Massachusetts School Building Authority

Steven Grossman
Chairman, State Treasurer

John K. McCarthy Executive Director



MSBA Contractor Roundtable

Tuesday, December 2, 2014



Roundtable Agenda

- 9:00 AM Welcome
- 9:05 A.M. MSBA Staff Update Rich Hudson
 - Standard Schedule of Values
 - Discussion
- 9:15 A.M. MSBA Staff Presentation Michael McGurl and Caulen Finch
 - Tracking of Committed and Uncommitted Costs within a Schedule of Values
 - Discussion
- 10:00 A.M.
 - Future Topic Suggestions
 - Selection of Facilitator for Next Roundtable



MSBA Contractor Roundtable

- MSBA Staff Update Rich Hudson
 - Standard Schedule of Values
 - Discussion

Insert City/Town School Name Insert Submittal Date

		Scope Items Excluded from		
	1	the Basis of Estimated Total		
Total Project Budget: All costs associated with the	1	Facilities Grant or Otherwise	Basis of Estimated Total	Estimated Maximum Tota
project are subject to 963 CMR 2.16(5)	Estimated Budget	Ineligible	Facilities Grant ¹	Facilites Grant ¹
Feasibility Study Agreement				
OPM Feasibility Study			\$0	
A&E Feasibility Study			\$0	
Env. & Site			\$0	
Other			\$0	
Feasibility Study Agreement Subtotal	\$0	\$0	\$0	#DIV/0!
Administration	- 50	40		<i>#</i> 51416.
Legal Fees			\$0	#DIV/0!
Owner's Project Manager			40	77217751
Design Development			\$0	
Construction Contract Documents			\$0	
Bidding			\$0	
Construction Contract Administration			\$0	
Closeout			\$0	
Extra Services			\$0	
Reimbursable & Other Services			\$0	
Cost Estimates			\$0	
Advertising		<u> </u>	\$0	
Permitting			\$0	
Owner's Insurance			\$0	
Other Administrative Costs			\$0	
Administration Subtotal		***		400.40
	\$0	\$0	\$0	#DIV/0!
Architecture and Engineering				
Basic Services				
Design Development			\$0	
Construction Contract Documents			\$0	
Bidding			\$0	
Construction Contract Administration			\$0	
Closeout			\$0	
Other Basic Services			\$0	
Basic Services Subtotal	\$0	\$0	\$0	
Reimbursable Services				
Construction testing			\$0	
Printing (over minimum)			\$0	
Other Reimbursable Costs			\$0	
Hazardous Materials			\$0	
Geotech & Geo-Env.			\$0	
Site Survey			\$0	
Wetlands			\$0	
Traffic Studies			\$0	
Architectural/Engineering Subtotal	\$0	\$0	\$0	#DIV/0!
CM @ Risk Preconstruction Services				
Pre-Construction Services			\$0	#DIV/0!
Site Acquisition				
Land/Building Purchase			\$0	
Appraisal Fees			\$0	
Recording fees			\$0	
Site Acquisition Subtotal	\$0	\$0	\$0	#DIV/0!
Construction Costs				
SUBSTRUCTURE				
	 			
Foundations				

Rev. 3: Mar 2013 Page 1 of 3

Insert City/Town School Name Insert Submittal Date

Fotal Project Budget: All costs associated with the project are subject to 963 CMR 2.16(5)	Estimated Budget	Scope Items Excluded from the Basis of Estimated Total Facilities Grant or Otherwise Ineligible	Basis of Estimated Total Facilities Grant ¹	Estimated Maximum Tota Facilites Grant ¹
SHELL				
Super Structure				
Exterior Closure				
Exterior Walls				
Exterior Windows				
Exterior Doors				
Roofing				
NTERIORS				
Interior Construction				
Staircases				
Interior Finishes				
BERVICES				
Conveying Systems				
Plumbing				
HVAC				
Fire Protection				
Electrical				
EQUIPMENT & FURNISHINGS				
Equipment				
Furnishings				
SPECIAL CONSTRUCTION & DEMOLITION				
Special Construction				
Existing Building Demolition				
In-Bldg Hazardous Material Abatement				
Asbestos Cont'g Floor Mat'l Abatement	+			
Other Hazardous Material Abatement				
BUILDING SITEWORK	 			
Site Preparation	 			
Site Improvements				
Site Civil/ Mechanical Utilities				
Site Electrical Utilities				
Other Site Construction				
Scope Excluded Site Cost				
Construction Trades Subtotal	\$0	\$0		
Contingencies (Design and Pricing)		#DIV/0!		
D/B/B Sub-Contractor Bonds		#DIV/0!		
D/B/B Insurance		#DIV/0!		
D/B/B General Conditions	 	#DIV/0!		
D/B/B Overhead & Profit		#DIV/0!		
GMP Insurance	 	#DIV/0!		
GMP Fee		#DIV/0!		
GMP Contingency		#DIV/0!		
Escalation to Mid-Point of Construction		#DIV/0!		
Overall Excluded Construction Cost				
Construction Budget	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Alternates				
			\$0	
			\$0	
	 			
Mitarnatae Subtatal			\$0	WP 11 11 01
Alternates Subtotal Miscellaneous Project Costs	\$0	\$0		#DIV/0!

Rev. 3: Mar 2013 Page 2 of 3

Insert City/Town School Name Insert Submittal Date

	School Name				
- 1			Scope Items Excluded from		
			the Basis of Estimated Total		
	Total Project Budget: All costs associated with the		Facilities Grant or Otherwise	Basis of Estimated Total	Estimated Maximum Total
	project are subject to 963 CMR 2.16(5)	Estimated Budget	Ineligible	Facilities Grant ¹	Facilites Grant ¹
	Testing Services			\$0	
	Swing Space/Modulars			\$0	
	Other Project Costs (Mailing & Moving)			\$0	
		\$0	\$0	\$0	#DIV/0!
	Furnishings and Equipment			0.0	
	Furnishings Equipment			\$0 \$0	
	Computer Equipment			\$0 \$0	
	FF&E Subtotal	\$0	\$0		#DIV/0!
102		**	, i	-	
	Soft Costs that exceed 20% of Const'n Cost				
103	Project Budget	\$0	#DIV/0!	#DIV/0!	#DIV/0!
104					
	Board Authorization			Reimbursement Rate Be	fore Incentive Points
105	Design Enrollment		#DIV/0!	Total Incentive Points	
106	Total Building Gross Floor Area (GSF)		#DIV/0!	MSBA Reimbursement F	Pate
	-		#514/0:	WODA Kellibursement	vate
107	Project Budget	\$0		5.0 min (1904) 10 min	
108	and the contract of the contra	#DIV/0!	1.00	(0-2) Maintenance	
109	Third Party Funding (Ineligible)	\$0	0.00	(0-1) CM @ Risk	
110	Basis of Estimated Total Facilities Grant ¹	#DIV/0!	0.00	(0-6) Newly Formed Regional	School District
111	Reimbursement Rate	#DIV/0!	#DIV/0!	(0-5) Major Reconstruction or	Reno/Reuse
112	Estimated Maximum Total Facilities Grant ¹	#DIV/0!			0
113					0
1	Potentially Eligible Construction Contingency ²		0.00	(0-1) Overly Zoning 40R and	40S
114	2		0.00	(0-0.5) Overlay Zoning 100 ur	nits or 50% of units 1,2.
115	Total Potentially Eligible Contingency ²	\$0		or 3 family structures	,_,
116	D-11	#DIV/0!	0.00	(0-2) Energy Efficiency - "Gre	en Schools"
117	2	#DIV/0!	0.00	(5) Model Schools	011 00110010
118		#DIV/0!	#DIV/0!	Total Incentive Points	
119		\$0	1151470	Total interlitive Politics	
119	Total Froject Budget	40			

NOTE: This template was prepared by the MSBA as a tool to assist Districts and their teams in the understanding of MSBA policies and practices and their potential impact on the MSBA's calculation of a potential Basis of Total Facilities Grant and potential Total Maximum Facilities Grant. This template does not contain a final, exhaustive list of all evaluations which the MSBA may use in determining whether items are eligible for reimbursement by the MSBA. The MSBA will perform an independent analysis based on a review of information and estimates provided by the District for the proposed school project that may or may not agree with the estimates generated by the District using this template.

120

Rev. 3: Mar 2013 Page 3 of 3

^{1.} Does not include any potentially eligible contingency funds and is subject to review and audit by the MSBA.

^{2 -} Pursuant to Section 3.20 of the Project Funding Agreement and the applicable policies and guidelines of the Authority, any project costs associated with the reallocation or transfer of funds from either the Owner's contingency or the Construction contingency to other budget line items shall be subject to review by the Authority to determine whether any such costs are eligible for reimbursement by the Authority. All costs are subject to review and audit by the MSBA.



Standard Schedule of Values

PERIOD FROM:
TO:

							ARCHITECT'S PROJE	CT NO.:		
Α	В		С	D	E				Н	l l
					WORK COMPLE					
			SCHEDULED	PREVIOUS	THIS AP	PLICATION	COMPLETED AND	%	BALANCE TO	
DIVISION	DESCRIPTION OF WORK	MSBA CODE	VALUE	APPLICATION	WORK IN PLACE	STORED MATERIAL	STORED TO DATE	(G/C)	FINISH	RETAINAGE
			VALOL	ALLEGATION	WORKINFLACE	STORED WATERIAL	(D+E+F)	. ,	(C-G)	
01	General Conditions	0502-0100					0	#DIV/0!		
02	Existing Conditions	0502-0200					0	#DIV/0!		
02	Asbestos Abatement	0502-0200					0	#DIV/0!		
02	Structure Demolition	0502-0200					0	#DIV/0!		
02	Hazardous Materials	0502-0200					0	#DIV/0!	0	
03	Concrete	0502-0300					0	#DIV/0!	0	
03	Footings	0502-0300					0	#DIV/0!	0	
03	Foundations	0502-0300					0	#DIV/0!	0	
03	SOG	0502-0300					0	#DIV/0!	0	
04	Masonry	0502-0400					0	#DIV/0!	0	
04	CMÚ	0502-0400					0	#DIV/0!	0	
04	Brick	0502-0400					0	#DIV/0!	0	
05	Metals	0502-0500					0	#DIV/0!	0	
05	Fabrication	0502-0500					0	#DIV/0!	0	
05	Erection	0502-0500					0	#DIV/0!	0	
06	Wood, Plastic, and Composites	0502-0600					0	#DIV/0!	0	
07	Thermal and Moisture Protection	0502-0700					0	#DIV/0!	0	
08	Openings	0502-0800					0	#DIV/0!	0	
08	Hollow Metal Doors & Frames	0502-0800					0	#DIV/0!	0	
08	Wood Doors	0502-0800					0	#DIV/0!	0	
08	Windows (FSB)	0502-0800					0	#DIV/0!		
08	Skylights	0502-0800					0	#DIV/0!	0	
08	Door Hardware	0502-0800					0	#DIV/0!	0	
08	Glazing (FSB)	0502-0800					0	#DIV/0!		
08	Louvers & Vents	0502-0800					0	#DIV/0!		
09	Finishes	0502-0900					0	#DIV/0!	0	
10	Specialties	0502-1000					0	#DIV/0!		
11	Equipment	0502-1100					0	#DIV/0!		
12	Furnishings	0502-1200					0	#DIV/0!		
13	Special Construction	0502-1300					0	#DIV/0!		
14	Conveying Equipment	0502-1400					0	#DIV/0!		
21	Fire Suppression	0502-2100					0	#DIV/0!		
22	Plumbing	0502-2200					0	#DIV/0!		
23	HVAC	0502-2300					0	#DIV/0I		
25	Integrated Automation	0502-2500					o o	#DIV/0!		
26	Electrical	0502-2600					0	#DIV/0!		
27	Communications	0502-2700					0	#DIV/0!		
	Electronic Safety and Security	0502-2800					o o	#DIV/0!		
						•				. "



Standard Schedule of Values

					WORK COMPLE	TED				
			SCHEDULED	PREVIOUS	THIS AP	PLICATION	COMPLETED AND	%	BALANCE TO	
DIVISION	DESCRIPTION OF WORK	MSBA CODE	VALUE	APPLICATION	WORK IN PLACE	STORED MATERIAL	STORED TO DATE (D+E+F)	(G/C)	FINISH (C-G)	RETAINAGE
32 33	Earthwork Exterior Improvements Utilities Alternates TOTAL BASE CONTRACT AMOUNT Change Order No. 1 Change Order No. 2 Change Order No. 3 Change Order No. 4 TOTAL CHANGE ORDER AMOUNT	0502-3100 0502-3200 0502-3300 0506-0000 0508-0000 0508-0000 0508-0000 0508-0000					0	#DIV/0! #DIV/0! #DIV/0!	0	
	TOTAL CONTRACT AMOUNT									

^{*}Bold indicates subtotal of detailed line item budgets

Massachusetts School Building Authority

Steven Grossman
Chairman, State Treasurer

John K. McCarthy Executive Director



Tracking of Committed and Uncommitted Costs

December 2, 2014



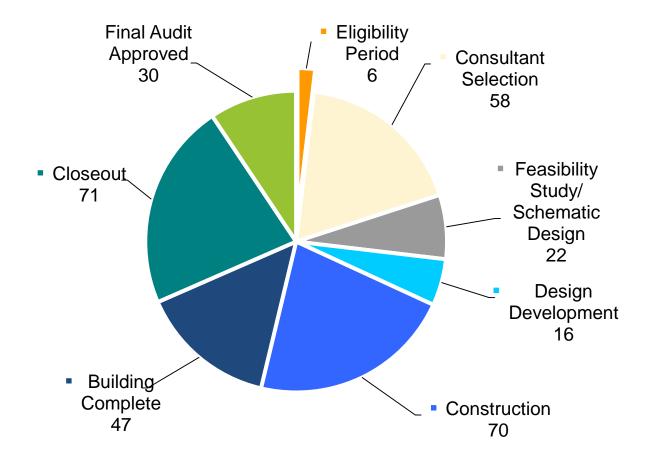
Introduction

- Importance of communication
 - Physical progress is generated by Contractors
 - Construction data is the result of physical progress
 - Contractors provide construction data to OPMs
 - OPMs submit construction data to the MSBA
 - MSBA receives construction data in monthly reports and reimbursement requests
 - MSBA wants to support the consistent flow of construction data from OPMs by informing the development of construction data



Introduction

MSBA Eligibility Period & Capital Pipeline





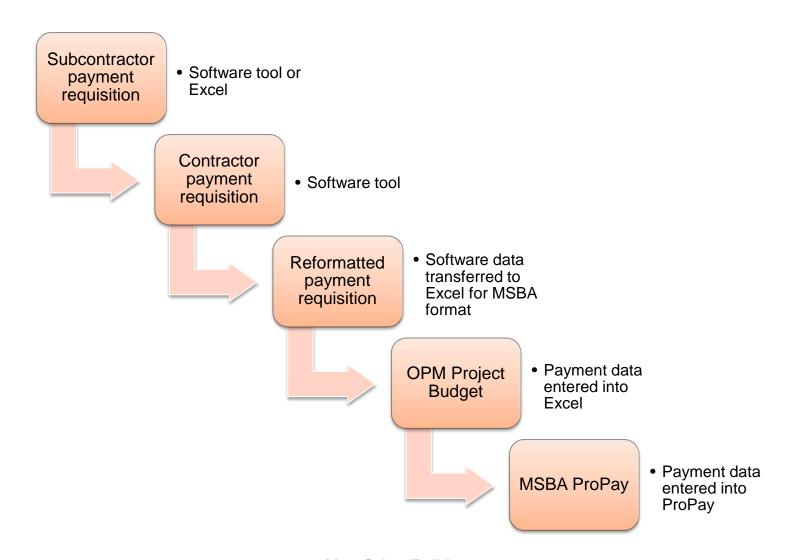
Mission

To Identify:

- CM@R business methods
- Possible standardization
 - Consistent practices on all MSBA projects
 - Eliminate duplicative data entry

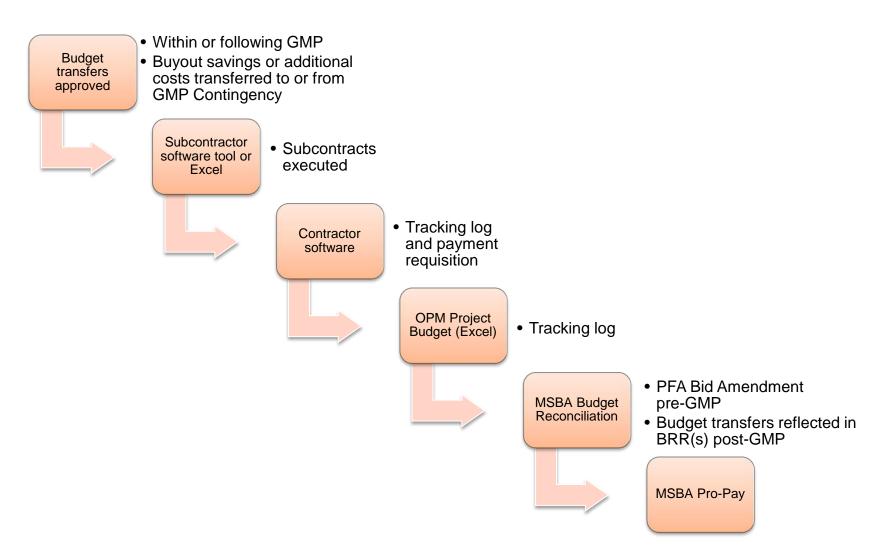


Process Overview – Pay Requisitions



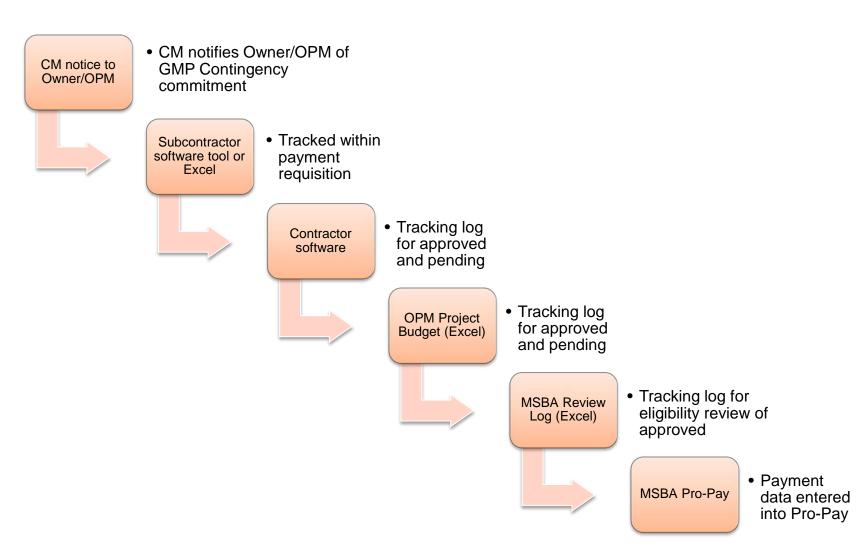


Process Overview – Buyout



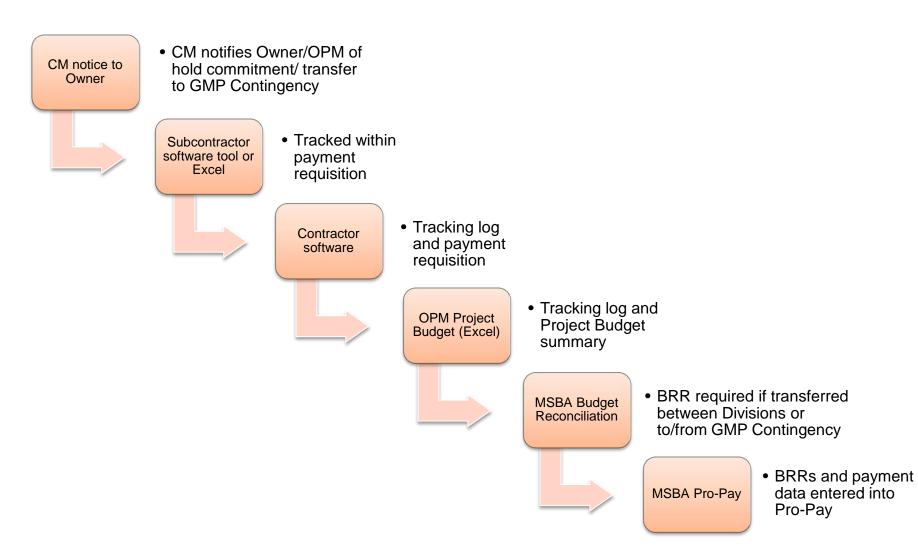


Process Overview – GMP Contingency



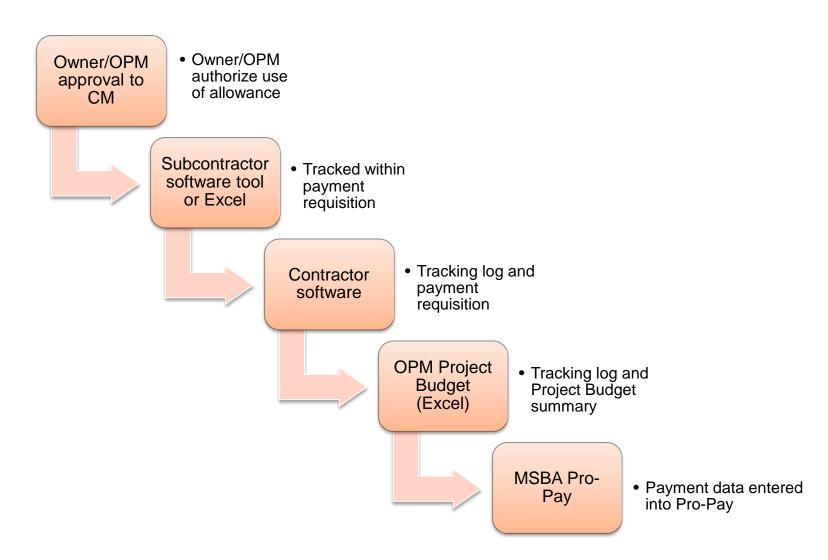


Process Overview – Holds



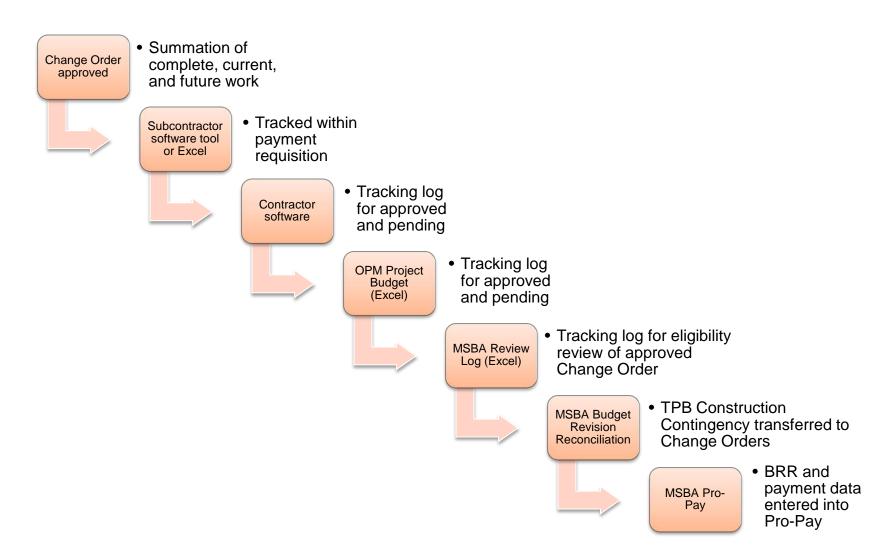


Process Overview – Allowances





Process Overview – Change Order





CM Payment Requisition Formatting

Turner (MSBA Project)

			N SHEET						AIA DOCUM	ENT G703				PAGE 7 OF 9 F	AGES	
	nent G702. A s signed certi		ON AND CERTIFICATION FOR PAYMEN	I, containing								APPLICATION		19		
			stated to the nearest dellar.								A	APPLICATION PEDIC	DATE: OD TO:	08/31/14		
			ariable retainage for line items may apply.								ARCHI	ECTS PROJE		08/31/14		
												De l'o'i teng				
A1 SPEC	A2 PACKAGE	A3 MBBA	DESCRIPTION OF WORK	C SCHEDULED	C1 OWNER	C2 JOBSITE	REVISED	D	E OMPLETED	F	F2	0		Н	1	J
ECTION	PACKAGE	CODE	SUBCONTRACTOR NAME	VALUE	AlA	TRANSFERS	TOTAL	FROM PREVIOUS		MATERIALS PRESENTLY	DWNER COR	COMPLETED	1G + C)	BALANCE TO FINISH	RETAINAGE OF VARIABLE	CHANGE
	i		Concord-Cartisle High School	SUBCONTRACT	CHANGE		ADJUSTED SCHEDULED	APPLICATION (D+E)		STORED (NOT IN	SUBCONTRACTOR CURRENTLY	AND STORED	, , ,	(C - G)	RATE)	RETAINAGE
			Buildings A, B & D	TOTAL	OKUEKS		VALUE	(D+E)		DORE)	FYI ONLY	TO DATE (D+E+F)				
11	SPECIALTIES		ATHLETIC EQUIPMENT less Gym	\$178,642.00	\$0.00	\$97,773.00	\$276,415.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0%	\$276,415.00	\$0.00	\$0.0
116620	ATHLETIC SQUEHURT		SUB WORK:				\$140,642.00	\$0.00	\$0,00	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.0
			TCCo Labor and Materials					\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			\$0.00	\$0.0
12	PURHISHINGS		FIXED AUDIENCE SEATING less Gym	\$130,310.00	(\$15,820.00)	\$0.00	\$114,490.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	9%	\$114,499,00	\$0.00	\$0.0
126100	PENED A SENSE SEATING		SUB WORK: HIGHLAND SEATING				\$125,310.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.0
			TCCo Labor and Materials					\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			\$0.00	\$0.0
14	ELEVATORS		ELEVATORS	\$487,000.00	\$0.00	(\$11,600.00)	\$475,400.00	\$319,702.61	\$0.00	\$0.00	\$0.00	\$319,702.61	67%	\$155,697.39	\$15,985.13	20.0
140001	SIEVATORS		SUB WORK: DELT A BECKWITH ELEVATOR CO	٠			\$612,800.00	\$319,702.61	\$0,00	. \$0.00	\$0.00	\$319,702.61	52%		\$15,985.13	\$0.0
			TCCo Labor and Materials				\$0.00	\$0.00	\$0.00	\$0.00	\$0.90	\$0.00	1		\$0.00	\$0.0
21	relici Mandada	0502-2100	FIRE PROTECTION less Gym Al crnate	S80 7-44- 0	riginal _° G	MP Div	ision amo	ounts2,544.65								
210000	FURE PROTECTION		SUB WORK: RUSTIC FIRE PROTE CITION		Ŭ	Total Ow	ner Chai	nge Orde	rs for this	Division	\$0.40					
			TCCo Labor and Materials					50.00								
						A	mount o	f Holds o	r CM Con	tingenc	y trans	ferred in	ito (+	⊦) or out	of (-) this	Divisio
2,2	HIDMENU	0502-2200	PLUMBING less Gym Alternate	\$2,799 <mark>,195.00</mark>	\$21,948.00	(\$8,135.00)	\$2,813,008.00	ovised G	MP total	for this	Divicio	\$2,317,370.89				
220000	PLUMBING		SUB WORK: E. AMANTI & SOIN, INC			1	\$2,760,953.00	eviseu G	St 45,866.00		اداداداد	\$2,315,710.20				
			TCCo Lebor and Materials	\downarrow	\downarrow	\downarrow	\downarrow	\$1,660.69	\$0.00	\$0.00	\$0.10				\$83.03	\$0.0
23	намения	0602-2300	HVAC less Gym Alternate	\$7,825,423,00	\$28,673.00	\$18,594.00	\$7,872,690,00	\$7,107,584,22	\$195,801.75	\$0.00	\$0.10	\$7,303,385,97	93%	\$569,304,03	\$365,169,30	
230000	HVAC		SUB WORK: GENERAL MECHANICAL CONTRACTORS	4.,,	040,010100	0.000	\$7,673,423.00	,,.,	\$192,336.85	\$0.00	\$0.10	\$7,299,921.07	95%	3309,304.03	\$364,996.05	\$9,790.0
			TCCo Labor and Materials				37,075,425.00	\$0.00	\$3,464.90	\$0.00	\$0.10	\$7,259,321.07 \$3,464.90	9370	//	\$173.25	\$9,616.8
								40.00	\$3,707.90	30.00	30.70	27.404.50			\$175.25	\$173.2
			TOTALS: Page 7	\$12,230,185.00	\$40,831.00	\$80,632,00	\$12,35,,648.00	\$10,151,336.37	\$403,161.25	\$0.00	\$0.30	\$10,554,497.62	85%	\$1,797 150.38	\$527,724.88	\$20,158.6

Exhibit: A-1

Current value of subcontract including SCOs —

Total work completed to date by subcontractor

Total Balance to Finish in this Division including subcontract, holds, and allowances



CM Payment Requisition Formatting

Shawmut (Non-MSBA Project)

Shawmut Woodworking and Supply

CONTINUATION SHEET

AIA DOCUMENT G703

AIA DOCUMENT G702, APPLICATION AND CERTIFICATE FOR PAYMENT, containing Contractor's signed Certification is attached.

In tabulation below, amounts are stated to the nearest cent.

In tabulation below, amounts are stated to the nearest cent.

Use Column I on Contracts where variable retainage for line items may apply.

PERIOD TO PROJECT N.

PAGE: 9

APPLICATION DATE: 11/21/2014 INVOICE NO PERIOD TO: 10/31/2014 110714023 PROJECT NO: 110714

APPLICATION NUMBER: 32

Allowance identified

All items identified to match sum

Hold identified

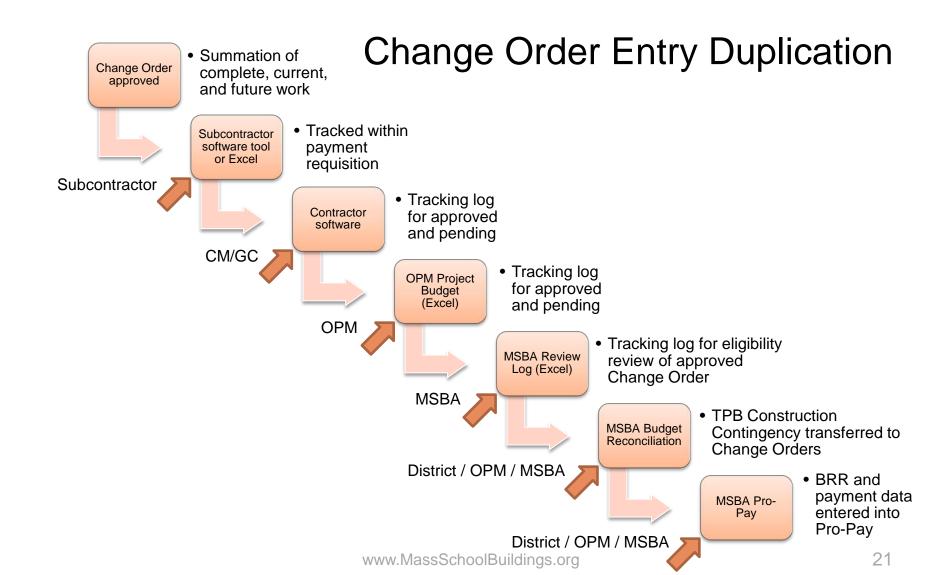
Exhibit: A-2

	A	В	С	D	E	F	G	Н	1		J		K
	ITEM NO.	DESCRIPTION OF WORK	ORIGINAL SOV	SOV CHANGES	SCHEDULED VALUE	FROM PREVIOUS APPLICATION	THIS PERIOD	MATERIAL PRESENTLY STORED	TOTAL COMPLETED AND STORED TO DATE	PER-% (I/E)	BALANCE TO FINISH	THIS PERIOD RETAINAGE	RETAINAGE
Ī	009	STRUCTURAL STEEL											
	023	Structural Steel - Canatal											
	051000.01.S	Industries Canatal Inc Subcontract	3,895,000.00	1,612,072.37	5,507,072.37	5,504,852.16	0.00	0.00	5,504,852.16	100	2,220.21	0.00	275,242.61
	238	Scope Holds	995,747.00	-995,747.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00
		Dunnage for Rooftop Equipment	103,000.00	-103,000.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00
	239B	MEP Coordination (Allowance)	35,000.00	-35,000.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00
	239C	Conformed Set	125,434.00	-125,434.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00
	258	Subguard	50,173.00	15,644.47	65,817.47	65,817.47	0.00	0.00	65,817.47	100	0.00	0.00	0.00
		Structural Steel - Canatal	5,204,354.00	368,535.84	5,572,889.84	5,570,669.63	0.00	0.00	5,570,669.63	100	2,220.21	0.00	275,242.61
		l otal:											
	•	STRUCTURAL STEEL Total:	5,868,125.00	375,976.59	6,244,101.59	6,240,582.38	0.00	0.00	6,240,582.38	100	3,519.21	0.00	308,340.21
	010	MISC. METALS											
		Berlin Steel Construction Subcontract	1,300,000.00	44,561.00	1,344,561.00	1,324,408.85	0.00	0.00	1,324,408.85	99	20,152.15	0.00	66,220.44
	055000.02.H	Misc Metals - Holds	101,025.00	-101,025.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00
	258	Subguard	16,812.00	-1,603.27	15,208.73	15,208.73	0.00	0.00	15,208.73	100	0.00	0.00	0.00
		Total:	1,417,837.00	-58,067.27	1,359,769.73	1,339,617.58	0.00	0.00	1,339,617.58	99	20,152.15	0.00	66,220.44
		MISC. METALS Total:	1,417,837.00	-58,067.27	1,359,769.73	1,339,617.58	0.00	0.00	1,339,617.58	99	20,152.15	0.00	66,220.44
	012	CAST IRON RESTORATION											
	057000.01.S	DeAngelis Iron Subcontract	96,625.00	6,240.00	102,865.00	102,865.00	0.00	0.00	102,865.00	100	0.00	0.00	5,143.25
	057000.02.H	Cast Iron Restoration Holds	42,500.00	-42,500.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00
١													

20



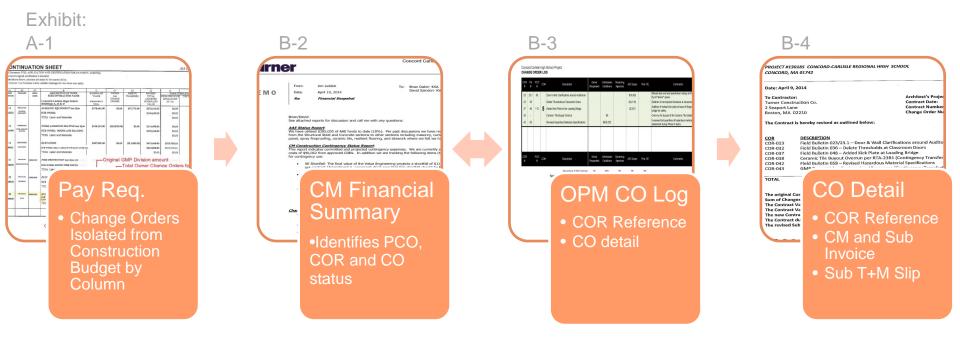
Possible Standardization





CM-OPM Change Order Tracking

KVA / Turner

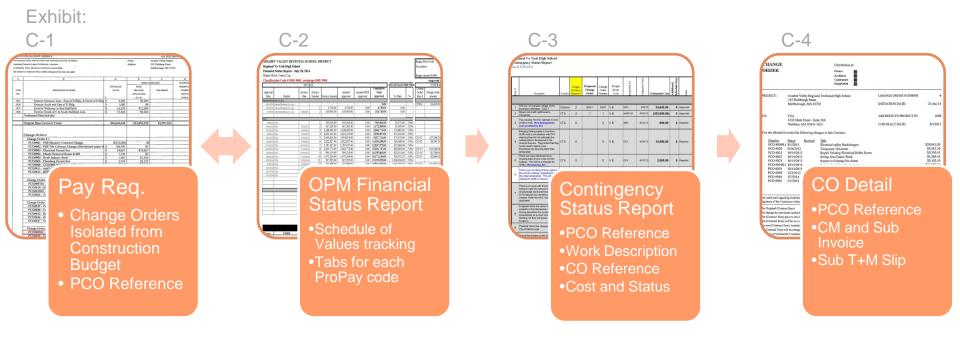


Concord Carlisle High School



CM-OPM Change Order Tracking

Strategic Building Solutions / CTA



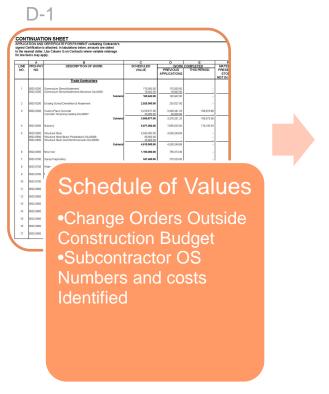
Assabet Valley Regional Voc/Tech High School

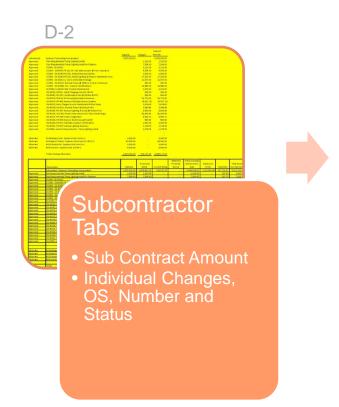


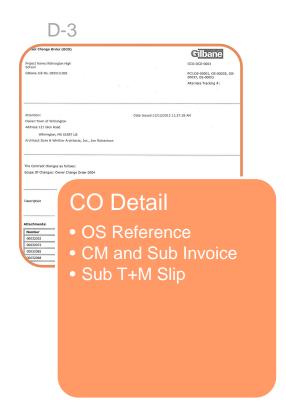
CM-OPM Change Order Tracking

Joslin, Lesser + Associates, Inc. / Gilbane

Exhibit:







Wilmington High School



Guiding Principles

- Contract language is specific to each project
- Review of reimbursement requests
 - Schedule of Values
 - Buyout process
 - Holds
 - Allowances
 - Change Orders
- Closeout for audit
 - Credit Change Orders & Contract Amendments
 - Uncommitted allowances
 - Final Guaranteed Maximum Price
 - Credit Change Order or GMP Amendment
 - MSBA budget reconciliation in Pro-Pay

Massachusetts School Building Authority

Steven Grossman
Chairman, State Treasurer

John K. McCarthy

Executive Director



Questions

Caulen Finch

Caulen.Finch@MassSchoolBuildings.org

or

Mike McGurl

Michael.McGurl@MassSchoolBuildings.org