



# Welcome

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## Contractor Roundtable Agenda

9:30 AM – Welcome and Introduction

- Treasurer Deborah B. Goldberg, Treasurer and Receiver General of Massachusetts
- Jack McCarthy, Executive Director, Massachusetts School Building Authority

9:35 PM – 10:20 AM – Presenters

- Deborah Anderson, Massachusetts Attorney General's Office
- Susan Moir, Policy Group on Tradeswomen's Issues
- Frank Callahan, School Building Committee Member, Town of Arlington
- David Cullinane, Diversity Compliance Manager, Consigli Construction Co.

10:20- 11:00 AM – Discussion

11:00 AM – Meeting Conclusion

# Massachusetts School Building Authority

Deborah B. Goldberg, State Treasurer and Receiver-General

James MacDonald

*Chief Executive Officer*

*Chairperson*

John K. McCarthy

*Executive Director*



## MSBA Contractor Roundtable

### Minority and Women Workforce Participation




# **ADVANCED TOPICS UPDATE:**

## **MA PUBLIC CONSTRUCTION BIDDING LAWS WORKFORCE PARTICIPATION GOAL REQUIREMENTS**

A training by:

Office of the Attorney General and  
Policy Group on Tradeswomen's Issues

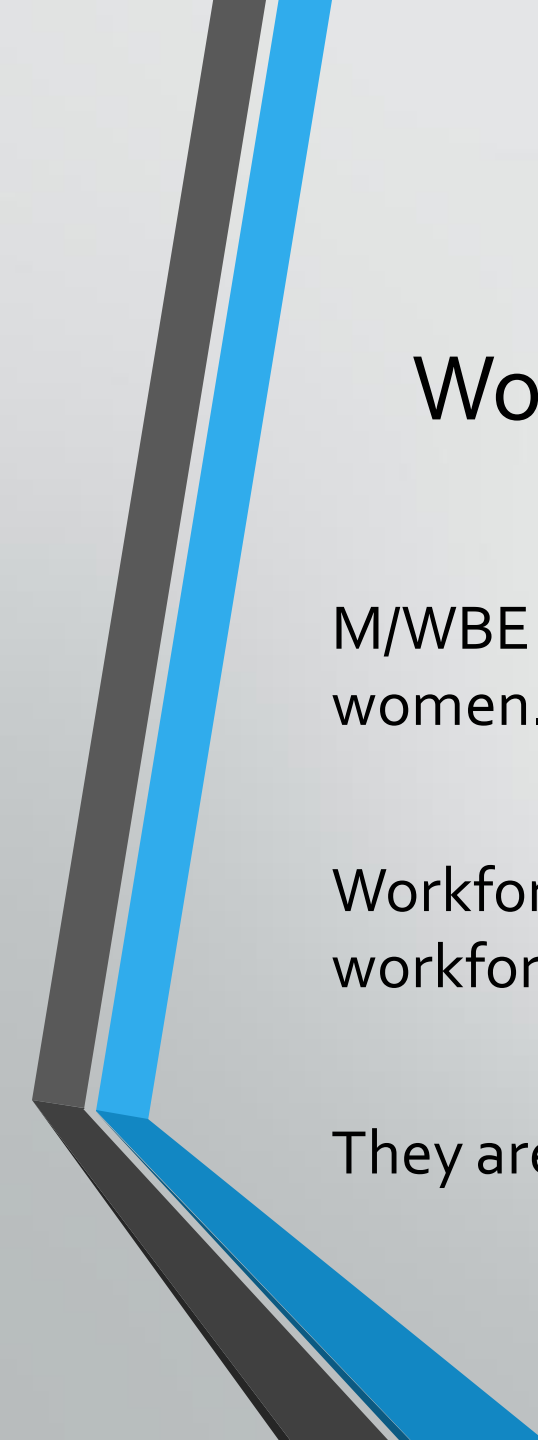


# Workforce Participation Goal Requirements under M.G.L. c. 149, § 44A(2)(G)

All contracts by a state agency or state-assisted contracts for design, construction, reconstruction, installation, demolition, maintenance or repair **must** contain workforce participation goals for minorities and women.

# What qualifies as a “state-assisted” contract?

- A construction project undertaken by a political subdivision of the commonwealth or 2 or more subdivisions thereof for the planning, acquisition, design, construction, demolition, installation, repair or maintenance whose costs are paid for, reimbursed, grant funded, or otherwise supported, in whole or in part, by the commonwealth. M.G.L. c. 7C, § 6(b).



## Aren't these the same?

# Workforce Participation Goals and W/MBE Goals

M/WBE goals refer to participation by businesses owned by minorities and women.

Workforce participation goals refer to the makeup of the contractors' workforce.

They are two separate requirements independent of one another.

# State-Mandated Workforce Participation Goals

- 6.9% for women
- 15.3% for minorities

See Administration & Finance Administrative Orders:

<https://www.mass.gov/administrative-bulletin/equal-opportunity-and-non-discrimination-on-state-and-state-assisted>

# Bid and Contract Requirements for Workforce Participation Goals

- The bid documents should include a reference to the goals that will be contained in the contract.
- What must these contracts include in addition to the goals?
  - The contract must include the processes and procedures to ensure compliance with the workforce participation goals, including reporting and enforcement provisions.
- See M.G.L. c. 149, § 44A(2)(G).



# What Happens if a Bid or Contract Does Not Contain these Requirements?

- The bid documents and contract should be revised to include the required goals and processes.
- Any contract that is included in the bid documents that does not comply with the requirements is subject to a Bid Protest and a re-bid, if necessary.
- Awarding authorities should consult with their Counsel regarding sanctions for non-compliance, e.g., withholding of payments to the contractor.

# Contact the Attorney General's Office

- [Deborah.Anderson@Mass.Gov](mailto:Deborah.Anderson@Mass.Gov)
- 617-963-2371

# Why and How: Gender diversity in the Massachusetts public construction workforce

Susan Moir, ScD

Research Director

PGTI: The Policy Group on Tradeswomen's Issues

MSBA Contractor Roundtable, December 10, 2020

# Who are we?



***Providing resources and technical assistance to the  
Massachusetts construction industry for 12 years***

You're concerned.

- It can be done. It is being done.
- We want you to be successful.



# PGTI's Targeted Projects

- For the past 12 years
- On over \$6.5 billion worth of public construction in Massachusetts
- Over 75 industry partners
- Women's share of the workforce hours over 8%

# Building Pathways: Five signature building trades pre-apprenticeship programs across the state

“A gateway for low-income area residents, particularly in underserved communities”



- *Thoroughly vetted and ready-to-apprentice graduates*
- *Refer contractors*



# The pipeline for women: Build A Life That Works

- Over 700 interested and eligible women
- 68% are women of color
- Refer contractors
- [BuildALifeMA.org](http://BuildALifeMA.org)





# Women Apprentices in MA

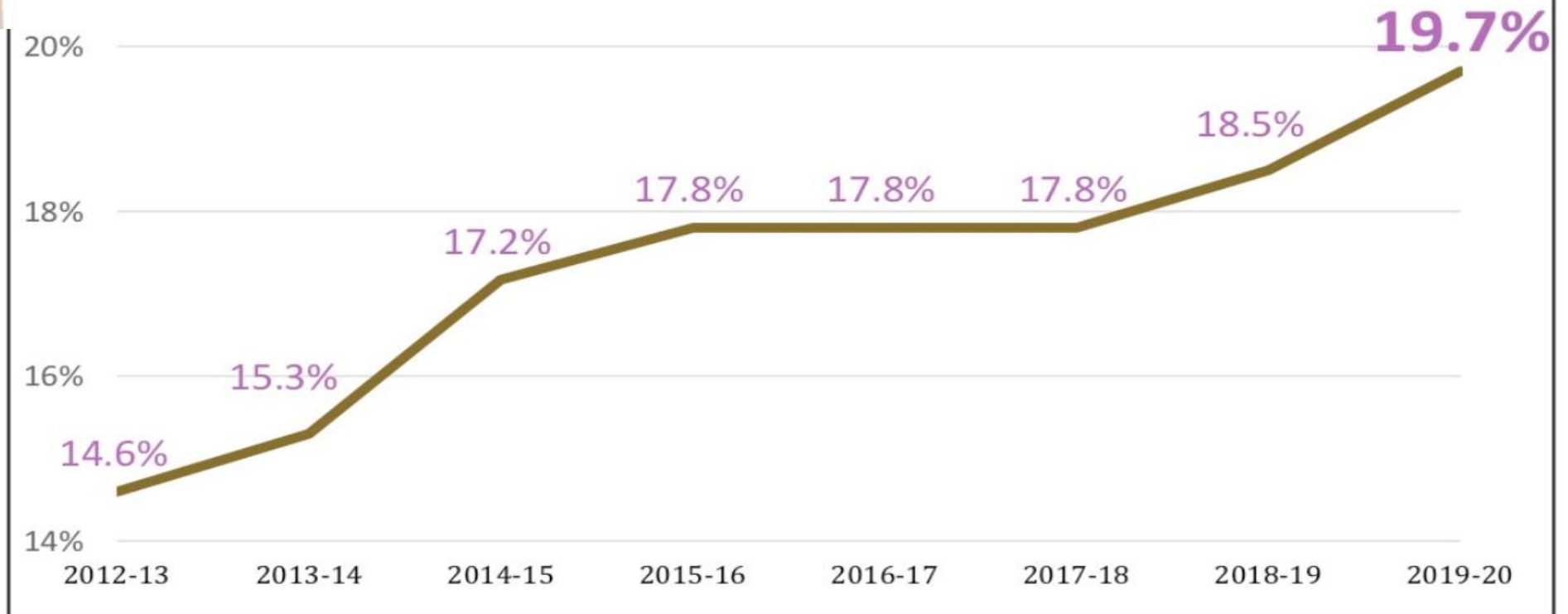


**9.5%**

**3%**



## Female students in MA Voc Tech construction-related programs 2012-2020



Data source: [MA Dept of Elementary and Secondary Education.](#)

# The labor pool is available:

Encore Everett- 500 women and almost ½ mil hours



# Women First: *Gender diversity in the construction workforce increases racial diversity*

YEAR	% of women's hours worked by tradeswomen of color
2013	<b>55.71%</b>
2014	<b>56.25%</b>
2015	<b>51.63%</b>
2016	<b>52.65%</b>
2017	<b>55.53%</b>
2018	<b>53.85%</b>
2019	<b>53.93%</b>

Nationally, 48% of tradeswomen are women of color

# PGTI's Targeted Projects: 27%\* workers of color

## CONSTRUCTION WORKFORCE SUMMARY



**Table 8**

### FY2019 Construction Hours Reported

Category	Reported Hours	% of Total Hours
Non-Minority Total	577,514	84.3%
<b>Minority Total</b>	<b>107,634</b>	<b>15.7%</b>
Total Construction Hours Reported	685,148	100.0%
Male Hours	663,982	96.9%
<b>Female Hours</b>	<b>21,167</b>	<b>3.1%</b>
Total Construction Hours Reported	685,148	100.0%

\*The population of Massachusetts is 27% people of color.

# Getting tradeswomen to work and keeping them there

- That is the job of construction owners, agencies and contractors
- “How?” you ask.



# The manual is written for you

<https://policygroupontradeswomen.org/best-practices/>

*Revised and released October 2018*

## *Finishing the Job*

### **Best Practices for a Diverse Workforce in the Construction Industry**

A HOW-TO MANUAL FOR CONSTRUCTION OWNERS, DEVELOPERS,  
MANAGERS, CONTRACTORS, SUBCONTRACTORS, BUILDING TRADE  
UNIONS, TRAINING AND APPRENTICESHIP PROGRAMS AND  
COMMUNITY-BASED ORGANIZATIONS



This manual is a work in progress. It is produced by the Policy Group on Tradeswomen's Issues (PGTI), a regional collaboration of researchers, government agencies, unions, community-based organizations, developers and contractors committed to increasing access for women and people of color to good paying careers in the construction trades. Our goal is to make our shared efforts and experiences helpful to industry leaders who share our commitment. It is based on best practices developed on major projects that came close, met, or exceeded workforce hiring goals.



## **A DIVERSE CONSTRUCTION WORKFORCE IS EVERYONE'S RESPONSIBILITY**

*“The challenge is really getting acceptance by trade unions, contractors, developers, and builders so that they in their minds they can imagine and see a workforce that is 50% women and 50% men.”<sup>3</sup>*

We include in this document six Best Practice Checklists, one for each of the stakeholder groups that have responsibilities for success in increasing diversity in the construction workplace. These are:

- **Page 9-10: CHECKLIST #1: Best Practices for Owners and Developers**
- **Page 11-12: CHECKLIST #2: Best Practices for Construction Managers and General Contractors**
- **Page 13: CHECKLIST #3: Best Practices for Subcontractors**
- **Page 14-15: CHECKLIST #4: Best Practices for Building Trades Unions**
- **Page 16: CHECKLIST #5: Best Practices for Community-Based Organizations**
- **Page 17-18: CHECKLIST #6: Best Practices for Training and Apprenticeship Programs**

Each Checklist can be removed from this document and given to the relevant stakeholder. The Checklists identify the actions that should be addressed in each stakeholder's area of responsibility in order to maximize the chances of success, before and during construction. If there is an overarching “game changer,” it lies in early and constant involvement in a project by all stakeholders—and especially those communities which have the most to gain from greater gender and racial diversity. Project by project, those committed to these goals have the opportunity to try and try again and to do better each time. We look forward to feedback on the checklists and to improving them as they are tested in the field.<sup>4</sup>



# CHECKLIST #1: Best Practices for Owners and Developers

	<i>Action Steps</i>
<input type="checkbox"/>	1. Integrate “Women First” workforce diversity goals and strategies into your business operations and organizational structure including diversity training for all staff and diversity orientation for new hires.
<input type="checkbox"/>	2. Include DIVERSITY as a corporate and project Budget Item to ensure the availability of the time and costs that are needed to make workforce diversity a priority.
<input type="checkbox"/>	3. <u>Highlight and emphasize the workforce goals for WOMEN in writing and verbally in all requests for proposals, invitations to bid and throughout bidding &amp; construction process.</u> Include Women First diversity goals as an agenda topic in pre-bid and all subsequent meetings with potential and designated contractors and subcontractors. Goals must be <i>up front and prominent.</i> (See APPENDIX 1 for sample language.)
<input type="checkbox"/>	4. Require CM/GC that are bidding on projects to provide historical and current data on workforce compliance on other projects. Bidders should address their diversity compliance strategy during the interview process.
<input type="checkbox"/>	5. Required workforce diversity goals should include 20% apprentice usage and direct entry to apprenticeship and employment for all successful graduates of <a href="#">Building Pathways</a> or other area pre-apprenticeship programs for women and people of color.
<input type="checkbox"/>	6. Before a shovel hits the ground, <u>write</u> to the Trustees of the area joint apprenticeship programs to make them aware of the upcoming demand for WOMEN on this project. Ask to meet with them before the project begins if large.
<input type="checkbox"/>	8. <u>Require that CM/GCs provide a written Diversity History and Project Diversity Plan</u> and that they emphasize their workforce diversity goals for the project in writing and verbally during and after the bid process for subcontractors.

<input type="checkbox"/>	<p>11. <u>Require that the CM/GC put processes in place for daily, weekly and monthly monitoring. These practices must include WEEKLY in-person Corrective Action meetings for all subcontractors that are consistently below the project goals. Project supervisors should attend all Corrective Action meetings.</u></p>
<input type="checkbox"/>	<p>12. Communicate to CM/GC <i>in no uncertain terms</i> that “maximum possible efforts” are required to ensure that</p> <ul style="list-style-type: none"> <li>• Workforce goals will be met.</li> <li>• All anti-discrimination and anti-harassment laws are enforced.</li> <li>• The work environment will be free of harassment and discrimination.</li> </ul>
<input type="checkbox"/>	<p>13. Require GC/CM to hold pre-construction meetings with all subcontractors, union business agents, local enforcement officials (if applicable) and interested community representatives to reinforce the message that this project will have a diverse workforce and to explore solutions to any foreseeable barriers. At these meetings develop specific, written plans for CM/GCs and subs to be successful in meeting the goals.</p>
<input type="checkbox"/>	<p>14. Ensure that an owner compliance representative is present during the review of subcontractor diversity histories and diversity plans and the final selection of subcontractors.</p>
<input type="checkbox"/>	<p>15. Analyze compliance over time for each subcontractor and union. Look closely at High Impact Poor Performers (HIPPs). Non-compliant large subcontractors will have the greatest impact on success or failure. See Appendix for AOC Monitoring Tools.</p>
<input type="checkbox"/>	<p>16. Recognize and acknowledge high performing subcontractors. Publicize success.</p>

**NOTES**

**Your Contractors are already doing it.**

**We have partnered with 12 of the 14 GC/CMs currently performing MSBA construction**

- Barr&Barr, Bond Bros, Commodore, Consigli, Fontaine Bros, Gilbane, O'Connell & Sons, Lee Kennedy, Shawmut, Skanska, Suffolk, Walsh Bros.

# At UMass Boston

% women    % POC

ISC	Walsh Bros	\$183,000,000	10.00%	34.00%
GAB	Gilbane	\$130,000,000	6.09%	30.30%
UCRR	Bond Bros	\$259,500,000	7.00%	26.00%
EMKI	Lee Kennedy	\$78,000,000	9.00%	30.30%
Parking Garage	Skanska	\$71,000,000	7.00%	25.00%
Residence Hall	Shawmut	\$137,000,000	9.00%	35.00%
SDQD	Gilbane	\$115,000,000	14.00%	35.00%

# At UMass Amherst

% women    % POC

Chapel Renovation	Barr&Barr	\$21,000,000	6.60%	17.90%
Design Building	Suffolk	\$38,700,000	4.15%	19.30%
South College	O'Connell&Sons	\$65,000,000	3.10%	16.00%
Chiller Plant	Fontaine Bros	\$27,000,000	7.61%	17.80%
Research Lab Reno	Consigli	\$16,600,000	8.90%	18.60%
Dining Commons	Shawmut	\$68,000,000	7.70%	18.10%
Student Union Reno	Barr&Barr	\$62,000,000	7.50%	28.10%
Campus Utilities	Bond	\$32,000,000	9.50%	25.60%
Central Heating plant	Consigli	\$25,000,000	15.60%	48.60%

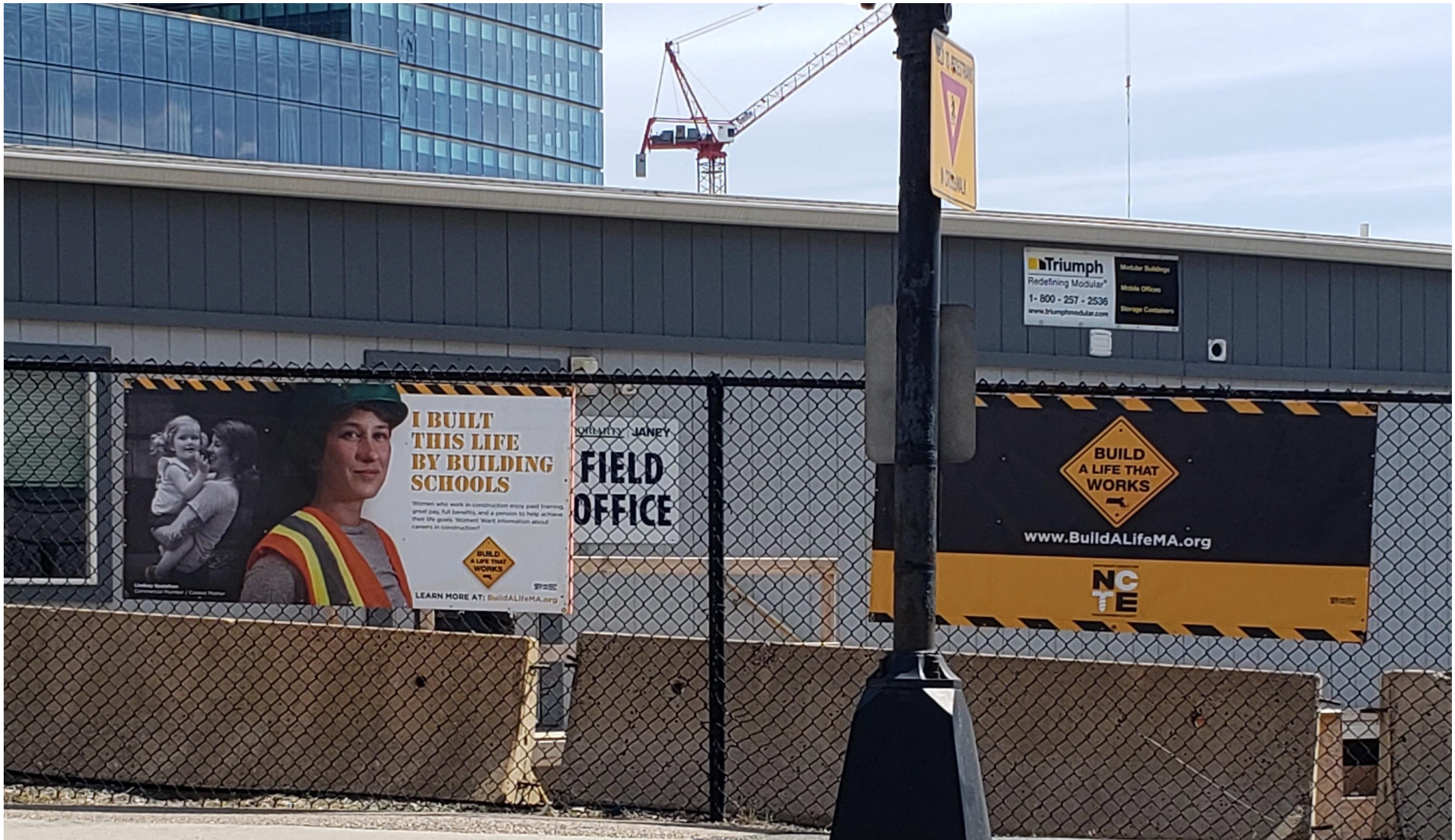
# And UMass Lowell and Dartmouth

% women    % POC

UML				
Fox Hall Elevators	Walsh Bros	\$16,500,000	6.00%	26.00%
Perry Hall Renov	Suffolk	\$45,000,000	5.55%	27.40%
Pasteur Renovation	Commadore	\$12,000,000	4.50%	30.70%
Coburn Reno and Expansion	Suffolk	\$47,000,000	7.85%	31.00%
UMD				
Student residence and Dining	Suffolk	\$140,100,000	6.30%	16.60%

# Game changers

- ✓ Collaborate across stakeholder groups.
- ✓ Establish a standing monitoring committee.
- ✓ Count, report, and review.
- ✓ Make tradeswomen visible.



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**I BUILT THIS LIFE BY BUILDING SCHOOLS**

Women who work in construction enjoy paid training, great pay, full benefits, and a pension to help achieve their life goals. Want to help achieve their life goals? Want to learn more about careers in construction?

**BUILD A LIFE THAT WORKS**

LEARN MORE AT: [BuldALifeMA.org](http://BuldALifeMA.org)

Shelley Matthews  
Construction Member of Congress Member

ORLANDO JANNEY  
**FIELD OFFICE**

**BUILD A LIFE THAT WORKS**

[www.BuldALifeMA.org](http://www.BuldALifeMA.org)

**NC TE**

YIELD





# PGTI: The Policy Group on Tradeswomen's Issues

We provide Technical Assistance

Website: [policygroupontradeswomen.org](http://policygroupontradeswomen.org)

Email: [tradeswomenissues@gmail.com](mailto:tradeswomenissues@gmail.com)



# Frank Callahan

Arlington School Building Committee member

President of Massachusetts Building Trades Council

**MASSPORT WEEKLY CERTIFIED PAYROLL REPORT FORM (FORM CP2)  
& WORKFORCE UTILIZATION REPORT**

Issued: 03/09/10  
Revised Date: 05/11/11

Your Company's Name:		Address:				Phone No.:		Mass. Prevailing Wage Rate Sheet Wage Request Number or Job ID #												
Contractor's Name:		Massport Project Name:				Project City:		Report #:												
Work Week Starting Date:		Massport Contract #:				Is Work Week?		Final Report?												
						<input type="checkbox"/> Check if No Work week		<input type="checkbox"/> Check if Final Report												
Worker Name / Complete Address / Zip Code (Last Line)	Gender Code	Ethnic (Minority) Code	OSHA 10 Cert.7	Work Classification	Apprentice Step (Attach ID)	Hours Worked							Total Massport Hours (A)	Hourly Base Wage (B)	Employer Hourly Fringe Benefit Contributions:			Total Hourly Wage (F) (B+C+D+E)	Massport Gross Wages (G) (A x F)	Check No. (H)
						Su	Mo	Tu	We	Th	Fr	Sat			Health & Welfare (C)	Pension Plan (D)	Supp. Unemp. / Annuity (E)			
			Y/N		ST								0.00	\$0.000				\$0.00	\$0.00	
					OT								0.00	\$0.000				\$0.00		
			Y/N		ST								0.00	\$0.000				\$0.00	\$0.00	
					OT								0.00	\$0.000				\$0.00		
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			Y/N		ST								0.00	\$0.000				\$0.00	\$0.00	
					OT								0.00	\$0.000				\$0.00		

NOTE: Pursuant to M.G.L. ch. 149, s. 27B, every contractor and subcontractor is required to submit a true and accurate copy of their weekly payroll records directly to the awarding authority. Failure to comply may result in civil or criminal penalties under M.G.L. ch. 149, s. 27C.

**WORKFORCE UTILIZATION REPORT (EEO GOALS)**

SIGNATURE:	DATE:
NAME:	TITLE:
EMAIL:	

- ETHNIC CODES:**  
 1) CAUCASIAN  
 2) BLACK OR AFRICAN-AMERICAN  
 3) HISPANIC OR LATINO  
 4) ASIAN OR NATIVE HAWAIIAN  
 5) AMERICAN INDIAN  
 6) OTHER
- GENDER CODES:**  
 1) MALE  
 2) FEMALE

	Weekly Total Hrs	Weekly Ethnic (Minority) Hrs	Weekly Female Hrs	Previous Week Total Hrs	Previous Week Ethnic (Minority) Hrs	Previous Week Female Hrs	Total Hrs to Date	Total Ethnic (Minority) Hrs to Date	Total Female Hrs to Date
Worker Hours	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Worker Perc. %	X	0.0%	0.0%	X	0.0%	0.0%	X	0.0%	0.0%

EEO GOALS: ETHNIC (MINORITY)=10%, FEMALE=8.9%

<b>10.0%</b>	<b>8.9%</b>
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SEND ONLY ONE COPY TO: Prevailing Wage Auditor, Legal Department, Massachusetts Port Authority, 1 Harborside Drive, Boston, MA 02128, and if requested, to the Massport Resident Engineer or Capital Programs Project Manager.



CONSIGLI

*Est. 1905*

**DAVID CULLINANE**

Manager of Diversity, Equality & Inclusion

Boston, MA

# RECOMMENDATIONS

- Include project goals in your invitation to bid, leveling sheets, de-scope meetings, supplemental instructions and subcontract agreements
- Ask for subs past performance on projects with workforce goals
- Require subs provide workforce projections prior to mobilization
- Require subs to reach out to their local BA prior to mobilization
- Educate subs about building their core crew with people of color & women trades people
- Provide subs with resources, connect them with Building Pathways, Youth Build Boston, PGTI & NCTE

- Equity of overtime – People of Color & Women
- Hold compliance meetings with every tier sub include: Owner, BAs, and CM.  
Set expectations prior to mobilization
- Monitor sub's workforce on a weekly basis, compliance cannot be done from a desk or on a monthly basis
- CM must meet workforce goals – set the example
- Inclusive & safe jobsite for all

# WORKFORCE RESULTS

Subcontractors	Total Hours	Goal - 15.3% People of Color		Goal - 6.9% Women	
		Hours - POC	JTD % - POC	Hours -W	JTD % -W
Axiom Concrete Sawing, LLC	271	24	8.9%	-	-
ACME Lighting Rod	25	13	52.2%	-	-
Allied Paving Corp	43	-	-	-	-
Aluminum Services	16	-	-	-	-
American Concrete Cutting, Inc.	48	8	16.7%	-	-
Aspen Air Duct Cleaning, LLC	74	74	100.0%	24	32.7%
Automation Solutions, Inc.	313	-	-	-	-
Axon Specialty Contracting	2,842	656	23.1%	-	-
Ayotte & King For Tile, Inc.	975	-	-	-	-
Boss Steel, Inc.	3,252	64	2.0%	207	6.4%
BrandSafway, LLC	13,347	6,305	47.2%	555	4.2%
Capital Carpet & Flooring Specialties, Inc.	2,951	2,110	71.5%	1,150	39.0%
Caruso Steel Reinforcing, LLC	652	307	47.1%	-	-
Chet's Welding, Inc.	66	-	-	-	-
cKm Construction, LLC	8	-	-	-	-
Dandis Contracting, Inc.	4,826	2,252	46.7%	573	11.9%
Excel HVAC, Inc.	4,001	924	23.1%	-	-
Folan Waterproofing & Construction	3,756	305	8.1%	-	-
Gleeson Powers, Inc.	1,069	983	92.0%	-	-
Grasseschi Plumbing & Heating, Inc.	15,280	4,687	30.7%	2,069	13.5%
J Derenzo Co.	5,919	756	12.8%	561	9.5%
J.F. White Contracting Co.	19,557	3,880	19.8%	-	-
Jerez, LLC	448	398	88.8%	261	58.3%


JK Glass Company	7,981	735	9.2%	843	10.6%
JM Electrical Co., Inc.	950	-	-	-	-
John F. Shea Co., Inc.	6,821	2,260	33.1%	477	7.0%
Johnson Controls Fire Protection, LP	4,090	563	13.8%	-	-
Mark-A-Lot, Inc.	5	3	50.0%	-	-
Maxim Crane Works, LP	8	-	-	-	-
Motion Elevator Corporation	136	-	-	-	-
North East Foam Solutions, Inc.	288	256	88.9%	24	8.3%
Pro Cut, Inc.	512	8	1.6%	-	-
PROTEK Corporation	116	-	-	-	-
RicMor Construction, Inc.	218	74	33.9%	-	-
Riggs Contracting, Inc.	45,632	13,277	29.1%	5,365	11.8%
Select Demo Services	32,188	19,058	59.2%	3,064	9.5%
Silverback Construction, Inc.	300	31	10.3%	-	-
SMJ Metal Company, Inc.	484	23	4.8%	-	-
Solid Earth Technologies, Inc.	279	-	-	-	-
Sweeney Drywall Finishes Corp.	26,455	12,109	45.8%	3,184	12.0%
Thermo Dynamics International, Inc.	1,242	92	7.4%	-	-
Triboro Crane & Rigging Services	161	-	-	-	-
Unified Abatement Services, LLC	664	576	86.7%	88	13.3%
Walker Specialties, Inc.	204	196	96.1%	-	-
Wayne J. Griffin Electric, Inc.	24,388	6,547	26.8%	1,795	7.4%
Willco Sales & Services, Inc.	16	-	-	-	-
<b>Totals:</b>	<b>232,872</b>	<b>79,552</b>	<b>34.2%</b>	<b>20,238</b>	<b>8.7%</b>

# WORKFORCE RESULTS


Subcontractor	Total Hours	Goal - 15.3% People of Color		Goal - 6.9% Women	
		Hours - POC	JTD % - POC	Hours - W	JTD % - W
B-G Mechanical	14,520	3,055	21.0%	815	5.6%
Blue Bird Graphic Solutions	32	-	-	15	46.9%
Cogswell Sprinkler Co	225	-	-	-	-
Connecticut Drywall Finishing	4,464	218	4.9%	283	6.3%
Debrino Caulking	1,210	-	-	-	-
Granite State Specialties	175	60	34.3%	-	-
John W Egan	3,697	1,361	36.8%	-	-
K&K Acoustical	477	-	-	-	-
Karl's Sitework-Excavating	109	-	-	-	-
Kleeberg Sheet Metal Inc	7,655	1,433	18.7%	1,255	16.4%
KMK Insulation	1,340	-	-	-	-
KO Stone	472	456	96.6%	432	91.5%
Lynx Product Group	288	-	-	-	-
New Roads Environmental	476	364	76.5%	-	-
Riggs Contracting	5,854	1,528	26.1%	1,494	25.5%
SMJ Metals Co., Inc.	54	-	-	-	-
SOS Corporation	2,843	260	9.1%	56	2.0%
Sullivan & Narey	964	197	20.4%	-	-
Sydney Science	256	56	21.9%	-	-
Synergy Electrical Systems	5,241	1,167	22.3%	472	9.0%
Titan Roofing, Inc.	121	60	49.6%	-	-
Tuttnaeur USA	30	-	-	-	-
Wayne J. Griffin Electric	11,367	1,314	11.6%	667	5.9%
<b>Totals:</b>	<b>61,870</b>	<b>11,529</b>	<b>18.6%</b>	<b>5,489</b>	<b>8.9%</b>



# CELEBRATING WOMEN IN CONSTRUCTION



*National*  
**APPRENTICESHIP WEEK**  
NOVEMBER 8-14, 2020  
BUILDING SKILLS,  
EXPANDING OPPORTUNITY



CONSIGLI  
Est. 1905

"I am able to learn a lot of different skills every day on the job with my apprenticeship, everyone is always willing to help you see things from a different view."

---


**Isabel | RIGGS**  
Carpenter Apprentice



100th ANNIVERSARY  
*National*  
**APPRENTICESHIP WEEK**  
NOVEMBER 11-17, 2019

**I SAY TO THE  
YOUNG WOMEN -  
FOLLOW YOUR  
HEART, IF YOU  
ARE REALLY  
PASSIONATE  
ABOUT BEING A  
TRADE WOMAN  
THEN GO FOR IT.**

JOVETA PIERRE





# Questions

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- Thank you for Attending!
- Next Roundtable Spring 2021
- If you would like to host a future roundtable or if you have a suggestion for a topic, please contact [Patrick.deangelo@massschoolbuildings.org](mailto:Patrick.deangelo@massschoolbuildings.org)