:

- April Saugus (CMR), Somerville (CMR), Westport (DBB), Worcester (CMR)
- May Ludlow (DBB)
- June Harvard (CMR)

MSBA Bids 2019 and 2020







Core Program - Bid Results

- Of the 24 DBB bids or GMP executions in 2019, four have been reported to date.
- Four reported bids came in within the estimated budget.

District	School	Scope	Project Type	BIG Date BIG Amount *		Variance from Construction Estimate	Reim. Rate	Potential Grant Variance **	
Lexington	Maria Hastings	New	CMR	1/9/2019	\$53,143,418	\$53,094,418	-\$49.000	35.79%	-\$17,537
Taunton	Mulcahey ES	New	DBB	1/25/2019	\$50,074,205	\$42,460,700	-\$7,613,505	80.00%	-\$6,090,804
Middleborough	Middleborough HS	New	DBB	2/8/2019	\$83,582,398	\$79,461,000	-\$4,121,398	61.29%	-\$2,526,005
Natick	J F Kennedy MS	New	DBB	3/6/2019	\$87,559,890	\$79,110,300	-\$8,449,590	48.21%	\$4,073,547
		I	I	Total	\$274,359,911	\$254,126,418	-\$20,233,493	-	-\$12,707,893

*The construction estimate and bid amount include pre-construction services and alternatives.

**These numbers are based on preliminary information received from the district and are subject to further review and calculation.



2017 Accelerated Repair Program

- 18 of the 22 reported projects bid within the estimated budget
- 12 projects are anticipated to bid by the June Board of Directors meeting



- Authorization of 2019 Dedicated Sales Bonds | Vote
- Sales Tax Collection | Update
- Grant Payments | Update
- FY19 Budget | Update



- Authorization of 2019 Dedicated Sales Bonds | Vote
- Sales Tax Collection | Update
- Grant Payments | Update
- FY19 Budget | Update



FY19 SMART Collections Update

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Мау	Jun	YTD
FY16 (\$ 000)	72,473	65,832	63,453	68,475	63,558	64,618	78,727	58,102	59,541	67,146	66,751	69,856	798,531
FY17 (\$ 000)	71,513	66,555	67,659	70,041	62,532	65,937	82,948	58,672	59,943	65,555	69,626	75,810	816,790
FY18 (\$ 000)	70,162	69,429	68,315	70,763	69,656	70,206	82,641	63,910	63,067	67,530	72,669	79,632	847,979
Change (\$ 000)	(1,350)	2,875	656	723	7,123	4,268	(307)	5,238	3,125	1,975	3,043	3,822	31,190
% Change	-1.89%	4.32%	0.97%	1.03%	11.39%	6.47%	-0.37%	8.93%	5.21%	3.01%	4.37%	5.04%	3.82%
FY19 (\$ 000)	73,165	74,677	71,612	74,205	74,180	74,214	86,342	66,460					594,854
Change (\$ 000)	3,003	5,248	3,297	3,441	4,524	4,009	3,701	2,550					29,772
% Change	4.28%	7.56%	4.83%	4.86%	6.49%	5.71%	4.48%	3.99%					5.27%

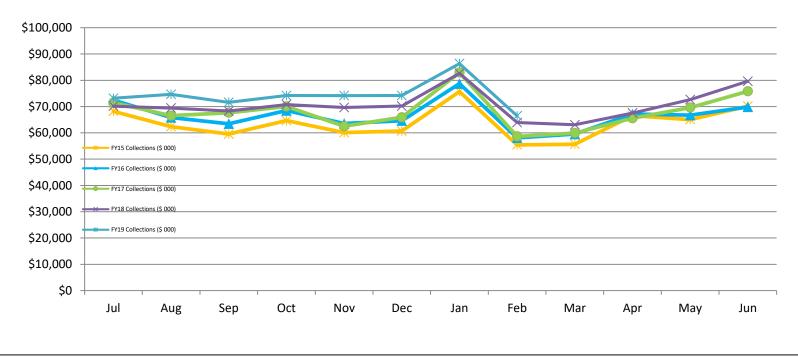
- FY 19 Consensus Revenue Estimate of \$858.9 million would represent growth of 1.29% over the FY 18 unaudited amount
- FY 19 collections through February 2019 are \$29.772 million (5.27%) higher than FY18 collections during the same period



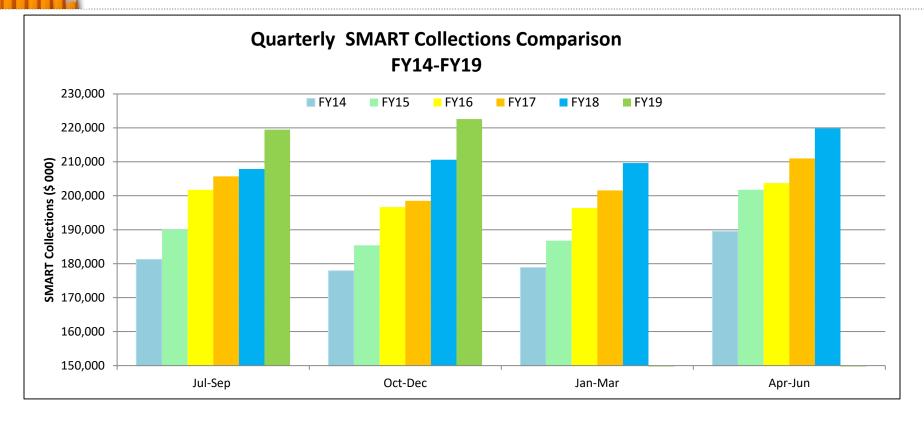
Monthly SMART Collections (\$ in thousands)

FY 2019 SMART Collections Update

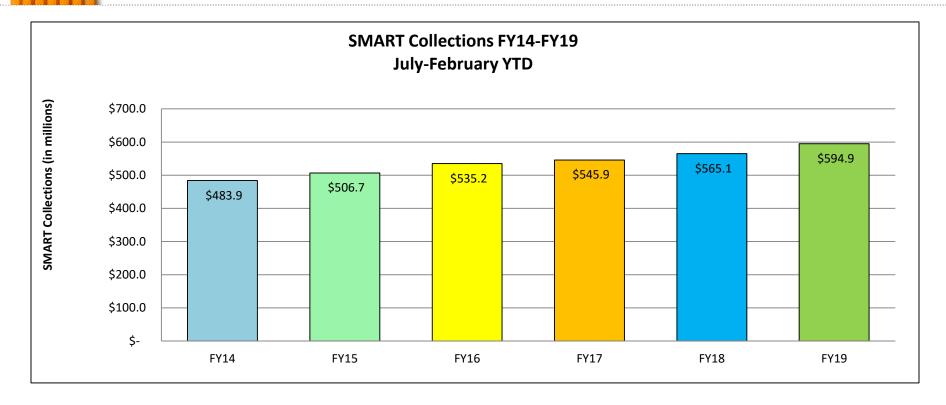
FY15 - FY19 Monthly SMART Collections



Quarterly SMART Collections



SMART Collections Year To Date





- Authorization of 2019 Dedicated Sales Bonds | Vote
- Sales Tax Collection | Update
- Grant Payments | Update
- FY19 Budget | Update

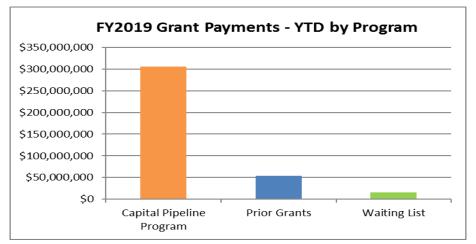


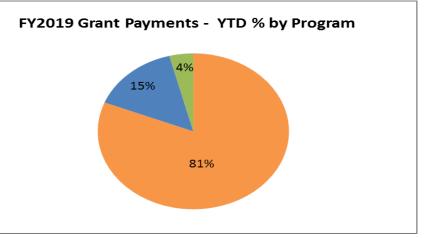
Grant Payments | FY2019 YTD Update

FY2019 YTD Grant Payments Summary*

				-
Program	Grant Payments	# Projects	# Districts	% of FY19 Payments
Capital Pipeline Program	\$ 305,499,103	172	114	81%
Prior Grants	\$ 54,295,440	63	52	15%
Waiting List	\$ 15,220,435	26	19	4%
Total	\$ 375,014,978	261	155	

*Reflects grant payment data as of March 15, 2019.







- Authorization of 2019 Dedicated Sales Bonds | Vote
- Sales Tax Collection | Update
- Grant Payments | Update
- FY19 Budget | Update



Fiscal Year 2019 Budget Update

Administrative Operations and Grant Programs Budget - Attachment A

Expense Category	FY 18 Budget*	FY18 Expenditures 7/1-06/30	Variance to FY18 Budget	% FY18 Budget	FY 19 Budget	FY19 YTD Expenditures 7/1-3/15	Variance to FY19 Budget		Projected FY19 Expenditures	Variance to FY19 Budget	% FY19 Budget
Administrative Expense Budget				ĺ							
Salaries & Benefits	7,426,770	6,566,944	(859,826)	88.4%	7,923,758	5,052,558	(2,871,199)	63.8%	7,443,781	479,976	93.9%
General & Administrative Office Expenses	383,001	378,950	(4,051)	98.9%	402,840	239,264	(163,576)	59.4%	269,254	133,586	66.8%
Occupancy & Utilities	1,160,707	1,133,911	(26,796)	97.7%	1,172,895	914,371	(258,523)	78.0%	1,166,109	6,786	99.4%
Consulting & Professional Support Services	227,500	137,105	(90,395)	60.3%	331,600	178,291	(153,309)	53.8%	302,041	29,559	91.1%
Information Technology	267,480	132,275	(135,205)	49.5%	271,530	91,436	(180,094)	33.7%	226,028	45,502	83.2%
Total Administrative Expense Budget	9,465,458	8,349,184	(1,116,274)	88.2%	10,102,622	6,475,921	(3,626,701)	64.1%	9,407,214	695,408	93.1%
Other Post Employment Benefits (OPEB)	500,000	500,000	0	100.0%	100,000	100,000	0	100.0%	100,000	0	100.0%
Capital Pipeline Professional Support Services & Issuance Related Costs											
Project Related Professional Support Services	5,020,000	3,098,402	(1,921,598)	61.7%	4,950,000	1,839,014	(3,110,986)	37.2%	3,830,000	1,120,000	77.4%
Cost of Issuance	3,250,000	2,298,577	(951,423)	70.7%	1,000,000	444,171	(555,829)	44.4%	644,171	355,829	64.4%
Total Capital Pipeline Program Professional Support Services	8,270,000	5,396,979	(2,873,021)	65.3%	5,950,000	2,283,184	(3,666,816)	38.4%	4,474,171	1,475,829	75.2%
Arbitrage Rebate	250,000	0	(250,000)	0.0%	1,000,000	0	(1,000,000)	0.0%	1,000,000	0	100.0%
Grant Program											
Prior Grants	171,154,798	131,154,798	(40,000,000)	76.6%	139,087,058	54,295,440	(84,791,618)	39.0%	113,595,440	25,491,618	81.7%
Waiting List	26,185,431	17,134,055	(9,051,376)	65.4%	17,912,702	15,220,435	(2,692,267)	85.0%	16,107,832	1,804,870	89.9%
Capital Pipeline Program Grants	506,126,869	409,022,154	(97,104,715)	80.8%	500,074,771	305,499,103	(194,575,668)	61.1%	425,499,103	74,575,668	85.1%
Total Grant Program	703,467,098	557,311,007	(146,156,091)	79.2%	657,074,531	375,014,978	(282,059,553)	57.1%	555,202,375	101,872,156	84.5%
Loan Program Disbursements	10,000,000	0	(10,000,000)	0.0%	10,000,000	0	(10,000,000)	0.0%	0	10,000,000	0.0%
Grand Total - Operating Budget	731,952,556	571,557,170	(160,395,386)	78.1%	684,227,153	383,874,084	(300,353,069)	56.1%	570,183,759	114,043,394	83.3%

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Fiscal Year 2019 Budget Update

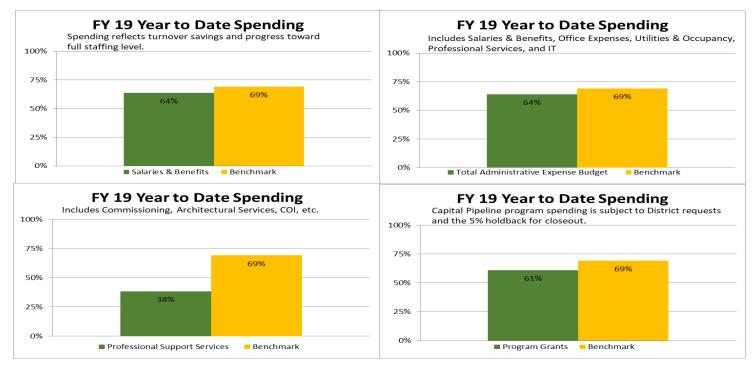
Capital Pipeline Professional Support Services - Attachment B

	FY 18 Budget	FY18 Expenditures 7/1-06/30	% FY18 Budget	FY 19 Budget	FY19 YTD Expenditures 7/1-3/15	Variance to FY19 Budget	% FY19 Budget	Projected FY19 Expenditures	Variance to FY19 Budget	% FY19 Budget
Commissioning Consultants	3,400,000	2,631,113	77.4%	3,200,000	1,502,542	(1,697,458)	47.0%	2,700,000	500,000	84.4%
Project Management Services	130,000	39,815	30.6%	0	0	0	n/a	0	0	n/a
Architectural Services	840,000	341,775	40.7%	650,000	319,435	(330,565)	49.1%	500,000	150,000	76.9%
Capital Program Information Systems	200,000	0	0.0%	500,000	0	(500,000)	0.0%	250,000	250,000	50.0%
School Survey	100,000	85,699	85.7%	100,000	17,037	(82,963)	17.0%	50,000	50,000	50.0%
Other - Post Occupancy Survey	350,000	0	0.0%	500,000	0	(500,000)	0.0%	330,000	170,000	66.0%
Legal	0	0	n/a	0	0	0	n/a	0	0	n/a
Capital Program Support Services	5,020,000	3,098,402	61.7%	4,950,000	1,839,014	(3,110,986)	37.2%	3,830,000	1,120,000	77.4%



Fiscal Year 2019 Expenditure Charts

Attachment C



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