LiRo-Hill
GISI Consulting Group Company

PROPOSAL

Owner's Project Management Services
Town of Natick - Memorial Elementary School

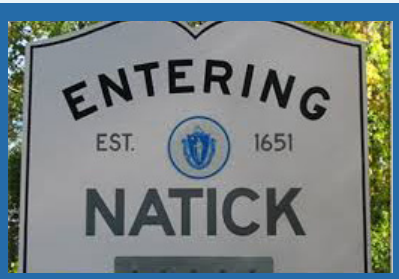
Natick, Massachusetts

March 26, 2026









LiRo Program and Construction Management, PE P.C.
GISI Consulting Group Company
One Gateway Center, 300 Washington Street, Suite 902, Newton, MA 02458 Telephone 617.532.6300 www.liro-hill.com

March 26, 2026

Matthew J. Gillis, Assistant Superintendent of Finance and Operations
Natick Town Hall
13 East Central Street, 3rd Floor
Natick, MA 01760

RE: Owner Project Management Services

Dear Mr. Gillis,

Natick is embarking on a once-in-a-generation initiative to create learning environments that will serve students and the Memorial Elementary school community for decades to come—responding to rapid changes in technology (including AI-driven innovation), and evolving social and economic needs.

With a potential investment approaching $150M, this project is among the most significant undertakings in the Town's history. That scale brings heightened scrutiny, complex stakeholder expectations, and real schedule and budget risk for the Town. Natick needs an Owner's Project Manager (OPM) that can translate goals into decisions early, maintain discipline through design and procurement, and deliver a building that exceeds expectations—on time and within the allocated budget. LiRo-Hill is built for that responsibility.
We have:

- **Managed 70+ MSBA K–12 projects, including Natick High School.** These include 15 elementary schools of similar scale and complexity.
- **Managed $1.7B+ in K–12 construction since 2020.** This includes 8 projects in the $100M–$150M range, consistently delivered below MSBA-published average $/SF benchmarks.
- **Delivered 99% of our project portfolio on schedule,** with disciplined planning, early risk identification, and active cost control.

Why choose LiRo-Hill—and why do we consistently achieve these outcomes?

Natick's project will be judged not only by what gets built, but by how you get there: clarity of goals, transparency with stakeholders, credibility of cost and schedule, and confidence that decisions are grounded in facts. Our approach is simple: we start by aligning the team around the project's "why"—the educational, operational, and community outcomes the building must deliver. That alignment helps the Town make better choices earlier, avoid scope creep, and reduce late-stage redesign, bid surprises, and schedule pressure.

In the feasibility and options phases, this "why-first" discipline turns planning into a structured discovery process that produces:

- **Right-sized buildings that match actual needs** – For example, for Braintree East Middle School, we led a design review process where we achieved greater building efficiency and reduced total gross area under MSBA guidelines, without any impact on educational programming, lowering the total construction cost by $1.57 million.
- **Credible budgets and cost certainty** – On recent projects (Newton Lincoln Eliot Elementary, Winchester—Lynch Elementary, Swampscott—Hadley Elementary, and Fischer Hill Elementary), bid-day results averaged **1.6% below the initial construction cost estimates.**

- **Energy-efficient, low-maintenance solutions** – We have delivered **15+** K–12 schools achieving **LEED Silver or Gold,** including 4 net-zero-ready projects.
- **Learning environments that supportcurriculum goals - safety and flexibility**

When you start with "why," you don't chase answers—you establish them early, when they are least expensive to test and easiest to incorporate. With that foundation, your OPM provides immediate organization, clear decision pathways, and proactive risk management from day one. LiRo-Hill is uniquely positioned to fill that role. Our team brings:

1. **Multidisciplinary in-house expertise** – With the full strength of a regional design, engineering, and construction management organization—backed by 70+ local professionals—we bring deep capability in design review, project controls, building systems, sustainability, materials testing, and complex renovation oversight. **We do not rely on separate subconsultant contracts to provide this expertise.**
2. **Proven leadership on complex public projects** – Decades of experience supporting challenging new builds and renovations for schools and other community-serving facilities. **We have managed 130+ Massachusetts public projects.**
3. **Procurement expertise and compliance** – We help the Town secure the right design and teams in full compliance with Massachusetts General Laws. **100% of our senior staff are Massachusetts Certified Public Procurement Officers (MCPPO).**

This foundation ensures Natick receives both dedicated, hands-on attention and the technical horsepower of a large, proven team whenever specialized insight or rapid problem-solving is needed. Our RFQ response will present our team, our relevant experience, and our record of success

Natick should expect its what we believe OPM stands for: "**O**wner's **P**eace of **M**ind"—and that is what LiRo-Hill will deliver.

OWNER'S PEACE OF MIND

If you have any questions or need anything further, please feel free to contact me at simmlerc@LiRo-Hill.com or 774.297.1318.

Sincerely,

Chris Simmler – Sr. VP New England OPM Operations

COVER LETTER REQUIREMENTS

A. We acknowledge receipt of Addendum 1, dated March 20, 2026.

B. We have read and accept the Request for Services (RFS), and take no exceptions.

C. We have read the contract for project management services and take no exceptions.

D. We comply with the minimum requirements set forth in Item 4 of the RFQ. Chris Simmler, MCPPO has more than 30 years of experience in the construction and supervision of construction and design of public buildings. He has extensive experience and has successfully managed numerous MSBA projects.

E. LiRo-Hill's Massachusetts Offices currently employ 70 staff. We have the expertise and experience to manage projects from concept to successful completion. Our local personnel bring extensive expertise working on Massachusetts public schools including renovation and rehabilitation, reconstruction, additions, and new buildings. Over the years, our team has helped other similar communities deliver more than 130 publicly bid projects in the Commonwealth of Massachusetts.

F. Lawrence Blond is authorized to negotiate and execute the Contract for Project Management Services, in the form that is attached to the RFS, on behalf of the LiRo-Hill team.

Lawrence Blond
Executive Vice President

G. The contact person for requests for additional information is: Chris Simmler, MCPPO, Senior Vice President
300 Washington Street, Suite 902, Newton, MA 02458
Tel: 774.297.1318 | Email: SimmlerC@LiRo-Hill.com

MCPPO & OTHER CERTIFICATIONS











The Commonwealth of Massachusetts
Office of the Inspector General
OIG Academy

SCHOOL PROJECT DESIGNERS & OWNER'S PROJECT MANAGERS CERTIFICATION

This certificate is presented to

Paul Kondrat

Certification required by the Massachusetts School Building Authority (MSBA) Regulations 963 CMR 2.11 (12) and 2.12 (6)

This certification expires three years from this date:
05/08/2025

AIA Continuing Education Provider
Credits: 26

Jeffrey S. Shapiro
Inspector General

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The Commonwealth of Massachusetts
Office of the Inspector General
OIG Academy

SCHOOL PROJECT DESIGNERS & OWNER'S PROJECT MANAGERS CERTIFICATION

This certificate is presented to

Christopher Simmler

Certification required by the Massachusetts School Building Authority (MSBA) Regulations 963 CMR 2.11 (12) and 2.12 (6)

This certification expires on May 23, 2027

AIA Continuing Education Provider
Elective 6. LUs

Jeffrey S. Shapiro
Inspector General

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SCHOOL PROJECT DESIGNERS & OWNER'S PROJECT MANAGERS CERTIFICATION

This certificate is presented to

Inger J. Hamre-Foley

Certification required by the Massachusetts School Building Authority (MSBA) Regulations 963 CMR 2.11 (12) and 2.12 (6)

This certification expires on February 16, 2027

AIA Continuing Education Provider
Elective 6. LUs

Jeffrey S. Shapiro
Inspector General

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The Commonwealth of Massachusetts
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OIG Academy

SCHOOL PROJECT DESIGNERS & OWNER'S PROJECT MANAGERS RECERTIFICATION

This certificate is presented to

Douglas Murray

Certification required by the Massachusetts School Building Authority (MSBA) Regulations 963 CMR 2.11 (12) and 2.12 (6)

This certification expires three years from this date:
05/21/2025

AIA Continuing Education Provider
Credits: 6

Jeffrey S. Shapiro
Inspector General

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SCHOOL PROJECT DESIGNERS & OWNER'S PROJECT MANAGERS CERTIFICATION

This certificate is presented to

David Billings

Certification required by the Massachusetts School Building Authority (MSBA) Regulations 963 CMR 2.11 (12) and 2.12 (6)

This certification expires on February 16, 2027

AIA Continuing Education Provider
Elective 6. LUs

Jeffrey S. Shapiro
Inspector General

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"LiRo-Hill's role as *OPM was critical in ensuring that the Swampscott Elementary School Project was completed on time, within budget, and with the highest quality.* Their project management capabilities were evident from the very beginning of the process, starting with the initial studies and continuing through to construction and final project close-out. They *skillfully coordinated all aspects of the project,* from planning and scheduling to procurement and execution, ensuring that all *timelines and budgets were adhered to* while also anticipating and mitigating potential issues before they arose."

– Superintendent Pamela R.H. Angelakis, M.A, M.Ed, Town of Swampscott

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LiRo-Hill
GISI Consulting Group Company











SECTION ONE: EVALUATION CRITERIA

Owner's Project Management Services
Town of Natick - Memorial Elementary School
Natick, Massachusetts

1. Past Performance of the Respondent

A. Documented Performance

LiRo-Hill provides comprehensive OPM services that are outlined in Item 1A from the RFQ evaluation criteria and detailed further in Attachment C. Below we highlight our success related to this section:

- We have managed over **130 Massachusetts Public Projects.**
- We have managed over **70 MSBA K-12 projects** including **Natick High School** under the **Model School Program.**
- We have managed over **$1.7 Billion in K-12 construction projects since 2020.**
- **96%** of our entire portfolio of projects has been delivered **on schedule.**
- We have no safety fines or legal actions against our firm on any project.
- We have a strong track-record of **controlling costs during construction.** We have consistently kept project change orders under 2% of the construction value.

Recent Similar Projects				
School Name	**Year Completed**	**Completed Under Budget**	**Completed On Time**	**Similar attributes to the Natick Memorial Elementary School**
Lincoln Eliot Elementary School *Newton MA*	2025	$1.85 million under budget	✓	• Elementary school - grades k-5 • Similar size - 94,000 sf • Similar budget $101.2 million
Winchester Lynch Elementary School, *Winchester, MA*	2025	$4.5 million under budget	✓	• Elementary school - grades k-5 • Similar size - 103,750 sf • Similar budget $94.5 million
Hadley Elementary School, *Swampscott, MA*	2024	$75,000 under budget	✓	• Elementary school - grades k-4 • Similar size - 154,000 sf • Similar budget $101.2 million
Fisher Hill Elementary School, *Orange, MA*	2023	$1.5 million under budget	✓	• Elementary school - grades PreK -6 • Similar size - 97,500 sf • Similar budget $56.1 million
Hosmer., Cuniff, and Lowell Elementary Schools *Watertown, MA*	2023	$4.05 million under budget	✓	• Similar Size - 143,000 sf (Hosmer) • Cunniff - 80,000 sf • Lowell 71K reno/23K New
Raymond E. Shaw Elementary School *Millbury, MA*	2022	$2.08 million under budget	✓	• Elementary school - grades 3-6 • Similar size - 91,266 sf • Similar budget - $60.6 million

1. Past Performance of the Respondent

B. Satisfactory Working Relationship with Designers, Contractors, Owner, the MSBA, and Local Officials

The MSBA's trust in LiRo-Hill is evident through their actions. Since 2011, the MSBA has consistently chosen LiRo-Hill for every type of project management role, including the Green Repair Program, Science Lab Initiative, and Accelerated Repair Program. Additionally, our internal Architecture and Engineering teams have been selected to perform peer reviews of MSBA projects, demonstrating their confidence in our ability to handle design reviews internally. We have also given valuable feedback to the MSBA during the beta testing of their automated systems. This ongoing confidence is built on our proven record of delivering projects on time and within budget, regardless of the type of assignment.

Our performance and relationships are best communicated through the voices of our project collaborators. The following are several testimonials from similar projects.

Designer Testimonial

"The New England LiRo-Hill OPM team has demonstrated to our firm for over 20+ years on multiple projects what *teamwork and collaboration* is all about. They have consistently brought the most qualified and well-suited team to lead projects to the *great success of our school district clients.* They are valued team partners in always representing the owners' best interests. HMFH and LiRo-Hill have an exemplary working relationship; one we hope to extend into the future."

– Tina Stanislaski, AIA, LEED AP, Principal, HMFH Architects - Highlight Projects with HMFH

Owner Testimonial

"The LiRo-Hill New England team provided the Town of Weymouth with *outstanding project management and quality control,* resulting in both *cost and time savings.* The project was *completed on schedule and under budget.* The team provided outstanding service from the feasibility portion of the program through the close-out phase. They assisted with negotiating change orders and facilitated communication between all stakeholders, *fostering a positive working environment.* I am pleased and enthusiastic to say they were great to work with. They were always available and were very flexible and responsive when scheduling meetings. I felt that at all times they were looking out for our best interests." *– Ted Langill, Chief of Staff/Chair of School Building Committee Maria Weston Chapman Middle School*

Contractor Testimonial

"We have worked with LiRo-Hill on *several Massachusetts public projects, many of them schools*, and have had a superior working relationship over the years with them and we continue to seek projects they manage."

– Francis X. Hayes, President, BOND Building Construction, Inc. -Highlight Project with BOND - William E. Carter School, Boston, MA

2. Thorough Knowledge of Massachusetts State Building Code

The LiRo-Hill team is comprised of licensed architects, professional engineers, planners, and builders who possess extensive knowledge and experience in **Massachusetts Building Codes** and Regulations, the **International Building Code,** and S**tretch Energy codes.** We continually update and refer to the latest code to maintain our knowledge and proficiency.

For your project, we have included David Choi, AIA as our lead design review and code compliance manager. David has over 25 years of design/OPM and public building projects experience. He has been part of many of the most complicated access and code challenges from projects with the City of Boston to public transit ADA access review, to even being asked, when the city was short staffed, to support the Building Commissioner for the City of Fall River in the review BMC Durfee High School project permit set review.



3. Thorough Knowledge of Commonwealth Construction Procurement Laws

The LiRo-Hill New England team brings a history of involvement with Mass General Public Procurement laws, dating back to the reform Act of 2004 when Chapter 149 began. Our team has multiple Chapter 149 and 149A completed projects (more than 130 in total) that have involved thorough pre-qualifications where applicable, have avoided bid protest and have successfully negotiated GMPs.

100% of our senior staff hold the Massachusetts Certified Public Purchasing Official (MCPPO) credential.

In addition, we have successfully managed **multiple K-12 projects** with the **Chapter 149 Design-Bid-Build Delivery** system, as well as the **Chapter 149A CM-at-Risk Delivery** method:

Chapter 149 Design-Bid-Build Delivery



Hadley Elementary School
Town of Swampscott



Fisher Hill Elementary School
Town of Orange

Chapter 149A CM-at-Risk Delivery



Maria Weston Chapman Middle School
Town of Weymouth



Brookline High School
Town of Brookline

4. Management Approach

Please see Attachment H for the requested Monthly OPM Status Report.

Successful school projects are judged not only by what gets built, but by how the Owner gets there: clarity of goals, transparency, credible cost and schedule, and decision making grounded in facts. Our approach starts by aligning the School Building Committee (SBC), District, Town, and design team around the project's "why"—the educational, operational, and community outcomes the facility must deliver. That "why first" alignment becomes the filter for every scope, budget, and schedule decision, helping the Owner reduce late redesign, avoid scope creep, and limit bid surprises and schedule pressure.

STAFFING LEVELS

Please see ***Section 5*** for additional information on our proposed team for the Memorial School project.

We staff to match risk, complexity, and schedule—front loading expertise during feasibility/options, budgeting, procurement strategy, and early design (when decisions are cheapest to test), then scaling appropriately through construction and closeout. Our knowledge enables us to quickly assess the scopes needed, identify risks, set up project controls processes and add value on day one.

For this approach our **KEY** staff would include:

1. **Principal-in-Charge**: **(Paul Kondrat)** Senior oversight; ensures responsiveness, issue escalation, and consistency with Town goals; participates in key milestones (MSBA submissions, major procurement decisions, value management workshops, Town Meeting preparation).
2. **Project Director: (Chris Simmler)** This role typically brings 20+ years of varying public building and schools projects, someone who is well versed in the various project delivery options (149 and 149A) and has senior level relationships with many of the design and construction firms where he can help resolve project conflicts and build team unity. This position participates on a monthly basis with approximately 4-6 hrs. per month.
3. **Owner's Project Manager/Sr. Project Manager**: **(Doug Murray)** This will be the day-to-day lead of the project and is who the building committee and MEBA would communicate with. Typically, we provide an AIA or PE level person with recent K-12 project experience.

4. Management Approach

Staffing Levels continued

4. **Site Manager/Clerk of the Works: (Vinny Miller)** This is a critical position during construction. We provide an experienced person who has come up through the trades and the construction industry. This allows him to be able to participate in logistics planning, pre-installation conferences, quality reviews, negotiate change orders and help address project field issues.

   This person is on site daily – 80% in the field and 20% in the trailer. All installations of materials and equipment is reviewed by him. He also helps coordinate 3rd party testing and commissioning, often reviewing findings and helping address deficiencies.

For the remainder of the team, we allocate resources based upon the envisioned need of the project. We can provide these services in-house as we are a full-service engineering, design and construction management firm. Many of the positions are used "as needed" but provide valuable insight into their areas of expertise. These potential roles include:

- **Assistant Project Manager: (Alex Crowley)** Provides the ability to bring in lower cost team members to address administrative and project documentation needs.
- **Project Controls Manager: (Inger Hamre-Foley)** Necessary for large projects where there is a tremendous amount of data to collect, analyze and present.
- **Design/Peer/Constructability Review Manager:** Typically, a seasoned engineer or architect who understands building construction as well as MSBA Guideline Standards.

  This person would then manage the specific technical reviews in the required reviews and would also be included in value engineering discussions.
- **FF&E/Move Management/IT Manager: (Inger Hamre-Foley)** When projects are very large, we utilize a dedicated person to help plan/order/receive/inspect and recommend payments to the various vendors.
- **Scheduler: (George Gifford)** This role provides the necessary reviews and analysis on the contractor's baseline schedule submission. A critical review that will be the control document from which all delays will be measured from. And they provide monthly reviews of progress in the field versus what is on the submitted monthly pay application.
- **MEP and Sustainability SME's: (Mark Anderson and Todd Columbus)** With today's buildings as complicated as they are mechanically and environmentally, this necessitates that a second set of eyes be available to review the systems and approaches of the HVAC designer as well as that of the building envelop engineer. This role also supports meeting any project sustainability goals.

We will outsource certain specialty roles with subconsultants we have completed numerous K-12 projects on:

- **Estimating: (PM&C)** We partner with several firms who have proven themselves with accurate project estimates, those that can challenge project cost norms and provide specific attention to the uniqueness of each project.
- **Community Engagement: (CSS)** A critical role best left to the professionals who bring track records of proven override votes in communities. Project messaging is an important aspect in public projects as rumors often circulate in towns and can incorrectly cause misperceptions about the project.

Staffing By Phase:

- **Project Team/Module 2:** Selecting the "right" design team for Natick. Project Director and Sr. PM involvement who are MCPPO certified.
- **Feasibility/Options/MSBA Module 3:** Highest intensity for Senior PM + engagement; accelerated decision cadence; heavy documentation
- **Schematic Design/Funding (Modules 4–5):** Senior PM + controls stay steady; cost estimating checkpoints; procurement planning begins early.
- **DD/CD/Procurement:** Increased constructability reviews and bid packaging coordination; schedule risk checks; bid readiness.
- **Construction/Closeout:** Field presence ramps; PM remains active; controls focus on forecast to complete, change management, and schedule recovery; closeout/turnover management.

Why this staffing works: It keeps the decision makers aligned to "why," while ensuring the "how" is controlled through transparent cost and schedule systems that the SBC can trust.

4. Management Approach

PROJECT MANAGEMENT SYSTEMS

School projects produce thousands of documents and data points—meeting minutes, design iterations, estimates, schedules, RFIs, submittals, change events, invoices, and MSBA submissions. Our information management objective is simple: one source of truth, accessible to the Owner and auditable from feasibility through closeout. The data needs to also find its way to the right person who often must make a timely decision. We manage this process as we are the gatekeepers of the collection and distribution of data. As each project phase has different data requirements and needs, we adjust to those demands.

In-house we can implement ProCore data management and distribution systems, as well as many other industry standard software platforms. The decision as to which program to use is not a decision that needs to be made day 1. The process can evolve over time as the project increases in complexity and data. For the theoretical projects envisioned our approach typically follows the following implementation process.

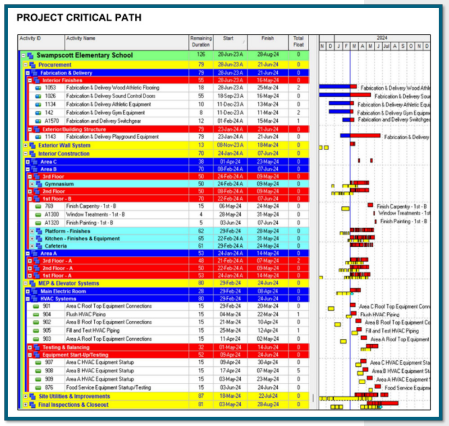
We implement a shared digital environment (Owner approved) that is comprised of standard folders that mimic the MSBA modules, disciplines and required packages. A deeper dive into the field system presents submittal/RFI/PCO folders that preserve the history of each item. Our communication folders collect all project communication by core content then a subfolder of a specific topic. We have found that when organized in this manner, recalling information in refute of change orders or claims, for example, often settles these issues with facts versus emotional pleas by the contractor.

FINANCIAL MANAGEMENT

Financial management has several key needs: As a public project and when using taxpayer money, it is crucial that accurate accounting of all expenditures be collected, along with why they were incurred. MSBA grants are managed in a specific manner that needs to be aligned to Natick's accounting as well as Propay submissions. And the overall project budget is a tool, when properly maintained, can identify cost trends early in the project that often indicate possible future impacts. We can see these trends though the use of cash flow curves, S-curves and other forecasting tools.

MSBA projects demand budget accuracy because early budgets become the foundation of the funding agreement. We therefore go beyond $/SF and manage the full Total Project Budget with detail and transparency—building costs, soft costs, contingencies, FF&E, escalation, and reimbursable categories—structured to maximize eligible reimbursement and avoid cap conflicts.

SCHEDULE MANAGEMENT



We develop a master milestone schedule early as a foundational project control, then maintain it throughout design and construction. It includes MSBA submissions, local approvals, Natick's Town Meeting/debt exclusion timelines, procurement milestones, and occupancy constraints (phasing/swing space). The theory being, if a project can meet the interim milestones, the ability to meet the end date is more certain.

With the milestone schedule, we use it with the Chapter 149 approach as a lump sum bidder needs to be provided with the project's start/finish dates for a variety of bid calculations that are time dependent.

Schedule certainty helps produce consistent general conditions costs as well as right sizing escalation projections.

During construction, we perform a deep dive into the contractor's baseline schedule. This schedule will be used as the project's baseline from which all issues will be measured from.

We review the critical path for accuracy and proper workflow. If the critical path is not correct, the wrong metrics may be implemented to track progress. The relationship between work activities needs to be validated, otherwise experienced contractors can skew the schedule to their advantage and create hidden float.

Each month we review the contractor's update to ensure that there is continuity between the baseline and current schedule. We apply critical path reviews to validate whether the contractor's logic is realistic and whether recovery actions are needed. Without a change order, no new activities or delays can be inserted. The contractor must maintain their sequencing as well as activity durations. Any changes are called out and require written response from the contractor.

With a correct and logical schedule, early detection of issues can be addressed more cost effectively to minimize or avoid them, rather when they truly impact the project.

4. Management Approach

PROBLEM SOLVING EXAMPLES

We solve problems by combining "why first" alignment (so the team agrees on the goal) with rapid, data based options analysis (so decisions are defensible). Two examples from our portfolio illustrate how we protect outcomes, schedule, and budget.

EXAMPLE 1: Achieving a Successful Vote in Challenging Politics (Time + Delivery Risk) - Swampscott Hadley Elementary School



- **Challenge** A community previously experienced a failed Town vote for a major school initiative, elevating political and schedule risk.
- **Approach** We partnered with the Town to build a comprehensive communication plan emphasizing early, frequent engagement: project website content, flyers, school tours, small group discussions, and both in person and virtual meetings to ensure understanding and reduce misinformation.
- **Outcome** The vote passed decisively for a $97.5M new elementary school project, clearing a major delivery risk and protecting the schedule.

How this applies to your project: When projects involve debt exclusion, site sensitivity, traffic impacts, or renovation phasing, our approach keeps the community focused on the **"why"** and the tradeoffs, enabling confident decisions earlier—when change is still affordable.

EXAMPLE 2: Strategic Planning for Construction Logistics - Millbury Shaw Elementary School



- **Challenge** Millbury's Shaw Elementary was planned for a new school building only feet away from the active existing school. The Shaw School is sited deep on a 148-acre site with only a single road for access. Separation between construction activities and school operation was going to be difficult.
- **Approach** Through collaborative planning with the Town, LiRo-Hill negotiated a access agreement with an abutting commercial property to allow construction access to the back of the site.
- **Outcome** The access agreement allow complete separation between school operations and construction providing a safe educational environment and an efficient construction site.

How this applies to your project: Natick's project has similar site challenges for construction logistics.

4. Management Approach

PHASE BASED APPROACH (How We Apply the System Across the Project)

1. *Project Team (Module 2)*
   Once engaged, our first major responsibility will be to guide Natick through the designer selection process. Choosing the right design firm is critical, as this team must fully understand and support Natick's long-term vision for the project. Equally important is ensuring that the selected firm brings the right team dynamics—collaborative, transparent, communicative, and aligned with the Building Committee's working style.

2. *Feasibility / Options (MSBA Module 3) – align the "why," then test options*
   Early planning decisions set grade configuration, size, and site—often the most contentious issues and the largest drivers of cost and community support. We lead a structured discovery process that converts stakeholder input into measurable criteria, compares options objectively, and documents decision rationale clearly.

   Key actions include:
   - Establish project goals/outcomes ("why") and decision criteria
   - Validate program and enrollment assumptions; right size scope
   - Evaluate site constraints (utilities, wetlands, traffic, constructability) and phasing/swing space implications
   - Build an early, realistic milestone schedule including MSBA and Town action
   - Create an initial Total Project Budget and risk based contingencies

3. *Schematic Design + Funding (Modules 4–5) – lock scope, validate cost, protect schedule*
   During SD, we ensure the design reflects program goals, the estimate is complete and credible, and the schedule supports both approvals and delivery. We facilitate cross department design reviews (Town, School, building officials, public safety, DPW, etc.) to avoid late approvals delays.

4. *DD/CD + Procurement – constructability, bid readiness, and change prevention*
   We ensure bid documents clearly assign scope to the right trade sections, minimize ambiguity, and reduce RFIs and change orders. We drive estimating checkpoints and reconcile scope decisions continuously to keep the project on budget.

5. *Construction + Closeout – proactive controls + predictable reporting*
   We manage schedule, submittals/RFIs, change events, and pay apps with disciplined workflows and transparent reporting so the SBC understands budget, health, and schedule status at all times.

SUMMARY

What Makes This Approach Effective for a School Building Committee?

1. "Why first" alignment prevents scope drift and late redesign by making decisions purposeful, measurable, and transparent.
2. Disciplined cost and schedule controls protect taxpayer investment and reduce the likelihood of bid day shocks.
3. Information management and reporting keep stakeholders informed, support MSBA compliance, and provide clear forecasting of remaining expenses.
4. Proven problem solving (community engagement strategies; procurement and phasing solutions) resolves issues that affect time and cost while maintaining the integrity of the project's core outcomes.

5. Key Personnel

Your project comes at an opportune time for LiRo-Hill and we believe for Natick as well. We have an immediately available experienced team of professionals who are leaders in the industry, bring the required school buildings experience and deliver successful outcomes. Below are descriptions of some of our key team members, and our Organization Chart and additional team details can be found in *Attachment C - OPM Application Form*, found in *Section 2*.



Paul Kondrat, MCPPO, PE LEED AP BD+C is our proposed *Principal-in-Charge*. Paul offers senior executive leadership on contracts and project issues, ensuring team alignment and a strong project culture. With 31 years of experience as both designer and manager, he has led advanced sustainable projects in education, research, and healthcare nationwide. Guided by the principle "working hard each day to find a better way," Paul maximizes team performance, supports clients through key decisions, holds contractors accountable, and negotiates with integrity. He is also a skilled mechanical engineer who helps teams optimize systems design.



Because this project is vital to Natick, we are assigning our top leadership. **Chris Simmler, MCPPO**, *Project Director* brings 28+ years delivering complex, phased public sector projects—especially K-12 schools. A combat decorated former USMC Officer, Chris has led mission critical programs from Hurricane Sandy recovery to the national NARA Presidential Museum and Library program. He served as OPM on the MSBA's first post moratorium high school (Bridgewater–Raynham), led Boston's first Chapter 149A CM-at-Risk project, and has been involved with MSBA projects since its inception, completing over 15 MA/RI K-12 schools. Chris is known for a proactive, creative leadership style that keeps teams aligned and outcomes on target.

Chris' responsibility will be to help drive project success with direct involvement in budget, schedule and procurement activities. He will participate in project risk determinations, Value engineering studies, CM or GC procurements. He will also help negotiate change orders and/or project claims.



Doug Murray, AIA, MCPPO, *Sr. Project Manager,* brings over 35 years of expertise in managing complex projects across municipal, educational, residential and commercial sectors. He has worked as an OPM or designer on over 35 school projects in Massachusetts and nationally including new buildings, additions and renovations to existing schools, and adaptive reuse. His most recent K-12 school projects were in Newton and Braintree, MA. Doug is adept at leading A/E teams, consultants, general contractors, and vendors on projects. Doug is a registered Architect in Massachusetts and Connecticut and is certified by the National Council of Architectural Registration Boards.

Doug will your day-to-day contact. He will lead meetings, communicate with the MSBA, lead the designer on their deliverables, assist with community outreach and support the building committee as needed as their advisor.



Inger Hamre-Foley, MCPPO, *Project Controls,* has 25 years of construction industry experience. Her expertise includes contract administration, project management, procurement, and administrative functions. For her projects, primarily in the public-school sectors, Inger serves as a liaison for the project team, architects, consultants, general contractors, and site personnel, to help ensure smooth communication between the parties with accurate documentation to meet the project needs.proven, experienced and bring a passion for the K-12 market.



With more than 25 years in the construction industry and over 13 years in leadership roles, **Vincent Miller, MCPPO** *Clerk of the Works,* brings hands-on expertise in managing construction projects throughout Massachusetts. His work spans both MGL C. 149 and MGL C.149A delivery methods, and he has a strong track record of completing projects ranging from $50,000 to over $150 million. He has led projects requiring phasing as well as work on active campuses. He is particularly skilled at maintaining momentum on complex projects with multiple stakeholder interfaces. His experience working directly with municipalities, subcontractors, and vendors allows him to anticipate issues easy and keep field operations aligned with broader project goals.

References

Paul Kondrat, MCPPO, PE LEED AP BD+C – Maureen Socha, AVP Facilities & Capital Planning, Westfield State University – RETIRED, 413.755.4460, Maureen.socha3@yahoo.com

Chris Simmler, MCPPO – Martin J. Sullivan, President, Kernwood Country Club, 978.778.6768, martinjsullivan@comcast.net

Doug Murray, AIA, MCPPO – Alejandro Valcarce, Town of Newton, 617.796.1609

Inger Hamre-Foley, MCPPO – Gui de Azevedo, Senior PM, City of Boston, Carter School, 617.595.0020, gui.deazevedo@boston.gov

Vincent Miller, MCPPO – Dr. Laurie Hunter, Superintendent Concord Public Schools, 978.318.1500, lhunter@concordps.org

5. Key Personnel

Support Staff

David Billings, AIA, LEED GA
SME K-12



- 40+ Years as Architect/OPM
- OPM for Natick High School
- 5 K-12 School Projects
- MSBA Delivery Expert

Todd Columbus, PE, LEED AP
MEP Specialist



- 25+ Years as Mechanical Engineer
- MEP Systems Expert
- Decarbonization Expert

Mark ANDERSON, AIA, LEED AP, CPHB, CPHD
Sustainability Specialist



- Maintain Sustainability Goals
- 25+ Years in Architecture
- Passive House Certified Design and Builder
- MBA in Sustainability

David Choi, AIA, MCPPO
Lead Design Review/ Code Compliance Manager



- 30+ Years in Architecture
- Code Expert
- 10+ K-12 Projects

Subconsultants

Community Outreach Partner
CAPITAL STRATEGIC SOLUTIONS

Cost Estimator
PM&C

Familiarity with Metrowest

Four members of our team live in the towns surrounding Natick, (Ashland, Dover, Holliston, Sherborn) and have a deep understanding of the Metrowest area outside of Boston.

6. Capacity and Skills

LiRo-Hill has over 1,000 staff across the Northeast and over 400 employees specializing in Construction Management and on education. We are the largest CM/OPM Firm in the Northeast and are ranked #5 overall in the U.S. (ENR). Our 60+ person LiRo-Hill team in New England is comprised of skilled professionals with diverse experiences across key construction and building- related disciplines. With specialists in planning, scheduling, estimating, value engineering, construction management, resident engineering, inspection, and technical support, we provide owners with unparalleled oversight and guidance.

Capacity and Skills of the Proposed Natick Project Director/Project Managers

Team Member, Credentials *Title*	Public School Experience + with previous firm(s)		Experience with the following:					
		Available for this project	Cost Estimating	Value	Quality Control	Safety	On-time Delivery	Under-Budget Delivery
Chris Simmler, MCPPO Project Director	- Waltham High School, Waltham, MA - Hudson Elementary School, Hudson, MA - Rochester Memorial Elementary School, Rochester, MA - Foxboro Regional Charter School, Foxboro MA	✓	✓	✓	✓	✓	✓	✓
Doug Murray, AIA, MCPPO Sr. Project Manager	- Lincoln-Eliot Elementary School, Newton, MA - Braintree South Middle School, Braintree, MA - Masconomet Regional High School/Middle School Capital Assessment, Boxford, MA+ - Boston Renaissance Charter School, Boston, MA+	✓	✓	✓	✓	✓	✓	✓
Inger Hamre-Foley, MCPPO Project Controls	- Town of Weymouth, Maria Weston Chapman Middle School - William E. Carter School, Boston, MA - Town of Brookline, Brookline High School, Brookline, MA - Southeastern Regional Vocational Technical HS South Easton, MA	✓	✓	✓	✓	✓	✓	✓

6. Capacity and Skills

SUB-CONSULTANTS

At LiRo-Hill, we take pride in our ability to assemble a dedicated team of experts, poised to deliver Owner's Project Management services. Our team of companies have worked on various K-12 projects. Our subcontractors joining us for this project include:

Discipline	Firm	Role
Community Outreach Partner	CAPITAL STRATEGIC SOLUTIONS	CSS help districts communicate essential needs to the community in support of override votes. They design communication and develop messaging that informs the public and the efforts public benefit.
Cost Estimator	PM&C	PM&C is one of the top estimators in the area, with over 100 K-12 public school projects in MA and maintains one of the region's most comprehensive databases of current market costs.

7. Current and Projected Workload

Our proposed team members have ample capacity and are specifically experienced in similar projects to take on this assignment. The timing of this project fits perfectly within the current workload of our proposed team, as many of their projects have recently reached completion. This is evident, as outlined in *Section 8 of Attachment C - OPM Application Form.*

8. Familiarity with US Green Building Council's LEED for Schools Rating System

Sustainable design and construction with energy efficient systems and low carbon materials are core elements in our OPM practice.

Our team has been leading the region in delivering NE-CHPS and LEED-certified buildings. We have worked on 20+ high-performance building projects that are either NE-CHPS or LEED-certified, many are Net Zero or Net Zero ready.

We work closely with the design team to find the most cost-effective approach to meet the Towns, and MSBA's sustainability goals. These decisions need to be made early in the design process and collaboration with Natick's Sustainability Office and Committee will be critical.

LiRo-Hill has the expertise to facilitate this process that leads to innovative thinking that will deliver the next generation of cost-effective green buildings. LiRo-Hill was the first to bring mass timber to an academic building with the award-winning UMass Amherst Olver Design Building.

We have completed projects with geothermal systems, which while costly, provide what we feel are superior mechanical systems than other alternatives.

Natick has made a commitment to sustainable design and construction with the adoption of the stretch code, Net Zero and Passive House as have numerous other communities we have served.



Swampscott Solar Car Canopy

Our mission is to ensure the integration of sustainability goals into ever aspect of the project. This includes grant applications and all Owner tracking. We have been very successful in garnering rebates and incentives (beyond MSBA incentives) for sustainable features.

The MSBA has revised incentives for sustainability that include LEED Certification but exceed this through revised green community requirements.

The Swampscott Elementary School project obtained over $1.5 million in MassSave incentives and over $2 million in Federal IRA tax credits, in addition to the MSBA incentives.

8. Familiarity with US Green Building Council's LEED for Schools Rating System

Our Portfolio of Recent Sustainability Certification Projects includes:	
School Name	**Sustainable Design**
Natick High School	
Swampscott Elementary School – net zero ready	
Weymouth Maria Weston Chapman Middle School	
Webster Park Avenue School	
East Bridgewater High School	
Watertown Lowell School	
Watertown Hosmer School – net zero	
Watertown Cuniff School – net zero	
Winchester Lynch School – net zero	
Millbury Shaw School	
Joseph A. Campbell Elementary School, Dracut (Feasibility)	

Key

- LEED Gold
- LEED Silver
- Photvoltaic (PV)
- Geothermal
- Low Energy Use Intensity (EUI)
- Collaborative for High Performance Schools (CHiPs)
- Net Zero/Net Zero Ready

9. Thorough Knowledge & Demonstrated Experience with Life Cycle Cost Analysis, Cost Estimating, & Value Engineering

Please see Attachment J for sample of a Life Cycle Costs Analysis and an example of a Value Engineering Log from a recent project.

LIFE CYCLE COST ANALYSIS

We regularly support designers by facilitating life cycle cost analysis to enable well-informed project decisions. For this project we need to evaluate renovation versus replacement and consolidation scenarios.

This includes long-term operations and maintenance, energy consumption, system replacement cycles, and the financial risks of continuing to operate aging, inefficient facilities. These analyses support informed budget planning and responsible stewardship of public funds.

A successful example was completed on a current project in the Town of Dracut; we are guiding a life cycle analysis to assess the feasibility of ground source heat pumps ("geothermal").

While geothermal systems offer significantly lower operating costs, their installation expenses are quite high. Life cycle analysis provides the town with essential data to make a smart investment decision.

We are also collaborating with the mechanical engineer to evaluate how incentives from utility companies and the federal government might offset the initial installation costs, making geothermal systems a more practical option.

9. Thorough Knowledge & Demonstrated Experience with Life Cycle Cost Analysis, Cost Estimating, & Value Engineering

COST ESTIMATING

PM&C We regularly collaborate with PM&C, a highly experienced estimating firm that has worked on over 100 K-12 public school projects in Massachusetts and maintains one of the region's most comprehensive databases of current market costs.

Peter Bradley and his team support us on nearly all of our school projects. Their proven track-record for accurate cost estimating provides valuable budgeting insight throughout every phase of design.

Together, we implement a thorough cost estimating and reconciliation process, reviewing estimates at each project milestone and guiding the design team to make informed, cost-effective decisions.

Our method features structured value engineering and detailed reconciliation sessions with the designer and/or construction manager to ensure scope and budget remain aligned.

This disciplined approach keeps projects financially viable from feasibility through construction documents, maximizing value for the owner.

Estimating Track Record

School	Construction Cost Comparison Initial Estimate vs. Bid Opening (% change)	Date of Completion
Newton – Lincoln Eliot - Elementary	-5.87% UNDER	8/15/2025
Winchester – Lynch Elementary	0.80%	8/11/2025
Swampscott – Hadley Elementary	1.27%	8/5/2024
Fischer Hill Elementary	-2.66% UNDER	9/1/2023
Braintree South Middle	-3.73% UNDER	9/1/2023
Maria Weston Chapman Middle School	0.01% - CMR project- GMP over PFA	8/1/2022
Millbury Shaw	-6.08% UNDER	7/29/2022
Braintree East Middle	-2.20% UNDER	10/14/2020
Natick High School	-8.6% UNDER	6/15/2012

RECENT VALUE ENGINEERING SUCCESS

At LiRo-Hill, we prioritize value engineering to optimize project costs and benefits. We recommend performing value engineering early in the design process, especially during the design development phase. We have sustained a long history of some of the lowest $/SF costs for school projects in the Commonwealth:

Value engineering is core to its success. Our VE approach initially strives to avoid any scope or program changes.
We challenge soft costs, contingencies, and assumption type costs first. These are areas that can contain 6-figure cost opportunities and are based upon opinions, so they have the ability to be challenged.

Next, we focus on material choices to understand if there are alternate materials with the same durability characteristics needed. We also seek out program efficiency opportunities by combining spaces to save on square foot area.

The table to the right shows the results of our proposed team members and Value Engineering amounts they achieved on the indicated projects.

We would next look for bid strategies with deduct and add alternatives in order to close any cost or budget gaps. Reducing project scope is the absolute last thing we attempt as the project was taken on for specific reasons, based upon that scope and/or program. By removing programmatic scope, it defeats the intent of the purpose of the project.

In the table to the right we share recent results of cost savings achieved through our value engineering efforts.

Projects	Value Engineering Savings
Fisher Hill Elementary School *Orange*	$2 million saved at 90% Construction Documents
Hadley Elementary School *Swampscott*	$4.6 million saved during Design Development
Maria Chapman Middle School *Weymouth*	$1.5 million saved at 60% Construction Documents

10. Knowledge of the Purpose and Practices of the Services of Building Commissioning Consultants

LiRo-Hill is one of the only OPM firms that can offer comprehensive building commissioning services as part of our regional services to clients. Our knowledge gained through everyday practice by our **in-house commissioning and design engineers** provides measurable benefits to our OPM clients allowing us to review projects to ensure that complicated mechanical, electrical and HVAC components are not only correctly installed but operating at peak efficiency.

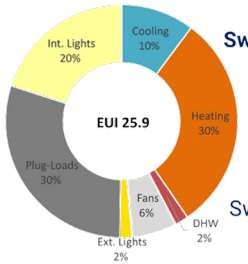
Our team will coordinate MEP system and building envelope commissioning with the CxA, prioritizing timely design reviews and incorporating all necessary comments. During construction, we manage site meetings, oversee CxA inspections, and address comments promptly. During construction we can also provide detailed input to review operations of the systems.



Should issues arise, our in-house engineering experts can deploy to ensure problems are addressed quickly and efficiently. We can quickly engage our in house experts to arise in the field. By closely coordinating with the CxA, we deliver buildings with optimal performance and functionality. Sometimes that means using commissioning agents in creative ways to reach idealized outcomes.

A great example of this was on the Swampscott Elementary School where we identified that our commissioning agent had a particular skillset in obtaining incentives and rebates. By placing the responsibility in the well-positioned Commissioning agent the team realized of **$3.9M in Utility Rebates and IRA credit incentives** for the project.

$3.9M
Returned to the District



Swampscott Hadley ES
- **Geothermal GSHP system**
- **PV ready**
- **IRA grants est. at $2.4 million**

Swampscott Energy Model

The **Inflation Reduction Act** allows for cash payment on public projects that are tax exempt.
- Geothermal the reimbursement is 34% of cost.
- Solar the reimbursement is 25.5% of cost.
- Energy storage the is 25.5% of cost.
- Design and engineering costs are included in Grant

11. Financial Stability

LiRo-Hill is a company of over 1,100 employees across the Northeast which was recently recognized as the #5 Construction Management firm in the United States.



We provide construction and project management services on projects that range in all sizes including projects that have construction costs in excess of $1B.

We have a long history of stable financial performance dating back to our inception in 1984.
In addition to the individual financial stability of LiRo-Hill, we have access to the financial backing of our parent company.

LiRo-Hill is part of Global Infrastructure Systems, Inc.

THE LIRO GROUP
CONSOLIDATED BALANCE SHEET
DECEMBER 31, 2024

ASSETS

CURRENT ASSETS:	
Cash	$ 2,601,00
Cash pooled at parent	86,436,00
Accounts receivable, net of allowance for credit losses of $2,255,000	53,863,00
Contract assets (including conditional retainage of $10,392,000)	54,577,00
Prepaid income taxes	589,00
Prepaid expenses and other current assets	3,482,00
Total Current Assets	201,548,00
PROPERTY AND EQUIPMENT, NET	3,023,00
OPERATING LEASE RIGHT-OF-USE ASSETS, NET	11,637,00
OTHER ASSETS:	
Goodwill, net	43,655,00
Intangible assets, net	67,854,00
Deferred tax asset	11,680,00
Other assets	609,00
Total Other Assets	123,798,00
TOTAL ASSETS	$ 340,006,00

LiRo-Hill
GISI Consulting Group Company











SECTION TWO: OPM APPLICATION FORM

Owner's Project Management Services
Town of Natick - Memorial Elementary School
Natick, Massachusetts

Owner's Project Manager Application Form - March 2017

1. Project Name/Location for Which Firm is Filing: Owner's Project Management Services for the Natick Elementary School, Natick, MA

1a. MSBA Project Number: n/a

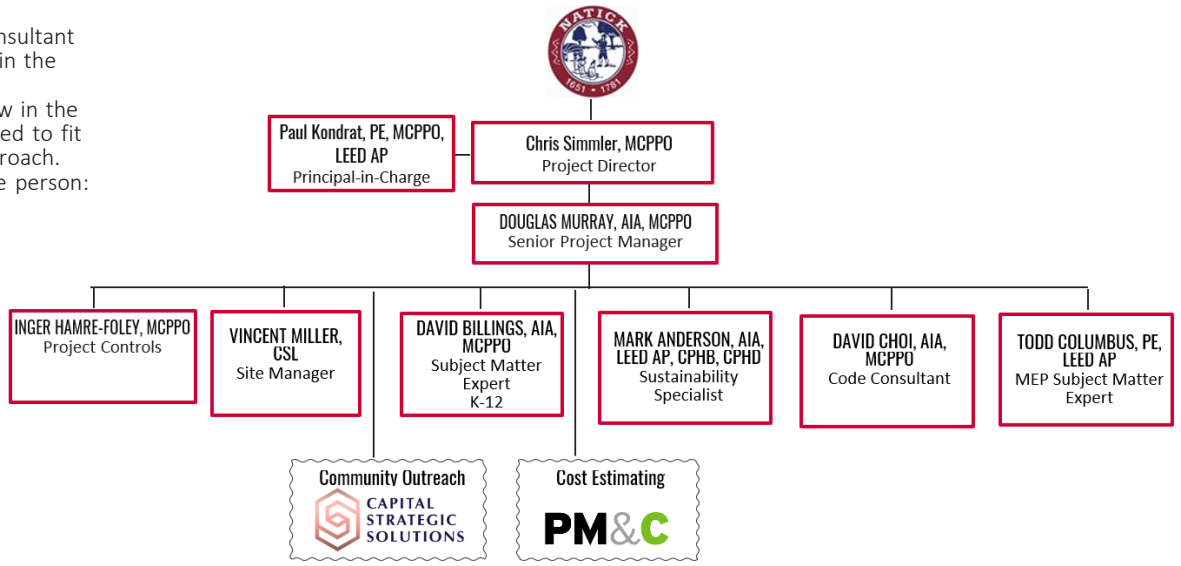
2a Respondent, Firm (Or Joint Venture) - Name and Address Of Primary Office To Perform The Work:	2b. Name and Address Of Other Participating Offices Of The Prime Applicant, If Different From Item 3a Above:
LiRo Program and Construction Management, PE, P.C. **(LiRo-Hill) 300 Washington Street, Suite 902** **Newton, MA 02458**	N/A
2c. Date Present and Predecessor Firms Were Established: LiRo Engineering & Construction Management, P.C. 3/3/94-8/29/2003 LiRo Program and Construction Management, P.C. 8/29/2003-2/2/2007 LiRo Program and Construction Management, PE P.C. 2/2/2007- present	2d. Name and Address of Parent Company, If Any: GISI International Services, LLC 660 Newport Center Drive, Suite 940, Newport Beach, CA 92660
2e. Federal ID #: 11-3205660	2f. Name of Proposed Project Director: Christopher Simmler, MCPPO

3. Personnel from Prime Firm Included in Question #2 Above by Discipline (List Each Person Only Once, By Primary Function - Average Number Employed Throughout the Preceding 6 Month Period. Indicate Both the Total Number in Each Discipline):

Discipline		Discipline		Discipline	
Admin. Personnel	6	Cost Estimators	0	Other - Project Managers	24
Architects	12	Electrical Engineers	2	Other - Laboratory	15
Acoustical Engineers	0	Environmental Engineers	0		
Civil Engineers	1	Licensed Site Profs.	0		
Code Specialists	1	Mechanical Engineers	2		
Construction Inspectors	11			**Total**	74

4. Has this Joint-Venture previously worked together? ☐ Yes ☐ No N/A

5. List ONLY those prime and sub-consultant personnel identified as key personnel in the response to request for services. This information should be presented below in the form of an organizational chart modified to fit the firm's proposed management approach. Include name of firm and name of the person:



6. Brief resume for key personnel ONLY as indicated in the Request for Services.



a. Name And Title Within Firm:
Paul Kondrat, PE, MCPPO, LEED AP, Senior Vice President,
New England Regional Manager

b. Project Assignment: **Principal-in-Charge**

c. Name And Address Of Office In Which Individual Identified In 6a. Resides:
LiRo Program & Construction Management, PE P.C. (LiRo-Hill)
300 Washington Street, Suite 902, Newton, MA 02458

d. Years Experience With This Firm: 1 With Other Firms: 29

e. Education: Degree(s) / Year / Specialization
B.S./1997/Mechanical Engineering

f. Date of MCPPO Certification: 5/8/2025

g. Applicable Registrations and Certifications:
- MCPPO Certified
- LEED AP BD+C

h. Current Work Assignments And Availability For This Project (availability should be identified as a percentage: eg: "As of 5/30, 50% available"):
Paul is available as required to meet the needs of this contract.

i. Other Experience and Qualifications Relevant to The Proposed Project: (Identify OPM Firm by Which Employed, If Not Current Firm. Please distinguish between OPM work and any design work performed by the firm.):
- Concord Public Schools, Concord, MA
- Boston Public Schools On-Call Contract, Boston, MA
- Westfield State University, Westfield, MA



a. Name And Title Within Firm:
Chris Simmler, MCPPO, Senior Vice President

b. Project Assignment: **Project Director**

c. Name And Address Of Office In Which Individual Identified In 6a. Resides:
LiRo Program & Construction Management, PE P.C. (LiRo-Hill)
300 Washington Street, Suite 902, Newton, MA 02458

d. Years Experience With This Firm: 1 With Other Firms: 28

e. Education: Degree(s) / Year / Specialization:
B.S./1989/Civil Engineering

f. Date of MCPPO Certification: 5/2024

g. Applicable Registrations and Certifications:
- MCPPO Certified
- OSHA 10 Certified

h. Current Work Assignments And Availability For This Project (availability should be identified as a percentage: eg: "As of 5/30, 50% available"):
Chris is available as required to meet the needs of this contract.

- Other Experience and Qualifications Relevant to The Proposed Project: (Identify OPM Firm by Which Employed, If Not Current Firm. Please distinguish between OPM work and any design work performed by the firm.):
- Waltham High School, Waltham , MA
- Hudson Elementary School, Hudson, MA



a. Name And Title Within Firm:
Douglas Murray AIA, MCPPO, Senior Project Manager

b. Project Assignment: **Senior Project Manager**

c. Name And Address Of Office In Which Individual Identified In 6a. Resides:
LiRo Program & Construction Management, PE P.C. (LiRo-Hill)
300 Washington Street, Suite 902, Newton, MA 02458

d. Years Experience With This Firm: 14 With Other Firms: 22

e. Education: Degree(s) / Year / Specialization

B.A. / University of Notre Dame / 1986 / Architecture

Certificate - Management and Administration / Harvard University Extension School / 1992
Architectural Technology / Benjamin Franklin Institute of Technology / 2013

f. Date of MCPPO Certification: 5/21/2025

g. Applicable Registrations and Certifications:

- MCPPO Certified for the MSBA
- NCARB Certified
- American Institute of Architects
- OSHA 10 Hour Construction Safety Training
- Registered Architect - Massachusetts

h. Current Work Assignments And Availability For This Project (availability should be identified as a percentage: eg: "As of 5/30, 50% available"):

- Lincoln-Eliot Elementary School, Newton, MA

Doug is available for 100% during all project phases.

i. Other Experience and Qualifications Relevant to The Proposed Project:

- Lincoln-Eliot Elementary School, Newton, MA
- Braintree South Middle School, Braintree, MA
- Masconomet Regional High School/Middle School Capital Assessment, Boxford, MA (Habeeb Associates)
- Boston Renaissance Charter School, Boston, MA+
- Academy of the Pacific Rim, Boston, MA+

+with previous firm(s)



a. Name And Title Within Firm:
Inger Hamre-Foley, MCPPO, Project Director

b. Project Assignment: **Project Controls**

c. Name And Address Of Office In Which Individual Identified In 6a. Resides:
LiRo Program & Construction Management, PE P.C. (LiRo-Hill)
300 Washington Street, Suite 902, Newton, MA 02458

d. Years Experience With This Firm: 27 With Other Firms: 0

e. Education: Degree(s) / Year / Specialization

Two-year Degree, Sogn & Fjordane University (Sogndal, Norway), 1994, Economics and Administration

f. Date of MCPPO Certification: 2/16/2024

g. Applicable Registrations and Certifications:

- MCPPO Certified for the MSBA
- OSHA 10-Hour Construction Safety Training

h. Current Work Assignments And Availability For This Project (availability should be identified as a percentage: eg: "As of 5/30, 50% available"):

- Town of Needham, Pollard Middle School
- City of Boston, William E. Carter School
- Town of Dracut, Joseph Campbell Elementary School

Inger is available for 50%+ during all project phases

i. Other Experience and Qualifications Relevant to The Proposed Project:

- Town of Weymouth, Maria Weston Chapman Middle School
- Town of Brookline, Brookline High School, Brookline, MA
- Southeastern Regional Vocational Technical High School, South Easton, MA
- Town of Lexington, Estabrook Elementary School, Lexington, MA
- Atlantis Charter School, Fall River, MA
- Town of Dracut, Dracut High School
- Fascitelli Center for Advanced Engineering, University of Rhode Island

7a. PAST PERFORMANCE: List Representative Completed Projects, in excess of $1.5 million, for which the Prime Applicant has performed, or has entered into a contract to perform Owner's Project Management Services for all Public Agencies within the Commonwealth within the past 10 years. *Below is a representative list of K-12/education projects, in excess of 1.5 million, completed by our New England office within the past 10 years.*

a. Project Name And Location Project Director	b. Brief Description Of Project and Services (Include Reference To Areas Of Similar Experience)	c. Project Dollar Value	d. Completion Date (Actual Or Estimate)	e. On Time (Yes Or No)	f. Original Construction Contract Value	g. Change Orders	h. Number of Accidents and Safety Violations	i. Dollar Value of Any Safety Fines	j. Number And Outcome Of Legal Actions
1. **Clarke Middle School,** Lexington, MA PD: Paul Kalous	▪ OPM Services ▪ New 45,124 SF addition, Reno of Existing School ▪ 800 students in grades 6-8 ▪ Ch. 149A/CM at Risk	$22M	2017	Yes	$16.3M	$0.13M	0	$0	N/A
2. **Diamond Middle School,** Lexington, MA PD: Paul Kalous	▪ OPM Services addition and phased renovation ▪ New 36,662 SF, Reno of Existing School ▪ 900 students in grades 6-8 ▪ Ch. 149A/CM at Risk	$39.7M	2018	Yes	$32.3M	$1M	0	$0	N/A
3 . **East Middle School,** Braintree, MA PD: David Billings	▪ OPM Services ▪ New 75,900 SF; Reno of 108,525 SF ▪ 1,180 students in grades 5-8 ▪ Ch. 149A/CM at Risk ▪ MSBA Funded	$82.1M	2020	Yes	$66.2M	$2.5M	0	$0	N/A
4. **Maria Weston Chapman Middle School,** Weymouth, MA PD: Paul Kalous	▪ OPM Services ▪ New 222,000 SF; Reno 30,000 SF ▪ 1,470 students in grades 6-8 ▪ Ch. 149A/CM at Risk ▪ MSBA Funded	$156.3M	2022	Yes	$128.1M	$1.7M	0	$0	N/A
5. **Brookline High School** Brookline, MA PD: Paul Kalous	▪ OPM services ▪ New 118,000 SF - 9th Grade building spanning over the MBTA rails ▪ New 67,000 SF – STEM Wing Addition ▪ Reno of Tappan Gym and Science Classrooms ▪ 700 students in new 9th Grade Building; over 2,000 students in the high school ▪ Ch. 149A/CM at Risk	$230.5M	2022	No, due to COVID-19 delays	$170.6M	$6.8M	0	$0	N/A
6. **Raymond E. Shaw Elementary School,** Millbury, MA PD: David Billings	▪ OPM Services ▪ New 90,266 SF ▪ 550 students in grades 3-6 ▪ Ch. 149 ▪ MSBA Funded	$59.1M	2023	Yes	$46.2M	$2.6M	0	$0	N/A
7 . **Hosmer, Cunniff & Lowell Elementary Schools** Watertown, MA PD: Chris Simmler	▪ OPM Services ▪ New Hosmer and Cunniff ES ▪ Renovation and Addition to Lowell ES ▪ Ch. 149	$166.1M	2023	Yes	$136M	$7.9M	0	$0	N/A
8 . **Fisher Hill Elementary School**, Orange, MA P D : Paul Kalous	▪ OPM Services ▪ New 47,500, Reno of 50,000 SF ▪ 580 students in grades Pre-K – 6 ▪ Ch. 149 ▪ MSBA Funded	$56.1M	2023	Yes	$44.5M	$2.4M	0	$0	N/A
9. **South Middle School** Braintree, MA PD: Doug Murray	▪ OPM Services ▪ New 145,850 SF ▪ 800 students in grades 5-8 ▪ Ch. 149 ▪ MSBA Funded	$80.8M	2023	Yes	$66.6M	$1.7M	0	$0	N/A
10. **Swampscott Elementary School** Swampscott, MA PD: Paul Kalous	▪ OPM Services ▪ New 153,855 SF ▪ 900 students in grades K-4 ▪ Ch. 149 ▪ MSBA Funded	$101M	2024	Yes	$80.6M	$3.1M	0	$0	N/A

11. William E. Carter School Boston, MA PD: Chris Simmler	▪ OPM Services ▪ New 85,655 SF ▪ 60 students for age 3 through 22 – all special needs school ▪ Ch. 149A/CM at Risk ▪ MSBA Funded	$111.4M	2025	Yes	$87.4M	$4.3M (est)	0	$0	N/A
1 2 . Concord Middle School, Concord, MA PD: Paul Kondrat	▪ OPM Services ▪ New 142,569 SF ▪ 700 students in grades 6-8 ▪ Ch. 149	$104.8M	2025	Yes	$85.2M	$2.8M	0	$0	N/A
13. Lincoln Eliot Elementary School and Newton Early Childhood Newton, MA PD: Doug Murray	▪ OPM Services ▪ 41,900 SF of reno for the Early Childhood Program ▪ 98,000 SF of reno and addition to the Lincoln Eliot ES ▪ 300 students in grades Pre-K-K in Early Childhood Program ▪ 450 students in grades K-5 in Lincoln Eliot ES ▪ Ch. 149	$54.9M	2025	Yes	$41.6M	$1.5M	0	$0	N/A
14. Lynch Elementary School Winchester, MA PD: Chris Simmler	▪ OPM Services ▪ New 103,750 SF ▪ 520 students in grades Pre-K-5 ▪ Ch. 149 ▪ MSBA Funded	$94.5M	2025	Yes	$67.7M	$2.3M	0	$0	N/A

a. Project Name And Location Project Director	b. Original Project Budget	c. Final Project Budget	d. If different, provide reason(s) for variance	e. Original Project Completion	e. Actual Project Completion On Time (Yes or No)	f. If different, provide reason(s) for variance.
1. **Clarke Middle School,** Lexington, MA PD: Paul Kalous	$21.6M	$19.7M	Delivered project under budget	2017	Yes	N/A
2. **Diamond Middle School,** Lexington, MA PD: Paul Kalous	$45M	$39.7M	Delivered project under budget	2018	Yes	N/A
3. **East Middle School,** Braintree, MA PD: David Billings	$86.2M	$82.1M	Delivered project under budget	2020	Yes	n/a
4. Maria Weston Chapman Middle School Weymouth, MA PD: Paul Kalous	$164.2M	$156.3M	Delivered project under budget	2022	Yes	N/A
5. **Brookline High School,** Brookline, MA PD: Paul Kalous	$205.6M	$230.5M	Construction cost inflation due to COVID-19 Pandemic and added building a brand new MBTA station to the scope of work	2022	No	COVID-19 Pandemic delayed the project
6. **Raymond E. Shaw Elementary School** Millbury, MA PD: David Billings	$60.9M	$59.1M	Delivered project under budget	2023	Yes	N/A
7. **Hosmer, Cunniff & Lowell Elementary Schools,** Watertown, MA PD: Chris Simmler	$170M	$166.1M	Delivered project under budget	2023	Yes	N/A
8. **Fisher Hill Elementary School** Orange, MA PD: Paul Kalous	$57.7M	$56.1M	Delivered project under budget	2023	Yes	N/A
9. **South Middle School.** Braintree, MA PD: Doug Murray	$85.1M	$80.8M	Delivered project under budget	2023	Yes	N/A
10. **Swampscott Elementary School** Swampscott, MA PD: Paul Kalous	$98.3M	$101M	Inflation during COVID-19 increased the construction cost from Schematic Design to Bidding.	2024	Yes	N/A

11. **William E. Carter School** Boston, MA PD: Chris Simmler	$97M	$111.4M	Inflation during COVID-19 increased the construction cost from Schematic Design to Bidding. MSBA added over $4M in funding due to this unforeseen inflation.	2025	Yes	N/A
12. **Concord Middle School,** Concord, MA PD: Paul Kondrat	$100M	$104.8M	Increased gym size, added auditorium, and inflation during COVID-19 increased the construction cost from Schematic Design to Bidding.	2025	Yes	N/A
13. **Lincoln Eliot Elementary School and Newton Early Childhood** Newton, MA PD: Doug Murray	$54.9M	$54.1M	Delivered project under budget	2025	Yes	N/A
14. **Lynch Elementary School** Winchester, MA PD: Chris Simmler	$94.5M	$94.5M	Delivered project on budget	2025	Yes	N/A

8. CAPACITY: Identify all current/ongoing Work by Prime Applicant, Joint-Venture Members or Sub-consultants. Identify project participants and highlight any work involving the project participants identified in the response.

a. Project Name And Location Project Director	*b. Brief Description Of Project And Services (Include Reference To Areas Of Similar Experience)*	*c. Original Project Budget*	*d. Current Project Budget*	*e. Project Completion Date*	*f. Current forecast completion date On Time (Yes Or No)*	*g. Original Construction Contract Value*	*h. Number and dollar value of Change Orders*	*i. Number and dollar value of claims*
*1. **Joseph A. Campbell Elementary School** Dracut, MA PD: Paul Kalous*	▪ *OPM Services* ▪ *New 157,250 SF* ▪ *860 students in grades K-5* ▪ *Ch. 149* ▪ *MSBA Funded*	$177.3M (est)	$177.3M (est)	2029	Yes	$139.5M (est)	Design Phase	0
*2. **Pollard Middle School** Needham, MA PD: David Billings*	▪ *OPM Services* ▪ *New 265,000 SF* ▪ *1,335 students in grades 6-8* ▪ *Ch. 149A/CM at Risk* ▪ *MSBA Funded*	$336.3M (est)	$336.7M (est)	2032	Yes	$258.7M (est)	Design Phase	0
*3. **Cunningham Elementary School,** Milton, MA PD: Paul Kalous*	▪ *OPM Services* ▪ *Renovation for 3rd/4th floor interior renovations; to convert library into classrooms/offices and to convert 4th floor storage area into the new library* ▪ *Ch. 149*	$5.5M	$5.5M	2026	Yes	$3.24 million	Construction Phase	0
4. Samuel Bowles Elementary School Springfield, MA PD: Paul Kalous	▪ OPM Services ▪ Roof replacement ▪ Ch. 149 ▪ MSBA Funded	$4.4M	$4.4M	2026	Yes	$1.5M	Construction Phase	0
5. Central High School Springfield, MA PD: Paul Kalous	▪ OPM Services ▪ Window and door replacement ▪ Ch. 149 ▪ MSBA Funded	$7.5M	$7.5M	2026	Yes	$4.2M	Construction Phase	0
6. Central High School Springfield, MA PD: Paul Kalous	▪ OPM Services ▪ Window and door replacement ▪ Ch. 149 ▪ MSBA Funded	$7.5M	$7.5M	2026	Yes	$4.2M	Construction Phase	0
7. Sumner School Springfield, MA PD: Paul Kalous	▪ OPM Services ▪ Roof replacement ▪ Ch. 149 ▪ MSBA Funded	$3.7M	$3.7M	2026	Yes	$1.3M	Construction Phase	0

8. **Charles McCann Vocational Technical High School** North Adams, MA PD: Paul Kalous	▪ OPM Services ▪ Roof, window, door replacement and interior accessibility upgrades and modifications ▪ Ch. 149 ▪ MSBA Funded	$16.8M	$16.8M	2026	Yes	$8.8M	Construction Phase	0

9. References: Provide the following information for completed and current Projects listed above in 7 and 8 for which the Prime Applicant has performed, or has entered into a contract to perform Owner's Project Management Services for all Public Agencies within the Commonwealth within the past 10 years.

a. Project Name And Location Project Director	Client's Name, Address and Phone Number. Include Name of Contact Person	Project Name And Location Project Director	Client's Name, Address and Phone Number. Include Name of Contact Person	Project Name And Location Project Director	Client's Name, Address and Phone Number. Include Name of Contact Person
1. Raymond E. Shaw Elementary School Millbury, MA, David Billings	Rick Bedard Asst Superintendent for Business & Finance Millbury Public Schools 12 Martin Street Millbury, MA 01527 Tel: 508-865-9501 Email: rbedard@millburyschools.org	2. Fisher Hill Elementary School Orange, MA Paul Kalous	Bruce Scherer Building Committee Chair Town of Orange 507 South Main Street Orange, MA, 01364 Tel: 978-979-6519 Email: heritagefields@gmail.com	3. Swampscott Elementary School Swampscott, MA Paul Kalous	Max Kasper Facilities Director 207 Forest Avenue Swampscott, MA, 01907 Tel: 781-596-8800 x6372 Email: mkasper@swampscott.k12.ma.us
3. William E. Carter School Boston, MA, Chris Simmler	Brian McLaughlin, Senior Project Manager, Public Facilities Department City of Boston 26 Court Street, 10th Floor Boston, MA, 02108 Tel: 617-285-7339 Email: brian.p.mclaughlin@boston.gov	5. Pollard Middle School, Needham, MA, David Billings	Hank Haff Director of Design and Construction Public Services Administration Building 500 Dedham Avenue Needham, MA 02492 Tel: 781-455-7550 x72347 Email: hhaff@needhamma.gov	6. Joseph A. Campbell Elementary School and Dracut High School, Dracut, MA Paul Kalous	Steven Stone, Superintendent of Schools Dracut Public Schools 2063 Lakeview Avenue Dracut, MA 01826 Tel: 978-957-2660 Email: sstone@dracutps.org
7. Maria Weston Chapman Middle School and Tufts Library, Weymouth, MA Paul Kalous	Ted Langill Chief of Staff to Mayor Michael Molisse Town of Weymouth 75 Middle Street Weymouth, MA 02189 Tel: 781 340-5012 Email: tlangill@weymouth.ma.us	8. Abbott Memorial School ARP Project, Florida, MA, Paul Kalous	John Franzoni Superintendent of Schools North Berkshire School Union 26 Union St., Suite 1A North Adams, MA 01247 Tel: 413-652-1381 Email: jfranzoni@nbsunion.com	9. Brookline High School Brookline, MA Paul Kalous	Ray Masek, Project Manager Public Buildings Department Town of Brookline 353 Washington Street, 3rd Floor, Brookline, MA 02445 Tel: 617-264-6449 Email: rmasak@brooklinema.gov
10. Quincy Public Schools Boiler Replacement Project and Animal Care Center Quincy, MA Paul Kalous	Paul Hines, Commissioner, Department of Public Buildings City of Quincy 58 Saville Avenue, Quincy, MA 02169 Tel: 617-376-1512 Email: phines@quincyma.gov	11. Springfield – Samuel Bowles Elementary School; Central High School and Sumner School ARP Projects, Springfield, MA	Peter Garvey, Director of DCAC 36 Court Street, Room 312 Springfield, MA 01103 Tel: 413-787-6445 Email: pgarvey@springfieldcityhall.com	12. Cunningham Elementary School Milton, MA Paul Kalous	Thomas M. McCarthy Director of Consolidated Facilities 629 Randolph Ave Bldg. C Milton, MA Tel: 617-898-4930 Email: tmccarthy@miltonma.gov

Use This Space To Provide Any Additional Information Or Description Of Resources Supporting The Qualifications Of Your Firm And That Of Your Sub-consultants. If Needed, Up To Three, Double-Sided 8 ½" X 11" Supplementary Sheets Will Be Accepted. APPLICANTS ARE REQUIRED TO RESPOND SPECIFICALLY IN THIS SECTION TO THE AREAS OF EXPERIENCE REQUESTED.

Please see Tab 3: Additional Relevant Information

I hereby certify that the undersigned is an Authorized Signatory of Firm and is a Principal or Officer of Firm. The information contained in this application is true, accurate and sworn to by the undersigned under the pains and penalties of perjury.

Submitted By

(Signature) _____

Printed Name and Title

Lawrence Blond, Executive Vice President

Date: 03/26/26

LiRo-Hill
GISI Consulting Group Company











SECTION THREE: ADDITIONAL INFORMATION

Owner's Project Management Services
Town of Natick - Memorial Elementary School
Natick, Massachusetts

The list below illustrates a sampling of LiRo-Hill's other experience with elementary, middle, and high schools:

Elementary Schools

Abbott Memorial Elementary School*
Abby Kelley Foster Charter School (4 New Bond Street)
Amigos Elementary School*
Bowman Elementary School
Bridge Elementary School
Cunniff Elementary School
Estabrook Elementary School
Fisher Hill Elementary School
Fiske Elementary School
Hannigan Elementary School
Harold H. Galligan Elementary School*
Holyoke Public Schools*
Hosmer Elementary School
Lexington Pre-K Program
Lincoln Eliot Elementary School
Lowell Elementary School
Lynch Elementary School
Mary E. Finn School*
Raymond E. Shaw Elementary School
New Atlantis Charter School
Newton Early Childhood Program
Pakachoag Elementary School*
Park Avenue Elementary School
Paul Revere Elementary School
Staff Sergeant James J. Hill Elementary School
Stoughton Public Schools*
Swampscott Elementary School
West Memorial Elementary School*

Middle and High Schools

Abby Kelley Foster Charter Middle and High Schools (6 and 10 New Bond Street)
Atlantis Charter High School
Blackstone Valley Regional Vo-Tech High School*
Braintree East Middle School
Braintree South Middle School
Brookline High School
Clarke Middle School
Concord Middle School
Diamond Middle School
Dracut High School
East Bridgewater Junior/Senior School
Everett High School
Groton-Dunstable Regional Middle School
Leicester High School*
Lynn Vo-Tech High School*
Mansfield High School*
Maria Weston Chapman Middle School
McCall Middle School
Melrose High School**
Natick High School
Southeastern Regional Vo-Tech High School*
Wareham High School*
Tri-County Regional Vo-Tech High School**

* Accelerated Repair Projects
** Science Laboratories Initiative

TOWN OF SWAMPSCOTT: ELEMENTARY SCHOOL



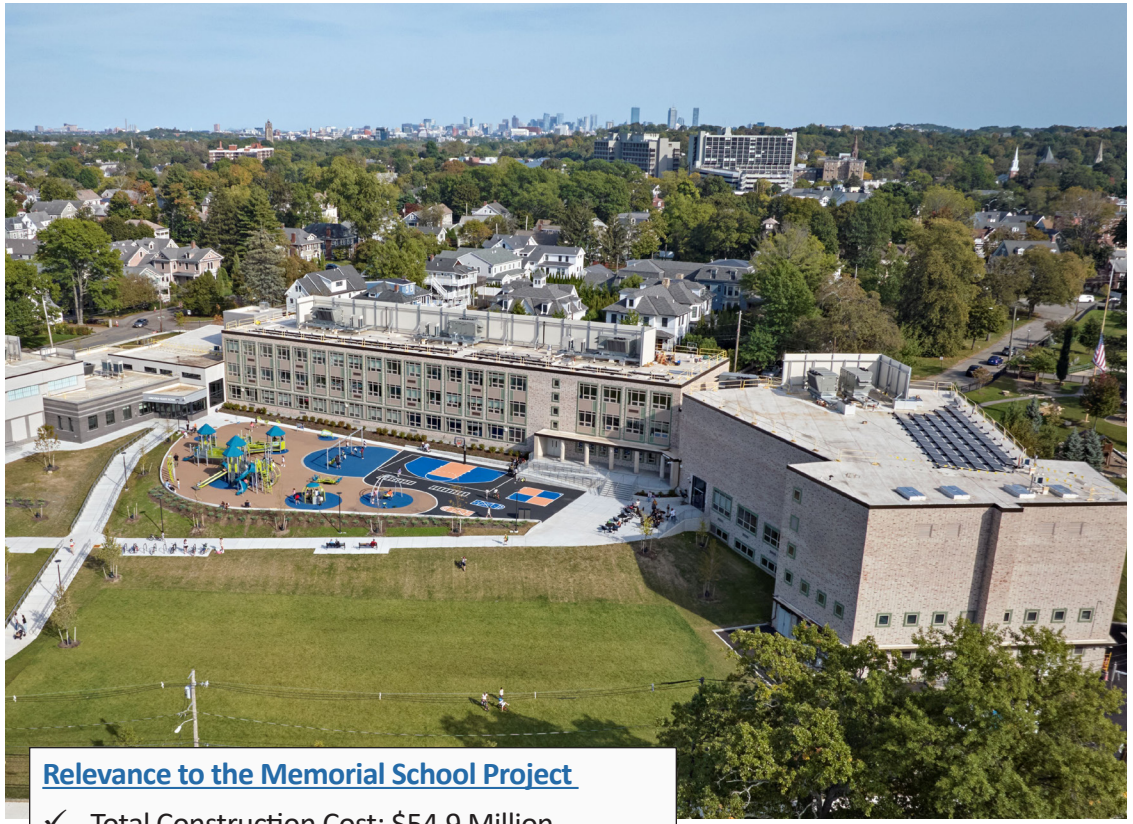
Relevance to the Memorial School Project

- ✓ Total Project Cost: $101 Million
- ✓ Year Complete: 2025
- ✓ 153,000 SF
- ✓ Number of Pupils: 900 Students in grades K-4
- ✓ LEED Gold
- ✓ Net Zero Ready
- ✓ Replace vs. Reno Evaluated
- ✓ Multiple Sites Evaluated

Swampscott faced challenges with three outdated elementary schools that lacked adequate space and failed to meet modern standards, prompting the town to evaluate multiple options for improvement. After careful analysis, a new consolidated K–4 elementary school was selected for the Stanley School site, as it best addressed educational equity, resource optimization, and cost efficiency.

As Owner's Project Manager, we guided the process from feasibility to completion, leading thorough site evaluations and collaborating with community stakeholders to ensure a transparent and efficient project that delivered a modern, sustainable, and inclusive learning environment for Swampscott's students.

TOWN OF NEWTON: LINCOLN-ELIOT ELEMENTARY PROJECT







Relevance to the Memorial School Project

- ✓ Total Construction Cost: $54.9 Million
- ✓ Year Complete: 2025
- ✓ 94,000 SF
- ✓ Number of Pupils: 350 Students in grades K-5
- ✓ Replace vs. Reno Evaluated
- ✓ LEED Silver

The Lincoln-Eliot Elementary School in Newton, MA, successfully completed a major renovation and expansion that transformed both its educational environment and sustainability profile. Serving around 315 K-5 students, the project modernized the 1965 building with flexible spaces for independent and small group learning, improved access to outdoor play areas, and energy-efficient systems and materials to reduce the facility's carbon footprint and operational costs.

After a thorough study, the architect recommended keeping the elementary and early childhood programs in separate spaces, allowing each to better meet the specific needs of its students.

The completed renovation not only addressed previous challenges in academic proficiency but also created a 21st-century learning environment that fostered collaboration, creativity, and physical activity, ensuring a more responsible and cost-effective school for the future.

TOWN OF ORANGE: FISHER HILL ELEMENTARY PROJECT



Relevance to the Memorial School Project

- ✓ Project Dollar Value: $56.1 Million
- ✓ Evaluation of 12 Sites
- ✓ Year Complete: 2023
- ✓ 86,000 SF
- ✓ Number of Pupils: 450 Students in grades K-3
- ✓ LEED Silver
- ✓ Replace vs. Reno Evaluated
- ✓ Multiple Sites Evaluated

LiRo-Hill was hired in October 2018 to represent the town and school district in addressing the needs of Dexter Park Elementary, which was built in 1953 and had outlived its useful life. The town selected RDA as the designer and, after reviewing 18 different options and studying 12 town-owned sites, the School Building Committee narrowed the choices to two: renovating and expanding Fisher Hill School for grades PK-6 (Option K.1) or constructing a new PK-6 school at the Dexter Park site (Option N.1). Ultimately, the town opted for Option K.1, resulting in the addition and renovation of Fisher Hill School, the demolition of Dexter Park, and the opening of the new 86,000 SF Fisher Hill Elementary in time for the 2023 school term. This $56.1 million school serves 450 Pre-K through 3rd grade students, supports 21st-century learning, and addresses safety and cost efficiency requirements. Dexter Park previously served grades 3-6, while Fisher Hill covers grades PK-2. A notable feature of the new building is its concrete structure, which was chosen to maximize above-ceiling space for MEP systems and ensure that the new floors align with the existing ones.

ADDITIONAL INFORMATION: OTHER REPRESENTATIVE MASSACHUSETTS SCHOOL PROJECTS

LiRo-Hill has a vast array of K-12 School project in our resume.
Below is a chart of several large scale projects which are similar in nature to your project.

REPRESENTATIVE EXPERIENCE	Addition	Renovation	New Construction	Adjacent Building	Tight Site	Demolition	Occupied/Phased	LEED/CHPS Certified **LEED only*	MSBA
Braintree South Middle School			✓	✓	✓			✓ *	✓
Brookline High School	✓	✓		✓	✓	✓	✓	✓ *	
Lexington Clarke Middle School	✓		✓	✓	✓	✓	✓	✓ *	
Watertown Cunniff Elementary School			✓			✓		✓	✓
Lexington Diamond Middle School	✓	✓		✓			✓	✓ *	
Dracut High School	✓	✓	✓	✓	✓	✓	✓	✓	✓
East Bridgewater Jr/Sr High School			✓			✓		✓	✓
Lexington Estabrook Elementary School			✓					✓	✓
Orange Fisher Hill Elementary School	✓		✓	✓		✓	✓		✓
Swampscott Hadley Elementary School (construction)			✓	✓	✓	✓			✓
Watertown Hosmer Elementary School			✓	✓	✓	✓	✓	✓	✓
Dracut Joseph A. Campbell Elementary School (feasibility)			✓	✓		✓		✓	✓
Newton Lincoln Eliot Elementary School (construction)	✓	✓				✓			
Watertown Lowell Elementary School	✓	✓						✓	✓
Winchester Lynch Elementary School (construction)			✓			✓			✓
Weymouth Maria Chapman Middle School		✓	✓	✓		✓	✓	✓	✓
Natick High School			✓					✓	✓
Newton Early Childhood Program (construction)		✓			✓				

ADDITIONAL INFORMATION: COMMUNITY OUTREACH TOOLS

OUR COMMUNITY OUTREACH EFFORTS: WEBSITES, LISTENING SESSIONS & INTERACTIVE

In order to lead community engagement efforts to identify concerns related to neighborhood impacts, site constraints, student equity, traffic, safety, and environmental sensitivities it is necessary to implement tools of all types to engage the local community to create excitement about your project. We work within all media types to create ways of getting the message out and reach a successful community buy-in for each project.

RAYMOND E. SHAW ELEMENTARY SCHOOL





THE NEW RAYMOND E. SHAW SCHOOL

Building Square Footage: 90,266 SF

Grades: 3-6 (3rd grade moves from Elmwood)

New Shaw School Enrollment: 550 Students

PROGRAM HIGHLIGHTS:

- 24 Classrooms for grades 3 through 6
- Media Center with meeting space
- Large Cafeteria with stage
- Music and chorus rooms adjacent to stage
- STEM classrooms with exterior work area
- Fully integrated special education programs
- High efficiency building systems
- New technology infrastructure
- Gym sized for league basketball
- Artificial turf multi-sport athletic fields

Total Project Cost: $60.9 million

Anticipated MSBA reimbursement: $24.5 million

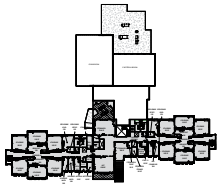
Based on a 36 million dollar bond for 30 years at 3.75% the expected tax impact will be approximately $1.21 per $1,000 assessed value.

BUILDING FEATURES:

- Located just north of the existing Raymond E. Shaw Elementary School allowing the existing building to remain functional during construction.
- The design is influenced by the school's educational program and surrounding environment.
- Site offers age appropriate play areas including climbing structures, basketball court, outdoor learning spaces, ropes course, and multipurpose fields.
- Interior offers bright daylighting, welcoming, creative and flexible collaborative learning environments.
- A "Main Street" corridor organizes the shared spaces along a central spine, including the Media Center, Music Classroom, Cafeteria/ Platform, and Gymnasium which will be available to the community for after hours use.
- Classroom wings are organized in neighborhood pods and located near the main building entrance and can be secured during public events.
- Each neighborhood contains six grade-level classrooms with a central flex/front porch that allows for independent study or small group learning and tutoring just outside the classroom.
- The school is sustainably designed, exceeding the stringent Massachusetts code requirements which will result in a greater than 20% savings in energy cost over a code building, bringing long term savings.



LEVEL 1 FLOOR PLAN



LEVEL 2 FLOOR PLAN



CLASSROOM



CENTRAL FLEX/FRONT PORCH



MAIN CORRIDOR



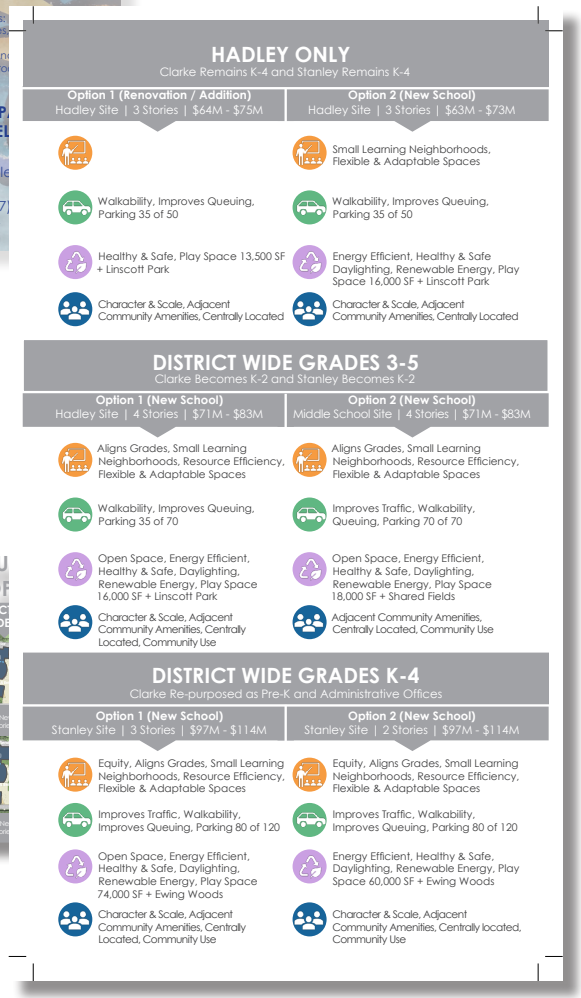
MEDIA CENTER

For more information, go to the R.E. Shaw Project Page : https://shawproject.millburyschools.org/



FirstName LastName
Street
City, State Zip





Owner's Project Management Services for the Town of Natick, Memorial Elementary School, Natick, Massachusetts

LiRo-Hill
GISI Consulting Group Company











SECTION FOUR: REQUIRED FORMS

Owner's Project Management Services
Town of Natick - Memorial Elementary School
Natick, Massachusetts

ATTACHMENT F

Required Certifications

CERTIFICATE OF NON-COLLUSION

The undersigned hereby certifies that s/he will comply with all laws and regulations applicable to awards made subject to Massachusetts General Laws Chapter 7C.

The undersigned certifies under penalties of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

Signature of individual submitting Proposal_____

Name of Business (please type or print)_____LiRo Program and Construction Management, PE, P.C._____

This form is required with RFQ proposal submission.

CERTIFICATE OF TAX COMPLIANCE

Pursuant to Ch.62C, S.49A (b) of the Massachusetts General Laws, I, ___Lawrence Blond, PE_____, authorized signatory for (name) ___LiRo Program and Construction Management, PE, P.C._____, do hereby certify under the pains and penalties (name of Consultant) of perjury that said contractor has complied with all laws of the Commonwealth of Massachusetts relating to taxes.

Consultant By: _____

(Signature of authorized representative)

Executive Vice President

(Title)

March 23, 2026

(Date)

CERTIFICATE OF MA Conflict of Interest Training

Please attach the certificate of completion for all staff expected to be working on site routinely during feasibility study through Construction close out and all staff authorized to sign contracts for this firm.

All LiRo-Hill employees complete required annual compliance training that includes conflict of interest training applicable to Massachusetts. Should further documentation be required, we can provide at your request.

ATTACHMENT G
Required Certifications

SIGNATURE PAGE

This Bid must bear the written signature of the Bidder or authorized agent of the Bidder. If the Bidder is a corporation or a partnership, the Bid must be signed by a duly authorized officer of such corporation or by a partner; the title of such officer must be stated.

The bidder hereby acknowledges the receipt of, and has included in this BID, the following Addenda:

(To be filled in by Bidder, if Addendums are issues.)

Addendum No. 1 , dated March 20, 2026

Addendum No. __, dated _____

Addendum No. __, dated _____

_____

Signature

LiRo Program and Construction Management, PE, P.C.

Name of Corporation, Company or Individual

Lawrence Blond, PE

Printed Name of Person Authorized to Sign

03/23/26 Executive Vice President

Date & Title of Person Authorized to Sign Contracts and amendments on behalf of the Bidder

Natick Memorial School Project

RFS for OPM Services

Date 3/20/ 2026

Addenda # 1

Questions and Answers

Question # 1 In our proposal response, we would like to include the link to a Natick High School Feasibility study that we previously completed. The link will be accessible in the electronic version on the USB, but do we need to include seven (7) hard copies along with the seven (7) hard copies of the proposal, or is the electronic version satisfactory?

Answer: See response in 1A

Question # 1A Does this answer also apply to any additional documents that may be linked within the proposal?
Answer: The Committee would like 7 hard copy proposals for the items requested. If the RFS does not ask for it, it will not be reviewed.

Please submit **no more than 1 completed School Feasibility Study** as Attachment J in your firm's submission.

Question # 2 Are all the properties listed in the proposal owned by NPS?

Answer: Yes, all property parcels of land listed in the RFS are owned by the Town of Natick and under the control of the Natick School Committee.

Question # 3: Is there a kiln at Memorial School

Answer: There is no kiln at the Memorial School.

New RFS Document Request -Attachment J

On a separate sheet of paper, please include a hyperlink to no more than one completed feasibility study report members of your submission team completed the that the review team can consider.

Lawrence Blond, PE, Executive Vice President
March 26, 2026

Signature, Date, acknowledgement of this addenda # 1 is required as part of the submittal.

LiRo-Hill
GISI Consulting Group Company











ATTACHMENT H: PRIOR MONTHLY REPORT

A Monthly Project Report prepared by the Owner's Project Manager (OPM) for an MSBA (Massachusetts School Building Authority) project is a formal status document that provides the Owner, School Building Committee, District, and MSBA with a clear snapshot of the project's schedule, budget, risks, and overall health as of the reporting month.

The report is intended to:

- Demonstrate active project oversight
- Identify issues early (cost, schedule, scope, procurement)
- Document decisions and actions
- Support MSBA reimbursement and milestone compliance
- Create a formal project record

Included in this attachment is a report completed during the construction phase o the recently completed William E. Carter School in Boston, MA.

TOWN OF NATICK MASSACHUSETTS

MEMORIAL MUSTANGS

City of Boston
Public Facilities Department

William E. Carter School



Project Monthly Report
August & September 2025

Table of Contents

Executive Summary & Report

Financials

Schedule

OPM Weekly Field Reports

Attachments

1. ***RFI Log***
2. ***Submittal Log***

William E. Carter School

Executive Summary & Report

Project Manager's Report
August & September **2025**

Executive Summary

This Project Manager's Report for the City of Boston's William E. Carter School Project, MSBA Project No. 201700350036, submitted by LiRo-Hill (LH), covers activities for **August & September 2025**.

Project Description

The project entails the design and construction of the new William E. Carter School, 86,130 GSF, Grades PK-12 for up to 60 students located at 396 Northampton St, Boston, MA 02118. The building will include classrooms, offices, kitchen/cafeteria, aquatic therapy pool, outdoor learning spaces including a roof garden and sensory garden, gymnasium, literacy common, art and music therapy, vocational learning spaces, motor therapy, SLP and TVI therapy, and other support spaces.

The Carter School is a Boston Public School located on the border of Boston's Lower Roxbury and South End neighborhoods, located along the MBTA Southwest Corridor tracks near Massachusetts Avenue. The current school ranging in age from 12 to 22, serves students presented with both severe, intensive disabilities and complex health needs. The current facility did not address the severe needs of the Carter students. The mission of the Carter School is dedicated to providing an accessible, developmentally appropriate educational environment that combines data driven instruction with individualized services and support to maximize the students' access to learning.

Project Team

Client	City of Boston
Owner's Project Manager	LiRo-Hill *FKA: Hill International* (LH)
Construction Manger	Bond Building Construction, Inc. (Bond)
Architect	Perkins&Will (P&W)
Commissioning Agent	NV5
Civil Engineer & Environmental Permitting	Nitsch Engineering
Mechanical and Electrical	Bala Consulting Engineering
Plumbing and Fire Protection	IMEG
Telecommunication	Edvance Technology Design
Structural Engineer	B+AC
Hazmat	Universal Environmental Consultants
Landscape Architect	Studio 2112
Acoustical Engineer	Acentech
Geotechnical & GeoEnvironmental	McPhail Associates
Traffic Consultant	Nelson Nygaard
Security	DVS Security
Code Consultant	Code Red Consultants

Aquatics	Counsilman-Hunsaker
Elevator	Syska Hennesey
Food Service	Crabtree McGrath Associates
Sustainability	The Green Engineer
Testing Agent	Briggs Engineering
Scheduling Consultant	Keville Enterprises

August & September 2025 Project Status

Progress:

During August & September 2025, Bond Building Construction continued to coordinate trades onsite. All the trades were working to complete the base contract work, change order work, as well as addressing any punchlist items in BIM 360. P&W finalized the punch list review and continued to backpunch ready to inspect items. Bond and the project team worked closely together to complete all the necessary inspections and associated paperwork to achieve full certificate of occupancy on August 21, 2025. The certificate of substantial completion is drafted for August 25, 2025 – execution is pending the monetized punchlist. The Students started their first day of school on September 4, 2025, and a Ribbon Cutting ceremony was held on September 26, 2025.

Issues:

Soil Contamination:

- NAPL – Bond has completed soil removal in this area. McPhail installed the initial monitoring wells during September 2023 and the balance in February 2024 to monitor NAPL levels continuously through the end of the project. BPS' licensed soil professional (Tighe & Bond) may request additional wells be installed to facilitate long-term monitoring for the site.

MBTA:

- Given the continued delay, it is highly unlikely that the MBTA will pursue the duct bank replacement. Should the MBTA decide to proceed with this duct bank replacement, it will be coordinated post construction and during occupancy of the new Carter School.
- The MBTA has communicated their concern to the project team that access to their manholes within the easement may not be sufficient for their maintenance needs. The project team is actively working with the MBTA to resolve these issues with minimal impact to the project. Proposal Request #27 was issued to address access to the easement.

Manpower:

- Bond's latest cashflow shows aggressive monthly billings through the end of the project. In order to meet those monthly billings, the manpower onsite will need to increase. Bond has stated that they are meeting with the various subcontractors to increase crew sizes

and potentially add crews. The team will need to monitor the manpower to ensure it is adequate to meet the schedule dates and projected cashflow. Bond continued to work on 2nd shift and saturdays, including some of the deliveries. LH continued to address manpower for both Bond and subcontractors to encouraged to keep the pressure on completing both base contract work as well as punch list work in a timely manner. The Carter School moved in and maintained the first day of school on September 4, 2025. **CLOSED**.

Certificate of Occupancy and Substantial Completion:

- LH is concerned with achieving Certificate of Occupancy per the schedule, due to the scope still to be complete as well as the number of documents and testing coordination that will need to be completed. In order to achieve Certificate of Occupancy (C of O) in June, LH requested a weekly C of O checklist meeting with the team and City. The meetings started on May 7, 2025, and the purpose is to share updates, align tasks due, address any challenges, set clear goals and follow up with action items. A Temporary Certificate of Occupancy (TCO) was achieved on July 3, 2025. The full C of O was achieved on August 21, 2025. **CLOSED**.
- In order to achieve Substantial Completion, 99% of the project must be completed or completed and opened to public use except for minor incomplete or unsatisfactory items that do not materially impair the usefulness of the work required by the contract. The substantial completion will trigger the start of all the warranties. LH is concerned that the Substantial Completion will not be achieved at the time of Certificate of Occupancy, due to the post C of O work to complete list provided by Bond. The Certificate of Substantial Completion has been drafted for August 25, 2025 – execution of the certificate is pending the monetized punchlist.

Punchlist Schedule:

- Bond turned over the 3rd floor for P&W to punchlist in May. The list of work to complete on the 3rd floor made the punchlist review inefficient. As an example, the level of painting finish was deemed unacceptable and will be reviewed with the subcontractor prior to further punchlist review. Bond will revise the schedule for punchlist, based on the expectations set during the initial punchlist by P&W and City. In June the team has work closely with Bond to punchlist the various spaces as they become available. It has not been the most efficient way, as spaces are not 100% complete and additional punchlist review must often take place. **CLOSED**.

Building Envelope Testing:

- The building envelope testing has been challenged by the lateness of completion for both curtainwall, skylights, and roofing. The curtainwall testing must be done by a specialty firm, Intertek. They have by the end of May been onsite twice, and several tests have failed. This has resulted in repair work by AEG, and additional testing must be done by Intertek. LH is concerned with the schedule, the remediation work, and results of further testing. LH will continue to coordinate with Bond and the Testing Agency. In June and July, additional fan tests were performed at the Curtainwalls. Some units have still failed on

the first-floor south elevation due to a deficient caulking joint detail. The caulking joint has been corrected, scheduling of a re-test is pending.

August & September 2025 Milestones:

- Issued weekly community updates.
- Submitted MSBA monthly report.
- Final MSBA monthly onsite visit on September 16, 2025.
- FF&E and Technology deliveries and installation completed.
- All trades worked to complete base contract, change order and punchlist work.
- P&W continued interior and exterior punchlist and back punch.
- Bond continued to work on punchlist.
- Received Full Certificate of Occupancy August 21, 2025.
- Trainings ongoing.
- Submitted Change Order Log and GMP Contingency Log to the MSBA
- Students started first day of school on September 4, 2025.
- Ribbon Cutting Ceremony was held on September 26, 2025.

October 2025 Projected Milestones:

- Submit MSBA monthly report.
- Finalize FF&E and Technology punchlist.
- Complete all base contract work.
- Complete all punchlist items.
- Complete all commissioning items.
- Complete all required trainings.

Key Meetings

- OAC Meetings: August 7th, 14th, 21st, 28th; September 4th, 11th, 18th, 25th.
- PCO Meetings: August 1st, 8th, 15th, 22nd, 28th; September 2nd, 5th, 9th, 11th, 16th, 19th, 23rd, 30th.
- COO / Schedule / Closeout Meetings: August 5th, 12th, 19th, 26th; September 2nd, 9th, 16th, 23rd, 30th.
- Schedule Meetings:
- Commissioning Meetings: August 6th, 20th, 28th; September 3rd, 8th, 10th.
- FF&E: August 7th, 14th, 21st, 28th; September 17th.
- Art / MOAC: September 11th.
- Security Meeting: August 18th, 25th.
- Punchlist Review Meetings: August 21st, 26th, 28th; September 3rd, 5th,
- Budget meeting: August 18th. September 12th.
- ATC / BMS meeting: August 7th, September 30th.
- MSBA Site Visit: August 5th, September 16th.
- Ribbon Cutting: September 26th.

Schedule

The City accepted Bond's schedule update #03 Rev. 4 as the baseline schedule for the project. The Substantial Completion of the new building is scheduled for March 7, 2025.

Bond issued schedule update #26 on July 16th. Keville's analysis of this schedule was issued to Bond on September 9, 2025 with an accepted with comments status.

Bond is expecting to issue schedule update #27 in early October 2025.

The time impact to TIA #1 rev 3 was formally accepted and returned to Bond on October 11, 2024, granting them a 42-day contract change in time from March 7, 2025, to April 18, 2025, as well as compensation for this schedule extension. Two change events (EV's) were created and processed within e-Builder to capture the time and cost impacts associated with this TIA. These were formalized in Bond's contract amendment #4 (ChOrd #7), which was approved February 26, 2025.

Bond submitted TIA #3 on January 31, 2025, which requests the substantial completion date be extended 63 days to June 20, 2025, with 17 days being compensable. Keville's analysis for TIA #3 was issued to Bond on February 21, 2025, which accepted a revised substantial completion date of June 6, 2025. This represents a 49-day delay, 17 days of which were deemed excusable/compensable, the remaining 32 days were deemed excusable/non-compensable. This contract time modification was formalized in ChOrd #8, executed by the City on May 15, 2025.

Bond issued TIA #4 on April 28, 2025, to document a 14-calendar day delay related to permanent power energization by Eversource. This delay is requested to be an excusable/non-compensable delay. TIA #4 was reviewed by Keville and is being formalized in ChOrd #9, this change order was approved on August 11, 2025. This contractually changed Substantial Completion to June 20, 2025.

TIA #6 was issued on July 21, 2025 by Bond. This TIA is under review with Keville and is expected to be returned to Bond early October.

The project schedule has been updated to reflect the TIA #4 substantial completion of June 20, 2025.

Project Budget

The total project budget, issued to the City on May 30, 2023, is set for the project at $111,380,185. The City Council has approved the request for an additional $19,610,000 in funding for the William E. Carter School during the August 30th meeting, subsequent signatures by the Mayor and City Clerk were executed during the month of September 2023.

The attached budget reflects the project budget at $111,380,185. The final GMP, for the total amount of $88,901,911, was executed and has been added to the budget. Change Order #6 to the final GMP (ChOrd #9) was approved in August 2025 in the amount of $734,768.49.

Community

LH continues to issue weekly Community Updates to the City through August, for distribution to the requisite personnel.

MBE/WBE and BRJP

Bond's contract with the City indicates the following MBE/WBE participation is owned. Bond continues to submit weekly certified payrolls to the City's online system.

WBE is 6.6% and MBE is 0.8% of the awarded contractors.

Bond reported the following BRJP project status:

Project to Date - 09/24/2025

Subcontractor/Trade Name	Total	GOAL 51 % Resident		GOAL 40 % People of Color		GOAL 12 % Female		Veteran		Apprentice		GOAL 51 % Resident		GOAL 40 % People of Color		GOAL 12 % Female	
Accelerated Pool Group	64 Hrs.	0 Hrs.	0 %	56 Hrs.	88 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
Advanced Interiors & Glazing of New England	16142 Hrs.	888 Hrs.	5 %	1121 Hrs.	7 %	1517 Hrs.	10 %	0 Hrs.	0 %	851 Hrs.	6 %	0 Hrs.	0 %	170 Hrs.	21 %	48 Hrs.	6 %
Allegheny Contract Flooring, Inc.	92 Hrs.	0 Hrs.	0 %	48 Hrs.	53 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
Aluminum & Glass Concepts	183 Hrs.	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
Atlas Drilling LLC	724 Hrs.	152 Hrs.	21 %	152 Hrs.	21 %	175 Hrs.	25 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
Bello Painting Co.	2176 Hrs.	0 Hrs.	0 %	744 Hrs.	35 %	24 Hrs.	2 %	0 Hrs.	0 %	16 Hrs.	1 %	0 Hrs.	0 %	16 Hrs.	100 %	8 Hrs.	50 %
Bond Building Construction Inc (SC)	21764 Hrs.	5236 Hrs.	25 %	13248 Hrs.	61 %	3782 Hrs.	18 %	0 Hrs.	0 %	616 Hrs.	3 %	136 Hrs.	21 %	602 Hrs.	99 %	0 Hrs.	0 %
Brothers Electrical Corporation	19863 Hrs.	3955 Hrs.	20 %	7580 Hrs.	38 %	0 Hrs.	0 %	0 Hrs.	0 %	5869 Hrs.	30 %	2342 Hrs.	40 %	5094 Hrs.	86 %	0 Hrs.	0 %
Budget Maintenance Corporate Services	515 Hrs.	0 Hrs.	0 %	446 Hrs.	87 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
Carlyale Engineering Inc.	4011 Hrs.	0 Hrs.	0 %	896 Hrs.	22 %	0 Hrs.	0 %	0 Hrs.	0 %	636 Hrs.	16 %	0 Hrs.	0 %	96 Hrs.	15 %	0 Hrs.	0 %
Central Ceilings, Inc.	516 Hrs.	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
Component Assembly Systems	1232 Hrs.	0 Hrs.	0 %	328 Hrs.	27 %	184 Hrs.	15 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
Daniel Koury Construction, Inc.	9576 Hrs.	1953 Hrs.	21 %	3217 Hrs.	34 %	0 Hrs.	0 %	0 Hrs.	0 %	1568 Hrs.	17 %	1153 Hrs.	73 %	1568 Hrs.	100 %	0 Hrs.	0 %
Delta Beckwith Elevator Company	4213 Hrs.	0 Hrs.	0 %	8 Hrs.	1 %	159 Hrs.	4 %	0 Hrs.	0 %	1801 Hrs.	43 %	0 Hrs.	0 %	8 Hrs.	1 %	159 Hrs.	4 %
Dennis F. O'Brien Communications, Inc.	2809 Hrs.	0 Hrs.	0 %	471 Hrs.	16 %	0 Hrs.	0 %	679 Hrs.	24 %	896 Hrs.	32 %	0 Hrs.	0 %	471 Hrs.	48 %	0 Hrs.	0 %
Energy Insulation / N.B. Kenny Co. Inc	4809 Hrs.	0 Hrs.	0 %	428 Hrs.	9 %	128 Hrs.	3 %	1307 Hrs.	28 %	1680 Hrs.	35 %	0 Hrs.	0 %	416 Hrs.	26 %	128 Hrs.	8 %
Energy Insulation / P.J. Dionne Company, Inc	1185 Hrs.	0 Hrs.	0 %	72 Hrs.	7 %	52 Hrs.	5 %	315 Hrs.	27 %	320 Hrs.	27 %	0 Hrs.	0 %	56 Hrs.	18 %	52 Hrs.	17 %
Excell Construction Corporation	887 Hrs.	434 Hrs.	49 %	443 Hrs.	50 %	410 Hrs.	47 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
Food Equipment Installations, Inc.	41 Hrs.	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	8 Hrs.	20 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
Frazer Sheet Metal Inc	13731 Hrs.	956 Hrs.	7 %	2731 Hrs.	20 %	1343 Hrs.	10 %	0 Hrs.	0 %	3563 Hrs.	26 %	0 Hrs.	0 %	815 Hrs.	23 %	1343 Hrs.	38 %
Front Line Inc.	2129 Hrs.	0 Hrs.	0 %	2038 Hrs.	96 %	1689 Hrs.	79 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
Greenwood Industries (SC)	4578 Hrs.	0 Hrs.	0 %	1183 Hrs.	26 %	145 Hrs.	4 %	9 Hrs.	1 %	216 Hrs.	5 %	0 Hrs.	0 %	25 Hrs.	12 %	0 Hrs.	0 %
Helical Drilling Inc	511 Hrs.	0 Hrs.	0 %	8 Hrs.	2 %	162 Hrs.	32 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
Hustlers Never Stop Corp	264 Hrs.	0 Hrs.	0 %	264 Hrs.	100 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
Island International Industries New England, LLC	1351 Hrs.	0 Hrs.	0 %	160 Hrs.	12 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
JL Marshall & Sons	16303 Hrs.	1480 Hrs.	9 %	7073 Hrs.	38 %	348 Hrs.	2 %	144 Hrs.	1 %	258 Hrs.	2 %	53 Hrs.	21 %	149 Hrs.	56 %	53 Hrs.	21 %
Just Remodeling	232 Hrs.	0 Hrs.	0 %	232 Hrs.	100 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
LL Consulting	330 Hrs.	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
M.L. McDonald Sales Company	32456 Hrs.	2159 Hrs.	7 %	11568 Hrs.	36 %	1996 Hrs.	7 %	0 Hrs.	0 %	4723 Hrs.	15 %	0 Hrs.	0 %	2643 Hrs.	56 %	0 Hrs.	0 %
Manganaro Northeast Llc	697 Hrs.	0 Hrs.	0 %	56 Hrs.	7 %	0 Hrs.	0 %	0 Hrs.	0 %	56 Hrs.	7 %	0 Hrs.	0 %	56 Hrs.	100 %	0 Hrs.	0 %
Marmolo Bros Construction	12195 Hrs.	0 Hrs.	0 %	3373 Hrs.	28 %	705 Hrs.	6 %	0 Hrs.	0 %	80 Hrs.	1 %	0 Hrs.	0 %	80 Hrs.	100 %	0 Hrs.	0 %
Montana Excavation	367 Hrs.	0 Hrs.	0 %	367 Hrs.	100 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
N.B. Kenney Co. Inc.	9137 Hrs.	488 Hrs.	5 %	488 Hrs.	5 %	93 Hrs.	1 %	0 Hrs.	0 %	664 Hrs.	8 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
Northeast Interior Systems, Inc	1819 Hrs.	248 Hrs.	14 %	488 Hrs.	28 %	920 Hrs.	52 %	0 Hrs.	0 %	28 Hrs.	2 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
P.J. Dionne Company, Inc	15445 Hrs.	2311 Hrs.	15 %	6920 Hrs.	45 %	0 Hrs.	0 %	0 Hrs.	0 %	1662 Hrs.	13 %	0 Hrs.	0 %	1672 Hrs.	69 %	0 Hrs.	0 %
P.J. Spillane Company, Inc.	4267 Hrs.	332 Hrs.	8 %	1152 Hrs.	27 %	977 Hrs.	23 %	0 Hrs.	0 %	316 Hrs.	8 %	316 Hrs.	100 %	316 Hrs.	100 %	316 Hrs.	100 %
Pavilion Floors, Inc.	9279 Hrs.	249 Hrs.	3 %	2996 Hrs.	33 %	141 Hrs.	2 %	0 Hrs.	0 %	1381 Hrs.	15 %	0 Hrs.	0 %	1349 Hrs.	91 %	133 Hrs.	10 %
Phoenix Foundation Company	433 Hrs.	88 Hrs.	21 %	96 Hrs.	23 %	40 Hrs.	10 %	16 Hrs.	3 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
Quinn Brothers Of Essex, Inc.	4181 Hrs.	0 Hrs.	0 %	348 Hrs.	14 %	16 Hrs.	1 %	565 Hrs.	13 %	94 Hrs.	3 %	0 Hrs.	0 %	40 Hrs.	43 %	16 Hrs.	18 %
Railing Corp	106 Hrs.	0 Hrs.	0 %	106 Hrs.	100 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
Soils Construction Services	441 Hrs.	0 Hrs.	0 %	441 Hrs.	100 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
T. J. McCartney, Inc.	5702 Hrs.	0 Hrs.	0 %	2299 Hrs.	41 %	1295 Hrs.	23 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
The Pappas Company, Inc.	323 Hrs.	121 Hrs.	38 %	183 Hrs.	57 %	121 Hrs.	38 %	0 Hrs.	0 %	85 Hrs.	27 %	0 Hrs.	0 %	62 Hrs.	73 %	0 Hrs.	0 %
Thompson Company Inc.	156 Hrs.	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
W.L. French Excavating (SC)	11012 Hrs.	1463 Hrs.	14 %	2908 Hrs.	26 %	687 Hrs.	7 %	0 Hrs.	0 %	126 Hrs.	2 %	126 Hrs.	100 %	126 Hrs.	100 %	126 Hrs.	100 %
Weston & Sampson	634 Hrs.	0 Hrs.	0 %	583 Hrs.	92 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %	0 Hrs.	0 %
Project to Date Totals	**240967 Hrs.**	**22277 Hrs.**	**10 %**	**77428 Hrs.**	**33 %**	**19988 Hrs.**	**8 %**	**2068 Hrs.**	**2 %**	**27057 Hrs.**	**12 %**	**4136 Hrs.**	**15 %**	**15538 Hrs.**	**57 %**	**2380 Hrs.**	**9 %**

Weekly Workforce Reporting 09.24.2025				
	Total Hours	Residents	People of Color	Female
Pre July 1	5,655	812	1,873	716
		14.4%	33.1%	12.7%
Post July 1	240,967	32,026	77,429	16,988
		13.3%	32.1%	7.0%
Project to Date Totals	246,622	32,838	79,302	17,704
		13.3%	**32.2%**	**7.2%**
	Goal	**51%**	**40%**	**12%**
Last Weeks Totals	246,484	**13.3%**	**32.1%**	**7.2%**

BRJP percentages remain short of their respective goals; this is a weekly topic of conversation at the OAC meetings. Bond continues to meet with their sub-contractors on a weekly basis to identify ways to meet or exceed the BRJP goals.

Safety

Bond continues to hold safety orientations for new workers onsite.

Project Photos



1st Floor Café - Millwork



1st Floor Exterior – Bike Racks



2nd Floor - Courtyard



1st Floor – Sensory Garden

Financials

City of Boston
PFD #7200: The William E. Carter School Project
September 30, 2025

Project Budget and Cost Summary

A	C	D (Bud. Adj. Tab)	E (C+D)	F (Com. Cost tab)	G (E-F)	H (Forecast. tab, >G)	I (F+G+H)	J (Invoice Tab)	K (I-J)
	BUDGET			COST				CASH FLOW	
Description	BID PFA Approved	Authorized Changes	Approved Budget	Committed Costs	Uncommitted Costs	Forecast Costs	Total Project Costs	Expenditures to Date	Balance To Spend
20 Construction									
Pre-Construction Services	$180,000	$0	$180,000	$180,000	$0	$1,440,512	$1,620,512	$180,000	$1,440,512
Construction	$87,407,376	$0	$87,407,376	$87,407,376	$0	$0	$87,407,376	$80,210,785	$7,196,591
Change Orders	$0	$3,136,993	$3,136,993	$3,136,993	$0	$0	$3,136,993	$2,411,658	$725,336
Subtotal	$87,587,376	$3,136,993	$90,724,369	$90,724,369	$0	$1,440,512	$92,164,882	$82,802,443	$9,362,439
30 Architectural & Engineering									
A&E Feasibility Study	$965,000	$0	$965,000	$965,000	$0	$0	$965,000	$965,000	$0
Feasibility Study - Environmental & Site	$121,886	$0	$121,886	$121,886	$1	$0	$121,886	$120,236	$1,651
A&E Design Development	$1,380,000	$0	$1,380,000	$1,380,000	$0	$0	$1,380,000	$1,380,000	$0
A&E Construction Documents	$1,932,000	$0	$1,932,000	$1,932,000	$0	$0	$1,932,000	$1,932,000	$0
A&E Bidding / Negotiations	$552,000	$0	$552,000	$552,000	$0	$0	$552,000	$552,000	$0
A&E Construction Administration	$1,890,964	$429,954	$2,320,918	$2,320,918	$0	$333,895	$2,654,813	$2,293,954	$360,859
A&E Closeout	$195,838	$0	$195,838	$195,838	$0	$0	$195,838	$0	$195,838
Other Reimbursable Costs	$335,000	$0	$335,000	$335,000	$0	$0	$335,000	$247,472	$87,528
Hazardous Materials	$80,000	$0	$80,000	$80,000	$0	$0	$80,000	$70,884	$9,116
Geotechnical & Geo-Environmental	$300,000	$437,782	$737,782	$737,782	$0	$0	$737,782	$707,935	$29,847
Site Survey	$15,000	$0	$15,000	$15,000	$0	$0	$15,000	$7,645	$7,355
Traffic Studies	$15,000	$0	$15,000	$15,000	$0	$0	$15,000	$0	$15,000
Subtotal	$7,782,688	$867,736	$8,650,424	$8,650,424	$1	$333,895	$8,984,319	$8,277,126	$707,193
40 Administrative Costs									
OPM Feasibility Study	$387,295	$0	$387,295	$387,295	$0	$0	$387,295	$387,295	$0
OPM Design Development	$168,798	$0	$168,798	$168,798	$0	$0	$168,798	$168,798.00	$0
OPM Construction Contract Documents	$275,000	$0	$275,000	$275,000	$0	$0	$275,000	$275,000	$0
OPM Bidding	$50,000	$0	$50,000	$50,000	$0	$0	$50,000	$50,000	$0
OPM Construction Contract Administration	$1,265,000	$384,926	$1,649,926	$1,649,926	$0	$313,500	$1,963,426	$1,649,926	$313,500
OPM Closeout	$265,000	$0	$265,000	$265,000	$0	$0	$265,000	$229,502	$35,498
OPM Extra Services	$100,000	$129,525	$229,525	$229,525	$0	$0	$229,525	$185,018	$44,508
Other Administrative Costs	$50,000	$0	$50,000	$0	$50,000	$0	$50,000	$0	$50,000
Utility Fees	$250,000	$0	$250,000	$15,241	$234,759	$0	$250,000	$0	$250,000
Testing Services	$200,000	$0	$200,000	$200,000	$0	$80,000	$280,000	$156,108	$123,892
Swing Space / Modular	$2,163,927	-$167,883	$1,996,044	$1,559,234	$436,810	$0	$1,996,044	$1,249,377	$746,666
Other Project Costs	$250,000	$0	$250,000	$102,809	$147,191	$0	$250,000	$50,939	$199,061
Feasibility Study - Other	$98,855	$0	$98,855	$98,750	$105	$0	$98,855	$98,750	$105
Subtotal	$5,523,875	$346,568	$5,870,443	$5,001,578	$868,865	$393,500	$6,263,943	$4,500,713	$1,763,230
50 Furniture, Fixtures and Equipment									
Furniture, Fixtures and Equipment	$2,008,500	$181,309	$2,189,809	$2,189,809	$0	$10,793	$2,200,602	$0	$2,200,602
Technology	$768,400	$0	$768,400	$426,249	$342,151	$0	$768,400	$310,326	$458,074
Subtotal	$2,776,900	$181,309	$2,958,209	$2,616,058	$342,151	$10,793	$2,969,002	$310,326	$2,658,676
Project Sub-Total	**$103,670,839**	**$4,532,606**	**$108,203,445**	**$106,992,428**	**$1,211,017**	**$2,178,700**	**$110,382,146**	**$95,890,608**	**$14,491,538**
					Current Contingency	Potential Risk	Current Contingency		
70 Project Contingency									
Construction Contingency (Hard Cost)	$4,336,016	-$3,136,993	$1,199,023		$1,199,023	-$1,440,512	-$241,490		-$241,490
Owner's Contingency (Soft Cost)	$3,373,330	-$1,395,613	$1,977,717		$1,977,717	-$738,188	$1,239,529		$1,239,529
Subtotal	$7,709,346	-$4,532,606	$3,176,740		$3,176,740	-$2,178,700	$998,039		$998,039
Project Total	**$111,380,185**	**$0**	**$111,380,185**	**$106,992,428**	**$4,387,757**		**$111,380,185**	**$95,890,608**	**$15,489,578**

PFD #7200: The William E. Carter School Project
Estimated Project Cash Flow Sheet

9/30/2025

	Month		Estimated Outlay	Actual outlay	Est Cum	Act Cum
Feasibility and Schematic Design	1	Nov-19	$0	$0	$0	$0
	2	Dec-19	$17,655	$17,655	$17,655	$17,655
	3	Jan-20	$17,218	$17,218	$34,873	$34,873
	4	Feb-20	$10,715	$10,715	$45,588	$45,588
	5	Mar-20	$11,283	$11,283	$56,870	$56,870
	6	Apr-20	$11,860	$11,860	$68,730	$68,730
	7	May-20	$11,195	$11,195	$79,925	$79,925
	8	Jun-20	$9,873	$9,873	$89,798	$89,798
	9	Jul-20	$192,300	$192,300	$282,098	$282,098
	10	Aug-20	$68,373	$68,373	$350,470	$350,470
	11	Sep-20	$108,038	$108,038	$458,508	$458,508
	12	Oct-20	$77,746	$77,746	$536,254	$536,254
	13	Nov-20	$77,900	$77,900	$614,154	$614,154
	14	Dec-20	$45,433	$45,433	$659,586	$659,586
	15	Jan-21	$43,150	$43,150	$702,736	$702,736
	16	Feb-21	$28,235	$28,235	$730,971	$730,971
	17	Mar-21	$76,200	$76,200	$807,171	$807,171
	18	Apr-21	$23,425	$23,425	$830,596	$830,596
	19	May-21	$207,798	$207,798	$1,038,393	$1,038,393
	20	Jun-21	$15,705	$15,705	$1,054,098	$1,054,098
	21	Jul-21	$96,415	$96,415	$1,150,513	$1,150,513
	22	Aug-21	$150,625	$150,625	$1,301,138	$1,301,138
	23	Sep-21	$269,875	$269,875	$1,571,013	$1,571,013
Design Development 09/2021 thru 02/2022 (shown billed one month subsequence)	24	Oct-21	$268	$0	$1,571,281	$1,571,013
	25	Nov-21	$505,495	$505,763	$2,076,776	$2,076,776
	26	Dec-21	$251,400	$251,400	$2,328,176	$2,328,176
	27	Jan-22	$244,235	$244,235	$2,572,411	$2,572,411
	28	Feb-22	$255,350	$255,350	$2,827,761	$2,827,761
	29	Mar-22	$57,048	$57,048	$2,884,808	$2,884,808
Constr. Doc & Est. 03/2022 thru 1/2023 Early Packages Start Construction 09/2022 (shown billed one month subsequence)	30	Apr-22	$443,685	$443,685	$3,328,493	$3,328,493
	31	May-22	$268,570	$268,570	$3,597,063	$3,597,063
	32	Jun-22	$269,446	$269,446	$3,866,509	$3,866,509
	33	Jul-22	$288,781	$296,731	$4,155,290	$4,163,240
	34	Aug-22	$270,424	$270,424	$4,425,714	$4,433,664
	35	Sep-22	$913,126	$913,126	$5,338,840	$5,346,790
	36	Oct-22	$347,568	$358,818	$5,686,408	$5,705,608
	37	Nov-22	$190,275	$190,275	$5,876,683	$5,895,883
	38	Dec-22	$1,097,680	$1,097,680	$6,974,363	$6,993,563
	39	Jan-23	$40,275	$40,275	$7,014,638	$7,033,838
	40	Feb-23	$385,295	$385,146	$7,399,932	$7,418,984
Bidding and Construction of Main Package, and FF&E/Move In 2/2023 - 08/2025	41	Mar-23	$64,608	$72,556	$7,464,540	$7,491,540
	42	Apr-23	$507,515	$510,516	$7,972,055	$8,002,056
	43	May-23	$797,969	$797,969	$8,770,024	$8,800,025
	44	Jun-23	$1,029,758	$1,030,958	$9,799,782	$9,830,983
	45	Jul-23	$1,878,171	$1,878,620	$11,677,953	$11,709,603
	46	Aug-23	$2,033,279	$2,033,277	$13,711,232	$13,742,881
	47	Sep-23	$71,601	$71,430	$13,782,833	$13,814,311
	48	Oct-23	$4,683,836	$4,695,195	$18,466,669	$18,509,506
	49	Nov-23	$1,915,510	$1,915,509	$20,382,178	$20,425,015
	50	Dec-23	$193,460	$193,460	$20,575,638	$20,618,475
	51	Jan-24	$2,174,435	$2,174,436	$22,750,073	$22,792,910
	52	Feb-24	$2,033,569	$2,033,569	$24,783,642	$24,826,480
	53	Mar-24	$1,432,428	$1,432,428	$26,216,070	$26,258,908
	54	Apr-24	$1,891,428	$1,891,428	$28,107,498	$28,150,336
	55	May-24	$2,676,748	$2,676,748	$30,784,246	$30,827,084
	56	Jun-24	$3,395,507	$3,395,507	$34,179,753	$34,222,591

PFD #7200: The William E. Carter School Project
Estimated Project Cash Flow Sheet

9/30/2025

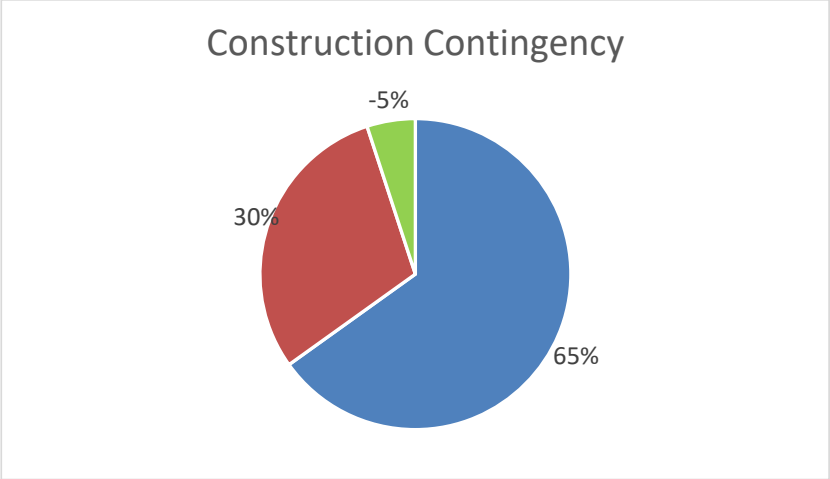
	Month		Estimated Outlay	Actual outlay	Est Cum	Act Cum
(shown billed one month subsequent)	57	Jul-24	$2,470,946	$2,470,946	$36,650,699	$36,693,537
	58	Aug-24	$97,817	$97,817	$36,748,516	$36,791,354
	59	Sep-24	$7,669,260	$7,669,260	$44,417,776	$44,460,613
	60	Oct-24	$404,703	$404,703	$44,822,479	$44,865,317
	61	Nov-24	$3,864,394	$3,864,394	$48,686,873	$48,729,710
	62	Dec-24	$8,126,792	$8,126,792	$56,813,665	$56,856,502
	63	Jan-25	$398,236	$398,236	$57,211,901	$57,254,738
	64	Feb-25	$4,449,116	$4,449,116	$61,661,017	$61,703,854
	65	Mar-25	$5,869,555	$5,869,555	$67,530,572	$67,573,410
	66	Apr-25	$5,147,648	$5,147,648	$72,678,220	$72,721,057
	67	May-25	$6,270,706	$6,270,706	$78,948,926	$78,991,763
	68	Jun-25	$7,760,000	$5,848,108	$86,708,926	$84,839,871
	69	Jul-25	$7,640,000	$4,508,266	$94,348,926	$89,348,137
	70	Aug-25	$6,886,757	$0	$101,235,683	$89,348,137
	71	Sep-25	$4,715,502	$6,542,470	$105,951,185	$95,890,608
Closeout 09/2025 - 09/2026 (shown billed one month subsequent) Final year for MSBA and Commissioning Closeout	72	Oct-25	$4,364,000	$0	$110,315,185	
	73	Nov-25	$450,000	$0	$110,765,185	
	74	Dec-25	$430,000	$0	$111,195,185	
	75	Jan-26	$30,000	$0	$111,225,185	
	76	Feb-26	$30,000	$0	$111,255,185	
	77	Mar-26	$30,000	$0	$111,285,185	
	78	Apr-26	$30,000	$0	$111,315,185	
	79	May-26	$15,000	$0	$111,330,185	
	80	Jun-26	$15,000	$0	$111,345,185	
	81	Jul-26	$15,000	$0	$111,360,185	
	82	Aug-26	$10,000	$0	$111,370,185	
	83	Sep-26	$5,000	$0	$111,375,185	
	84	Oct-26	$5,000	$0	$111,380,185	
		$57,210,879	$111,380,185	$95,890,608		

City of Boston

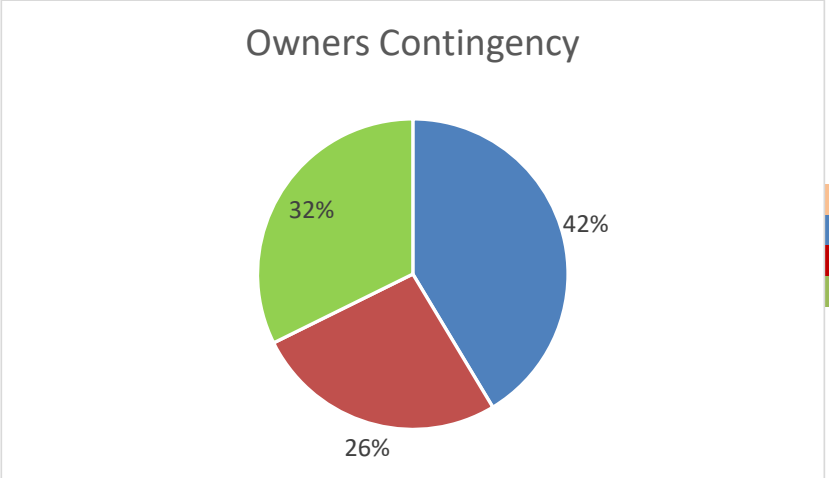
PFD #7200: The William E. Carter School Project

Contingency Usage Chart

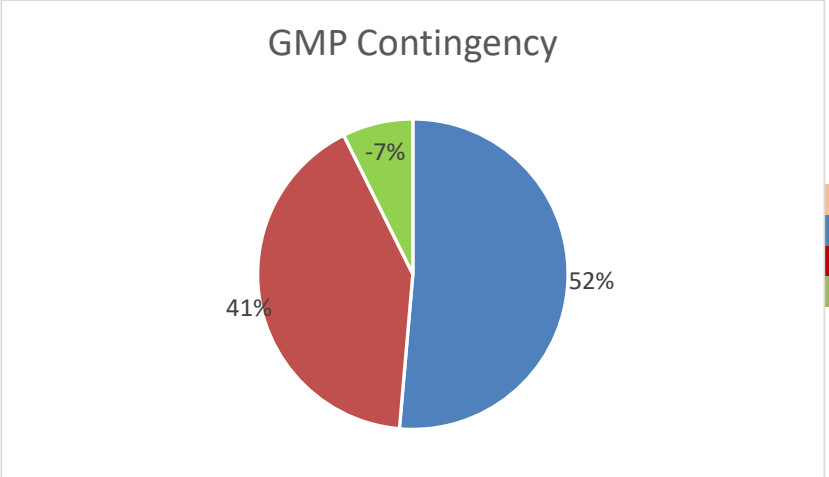
September 30, 2025



Budget	$	4,336,016
Used / Committed	$	3,136,993
Forecasted	$	1,440,512
Remaining	$	(241,490)



Budget	$	3,373,330
Used / Committed	$	1,395,613
Forecasted	$	888,188
Remaining	$	1,089,529



Budget	$	1,932,997
Used / Committed	$	1,164,211
Forecasted	$	935,195
Remaining	$	(166,409)

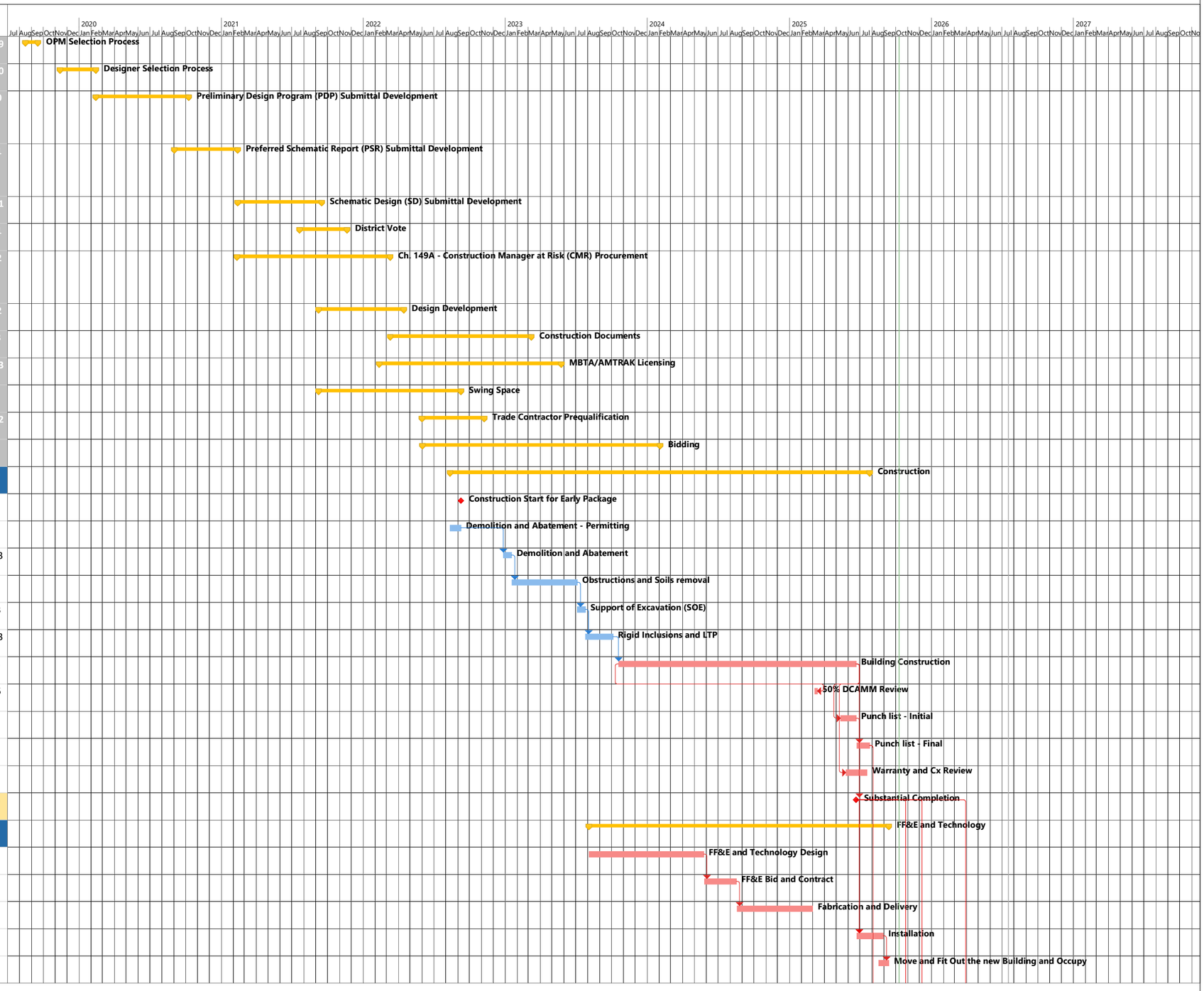
Schedule

City of Boston, William E. Carter School Project

September 30, 2025

Preliminary Project Schedule

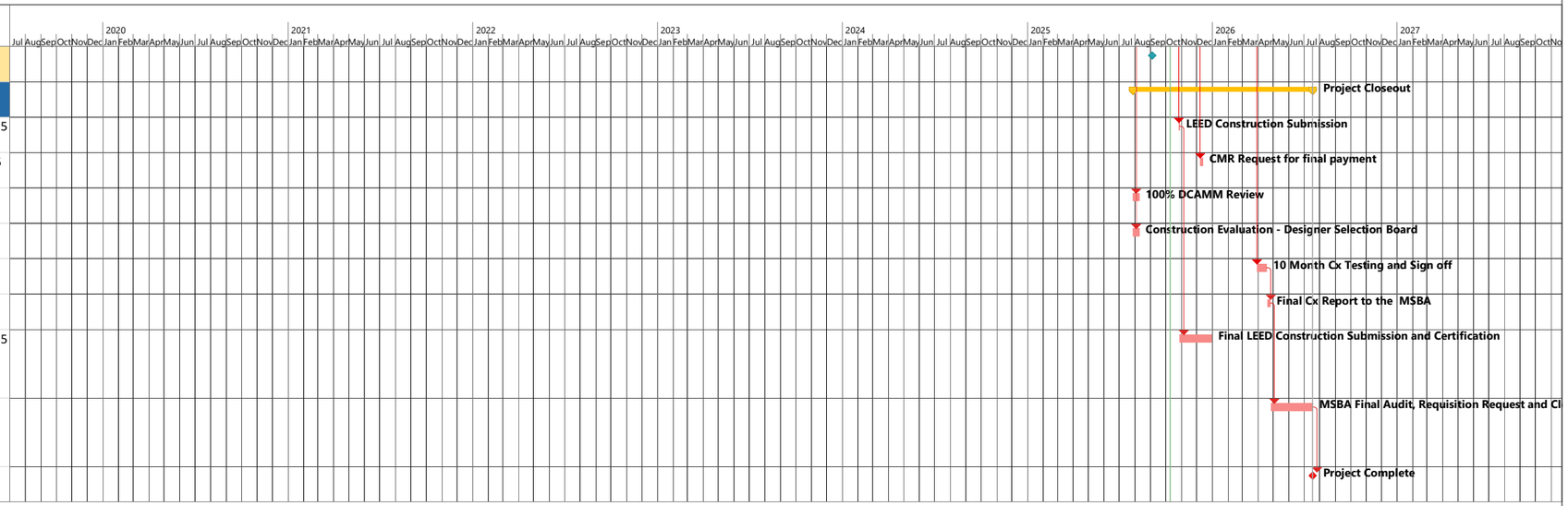
ID	Task Mode	Task Name	Duration	Calendar Days	Start	Finish
1		OPM Selection Process	22 days	0	Fri 8/16/19	Mon 9/16/19
5		Designer Selection Process	66 days	0	Wed 11/13/19	Wed 2/12/20
13		Preliminary Design Program (PDP) Submittal Development	171 days	0	Thu 2/13/20	Thu 10/8/20
28		Preferred Schematic Report (PSR) Submittal Development	117 days	0	Wed 9/2/20	Thu 2/11/21
45		Schematic Design (SD) Submittal Development	154 days	0	Fri 2/12/21	Wed 9/15/21
62		District Vote	88 days	0	Wed 7/21/21	Fri 11/19/21
69		Ch. 149A - Construction Manager at Risk (CMR) Procurement	282 days	1	Wed 2/10/21	Thu 3/10/22
85		Design Development	157 days	0	Wed 9/8/21	Thu 4/14/22
103		Construction Documents	259 days	0	Fri 3/11/22	Wed 3/8/23
136		MBTA/AMTRAK Licensing	334 days	0	Fri 2/11/22	Wed 5/24/23
143		Swing Space	262 days	1	Wed 9/8/21	Thu 9/8/22
170		Trade Contractor Prequalification	114 days	1	Wed 6/1/22	Mon 11/7/22
178		Bidding	437 days	0	Thu 6/2/22	Fri 2/2/24
189		**Construction**	**771 days**	**0**	**Fri 8/12/22**	**Fri 7/25/25**
190		Construction Start for Early Package	0 days	0	Thu 9/8/22	Thu 9/8/22
191		Demolition and Abatement - Permitting	20 days	28	Fri 8/12/22	Thu 9/8/22
192		Demolition and Abatement	15 days	21	Tue 12/27/22	Mon 1/16/23
193		Obstructions and Soils removal	24 wks	168	Wed 1/18/23	Tue 7/4/23
194		Support of Excavation (SOE)	15 days	21	Wed 7/5/23	Tue 7/25/23
195		Rigid Inclusions and LTP	51 days	71	Wed 7/26/23	Wed 10/4/23
196		**Building Construction**	**87.3 wks**	**611**	**Thu 10/19/23**	**Fri 6/20/25**
197		50% DCAMM Review	5 days	7	Thu 3/6/25	Thu 3/13/25
198		Punch list - Initial	30 days	40	Mon 5/12/25	Fri 6/20/25
199		Punch list - Final	25 days	33	Mon 6/23/25	Fri 7/25/25
200		Warranty and Cx Review	40 days	54	Mon 5/26/25	Fri 7/18/25
201		**Substantial Completion**	**0 days**	**0**	**Fri 6/20/25**	**Fri 6/20/25**
202		**FF&E and Technology**	**551 days**	**0**	**Fri 8/4/23**	**Fri 9/12/25**
203		FF&E and Technology Design	211 days	295	Fri 8/4/23	Fri 5/24/24
204		FF&E Bid and Contract	60 days	82	Mon 5/27/24	Fri 8/16/24
205		Fabrication and Delivery	140 days	194	Mon 8/19/24	Fri 2/28/25
206		Installation	50 days	68	Mon 6/23/25	Fri 8/29/25
207		Move and Fit Out the new Building and Occupy	20 days	26	Mon 8/18/25	Fri 9/12/25



City of Boston, William E. Carter School Project
September 30, 2025

Preliminary Project Schedule

ID	Task Mod	Task Name	Duration	Calendar Days	Start	Finish
208		**New Carter School Year Start**	**0 days**	**0**	**Thu 9/4/25**	**Thu 9/4/25**
209		**Project Closeout**	**255 days**	**1**	**Mon 7/28/25**	**Fri 7/17/26**
210		LEED Construction Submission	1 day	1	Mon 10/27/25	Mon 10/27/25
211		CMR Request for final payment	5 days	5	Mon 12/8/25	Fri 12/12/25
212		100% DCAMM Review	10 days	12	Mon 7/28/25	Fri 8/8/25
213		Construction Evaluation - Designer Selection Board	10 days	12	Mon 7/28/25	Fri 8/8/25
214		10 Month Cx Testing and Sign off	15 days	19	Mon 3/30/26	Fri 4/17/26
215		Final Cx Report to the MSBA	5 days	5	Mon 4/20/26	Fri 4/24/26
216		Final LEED Construction Submission and Certification	45 days	63	Tue 10/28/25	Mon 12/29/25
217		MSBA Final Audit, Requisition Request and Closeout	60 days	82	Mon 4/27/26	Fri 7/17/26
218		Project Complete	0 days	0	Fri 7/17/26	Fri 7/17/26



William E. Carter School

OPM Weekly Field Reports

Project Manager's Report
August & September **2025**

William E. Carter School

Construction Activities in August 2025

In the month of August, the finishing touches were being put in place to get the new school ready for the students' first day on September 4, 2025. Highlights of the work performed:

- In general, subcontractors worked on base contract work, change order work, as well as punchlist work.
- Frontline finalized the building cleaning, starting at the third floor and working their way down. They cleaned the remaining classrooms, staff rooms, and corridors on the interior of the building. They also cleaned all the playground equipment, sidewalks and building exterior.
- Marmelo Bros. addressed brick punchlist items.
- Quinn Bros. of Essex spent the month installing fencing, along with touching up paint on the fences and planters. They also spent time working on the third-floor trellis to get it plumb and level followed by touchup paint. Installed temporary fence swing gates.
- PJ Spillane addressed misc. punchlist items, including caulking at the curtainwalls. They also caulked all the sidewalk expansion joints.
- TJ McCartney performed rework on the terracotta panels at the front of the building. They also addressed punchlist items at the phenolic soffit panels.
- Aluminum & Glass Concepts and Advanced Exteriors & Glazing of NE addressed punchlist items throughout the building.
- Thompson Co. installed some late-arriving door hardware at a few interior openings. They installed door hardware on the barn doors and installed a door wrap at the damaged vocational room door.
- ML McDonald was onsite throughout the month spot taping damages, specifically at the corridors. They addressed wood decking and wood wall punchlist items as well as installed knee walls underneath literacy commons cabinets.
- The Woodworks performed touch up of the cafeteria servery and installed thresholds.
- Bello Painting was onsite throughout the month, finishing painting and caulking. They painted door frames and walls on the first floor as well as the southeast corridor wall. They painted underneath literacy commons soffit and completed stair punchlist.
- Central Ceilings was onsite completing their punchlist items.
- Pavilion Floors (Resilient) spent the month heat welding linoleum seams at classrooms and other high use rooms. They worked on epoxy floor punchlist on the first floor and the locker rooms as well as patching the slope to floor drains throughout the building.

William E. Carter School

Construction Activities in August 2025

- Pavilion Floors (Tile) addressed tile punch list items.
- Manganaro completed the install of all components under the specialties scope.
- Bluebird Graphic Solutions spent the month priming walls and installing branding throughout the building, as well as building signage.
- Northeast Interior Systems addressed manufactured casework punch list items on the first floor.
- Weston Sampson continued with the pool startup, working in the pool mechanical room.
- PJ Dionne completed the irrigation water lines to the northwest roof, as well as replaced the roof hydrant. Also worked on sink apron solutions with IMEG, as well as other punchlist items.
- NB Kenney completed commissioning of the HVAC systems and labeled ceiling tiles throughout the building.
- Brothers Electrical, and their subs, were onsite all month completing the security system including door wiring and general electrical and programming work. They relocated receptacles in the gang bathrooms, installed the pool speakers, and misc. electrical punch list.
- WL French was onsite performing striping work at the driveway and crosswalks. They also worked on footings at the north driveway.
- Xquisite Landscaping installed all bike racks, other landscaping accessories and east elevation site furnishings, as well as punchlist work.
- Frommelt delivered the loading dock lift.
- Delta Elevators was back onsite for maintenance calls.
- Singer Kittredge was back onsite for maintenance calls on freezer condensation.
- Bond self-perform work included finalizing the installation of the playground equipment.
- Bond was onsite to manage the construction as well as provide laborers for general site clean up management.
- Other trades were onsite as needed for misc. punchlist work.
- Ongoing training for the City and BPS.
- P&W, and their engineers/consultants as needed, were onsite each day for punchlist and back punchlist work.
- FF&E and Technology vendors were coordinated for installation and punchlist.

William E. Carter School

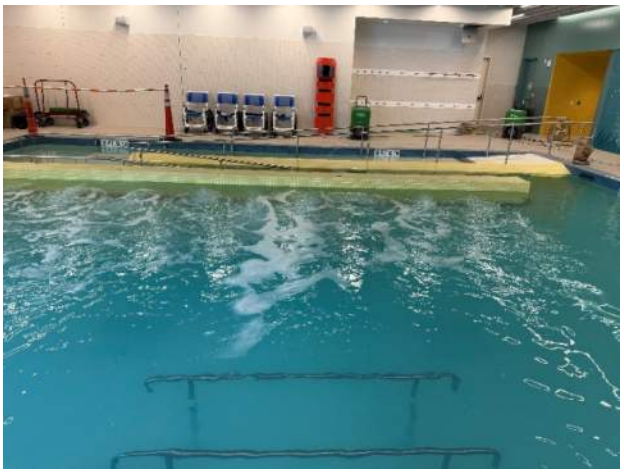
Construction Activities in August 2025

- Artist installation on the second-floor hallway by student hub was completed.
- Staff moved into the building.
- Inspections and testing for the C of O.
- Retest of the Curtainwall was held, and portion of the test area failed.
- Substantial completion was achieved on 8/25/2025.

By the end of the month the new school was substantially complete and ready for first day of school.



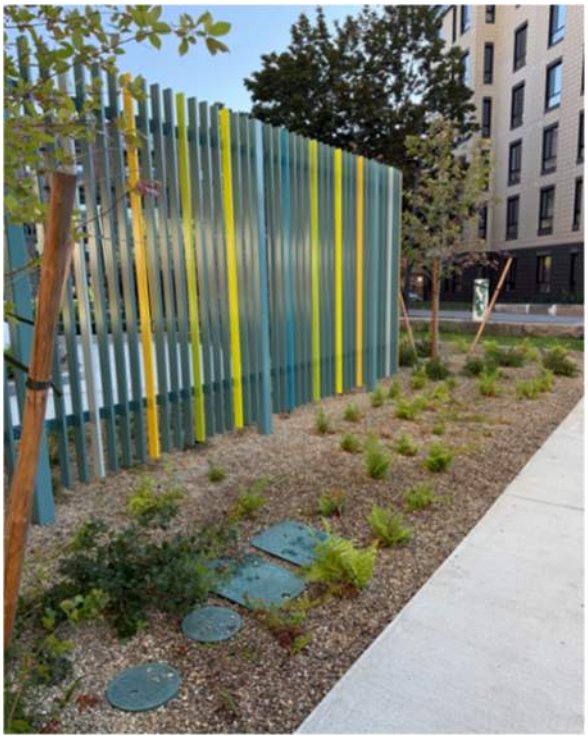






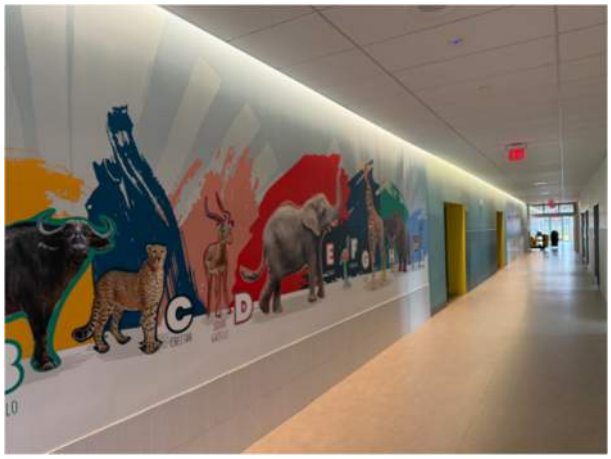
William E. Carter School

Construction Activities in August 2025





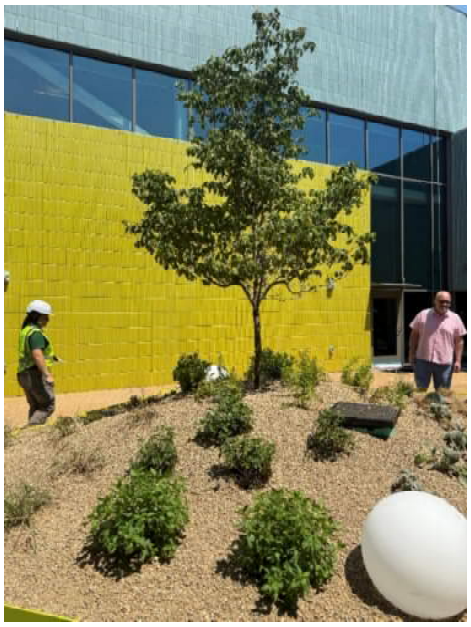




William E. Carter School

Construction Activities in August 2025













Attachments

Carter RFI Log 09/25/25

Id	Title	Created at	Due date	Review Days
00400-01	Alumni Wall Branding - Text Clarification - Rev. 01	8/21/2025	9/5/2025	26
00544	Confirming RFI - Fuel Oil Skid Emergency Power	9/4/2025	9/18/2025	16
00546	Level 01 Dryers - Receptacles and Cords	9/8/2025	9/22/2025	14

Carter Submittal Log 09/25/2025

Spec #	Title	Sent to reviewer	Due date	Review Days
260000	260000-007-01 - Generator Vibration Isolation	9/24/2025	10/15/2025	2
275000	275000-002 - Cabling Certification Report (Level 01)	7/15/2025	8/5/2025	53
Closeout Submittals				
051200	C-051200-001 - Structural Steel Framing - Warranty	6/24/2025	6/24/2025	68
08 34 73.13	C-083473.13-002 - Metal Sound Control Door & Window Assembly - Special Warranty	6/12/2025	6/26/2025	76
084113	C-084113-003 - Aluminum Framed Entrances and Storefronts - Special Warranty	7/7/2025	7/21/2025	59
084123	C-084123-001 - Fire Rated Entrances and Storefronts - Maintenance Data	8/6/2025	8/13/2025	37
087100	C-087100-003- Door Hardware - Key IDs	7/8/2025	7/22/2025	58
096466	C-096466-002 - Wood Athletic Flooring - As Builts	8/1/2025	8/15/2025	40
131100	C-131100-001 - Swimming Pool - O&M Manuals	7/28/2025	8/11/2025	44
131100	C-131100-003 - Swimming Pool - As-Builts	9/2/2025	9/16/2025	18
142100	C-142100-001 - Elevators - O&M Manual	9/16/2025	10/7/2025	8
230000	C-230000-003 - HVAC - O&M Manual	6/9/2025	6/30/2025	79
230593	C-230593-001 - Preliminary TAB Report	6/17/2025	7/9/2025	73
230593	C-230593-002 - Final TAB Report	9/8/2025	9/29/2025	14
230910	C-230910-001 - ATC - O&M Manual	6/13/2025	7/7/2025	75
231213	C-231213-001 - Fuel-Oil - Startup Report	6/9/2025	6/30/2025	79
238126	C-238126-001 - Split System - Startup Reports	6/9/2025	6/30/2025	79
260000	C-260000-001 - Generator - O&M Manual	6/9/2025	6/30/2025	79
260000	C-260000-002 - Electrical - As-Builts	9/16/2025	10/7/2025	8
262413	C-262413-001 - Switchboard - O&M Manual	6/9/2025	6/30/2025	79
275000	C-275000-001 - Distributed Communication Systems - O&M Manuals	6/9/2025	6/23/2025	79
280000	C-280000-001 - Electronic Security General Requirements - O&M Manuals	6/10/2025	6/24/2025	78
323300	C-323300-001 - Site Furnishings - Warranty	6/18/2025	7/2/2025	72
328400	C-328400-001 - Irrigation - Warranty	4/24/2025	5/15/2025	111
329300	C-329300-001 - Trees, Plants, and Ground Covers - Maintenance Data	4/23/2025	5/14/2025	112
329450	C-329450-001 - Intensive Green Roof Assembly - Maintenance Data	4/24/2025	5/15/2025	111
329450	C-329450-002 - Intensive Green Roof Assembly - Special Warranty	9/3/2025	9/17/2025	17
329455	C-329455-001 - Extensive Green Roof Assembly - Maintenance Data	4/24/2025	5/15/2025	111
329455	C-329455-002 - Extensive Green Roof Assembly - Special Warranty	9/3/2025	9/17/2025	17

LiRo-Hill
GISI Consulting Group Company











ATTACHMENT I: LIFE CYCLE COST ANALYSIS

Two samples of Life Cycle Cost Analysis the OPM has presented to an owner in the past seven years.

As the Owner's Project Manager (OPM), our role is to work closely with the design team to analyze various system options, enabling the School Building Committees to make well-informed decisions about building investments. In response to item 9 of the Evaluation Criteria in the Request for Services (RFS), we have included two presentations on life cycle costs for building systems. These presentations feature materials that we developed in collaboration with the design team and presented to the School Building Committees in Dracut and Weymouth. This allowed the towns to make informed decisions on their projects. Dracut made the decision to move forward with geothermal based systems due to this analysis.

TOWN OF NATICK
MASSACHUSETTS
N

MEMORIAL
MUSTANGS

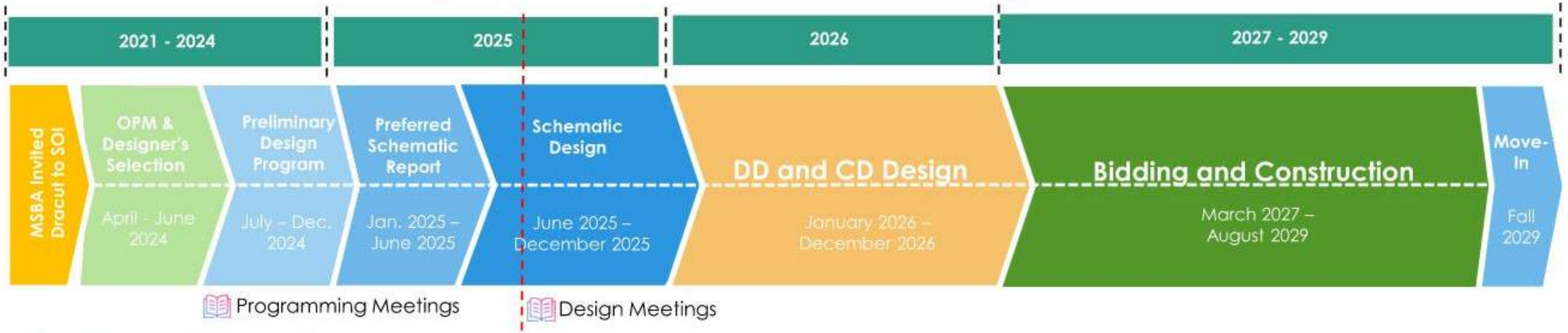
Joseph A. Campbell Elementary School

Building Project

MSBA SD School Building Committee

July 09, 2025

Dracut – Campbell Elementary School
Feasibility and Schematic Design Schedule



- ❖ Dracut Submitted Statement of Interest to MSBA 6/9/21
- ❖ OPM Onboarding 3/4/24
- ❖ MSBA Designer Selection Panel 6/4/24
- ❖ Designer Onboarding 6/28/24
- ❑ Submit PDP to MSBA 10/11/24
- ❑ Submit PSR to MSBA 5/1/25
- ❖ MSBA Meeting – Start Schematic Design 5/21/25
- ❑ MSBA to vote on PSR 6/18/25
- ❑ SBC to vote on SD 8/20/25
- ❑ MSBA to vote on SD 10/29/25
- ✻ **District Vote TBD (within 120 days from MSBA Board)**
- ❑ Start Design Development 1/5/26
- ❑ Start Early Site Package Summer 2026
- ❑ Start Construction Documents 8/20/26
- ❑ Start Bidding January 2027
- ❑ Start Construction March 2027
- ❑ **Move-In Fall 2029**

Project Timeline

JOSEPH A CAMPBELL ELEMENTARY SCHOOL

SUSTAINABILITY WORKING GROUP – PROJECT GOALS

- LEED v4 Silver Certification
- EUI target of 25 KBTU/ft^2/yr - Mass Save incentives
- Target *Passive House* standards for envelope
- Inflation Reduction Act (IRA) tax credits*

APPLICABLE CODES AND PROGRAMS

- Mass stretch energy code – no Opt-In specialized options
- International Energy Conservation Code (IE CC – 2021)
- MSBA Green Schools Program

*IRA Tax credits are subject to change

Ground Source Heat Pump – Geothermal

Central Heat Pump located in mechanical room and produces hot or chilled water. System utilizes multiple vertical wells drilled in the ground to reject or absorb heat as needed.

Pros
- System is very energy efficient
- Meets EUI Goal and IRA Tax Credit
- All electric system

- Hot and chilled water systems can be modified or expanded for future changes
- Heat pump is modular to provide redundancy

Cons
- High initial first costs
- Exterior space needed for wells





GSHP recently installed at Salem State University

Central Air Source Heat Pump and Back up Gas Boiler

Central Heat Pump located on the roof and produces hot or chilled water. System utilizes energy in the ambient air. Gas boiler can be provided for back up or to help reduce operating costs during winter.

Pros

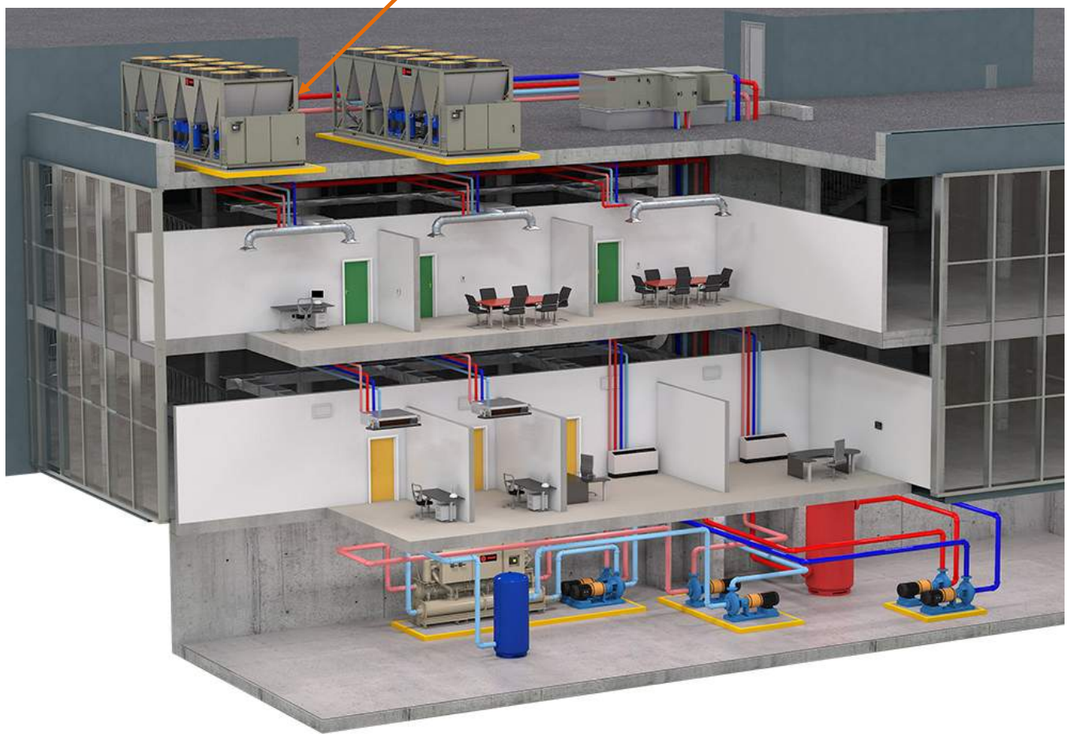
- System is energy efficient
- Hot and chilled water systems can be modified or expanded for future changes
- Heat pump is modular to provide redundancy

Cons

- Uses Fossil Fuel under certain conditions
- Roof space needed for heat pumps – may reduce available space for PV panels

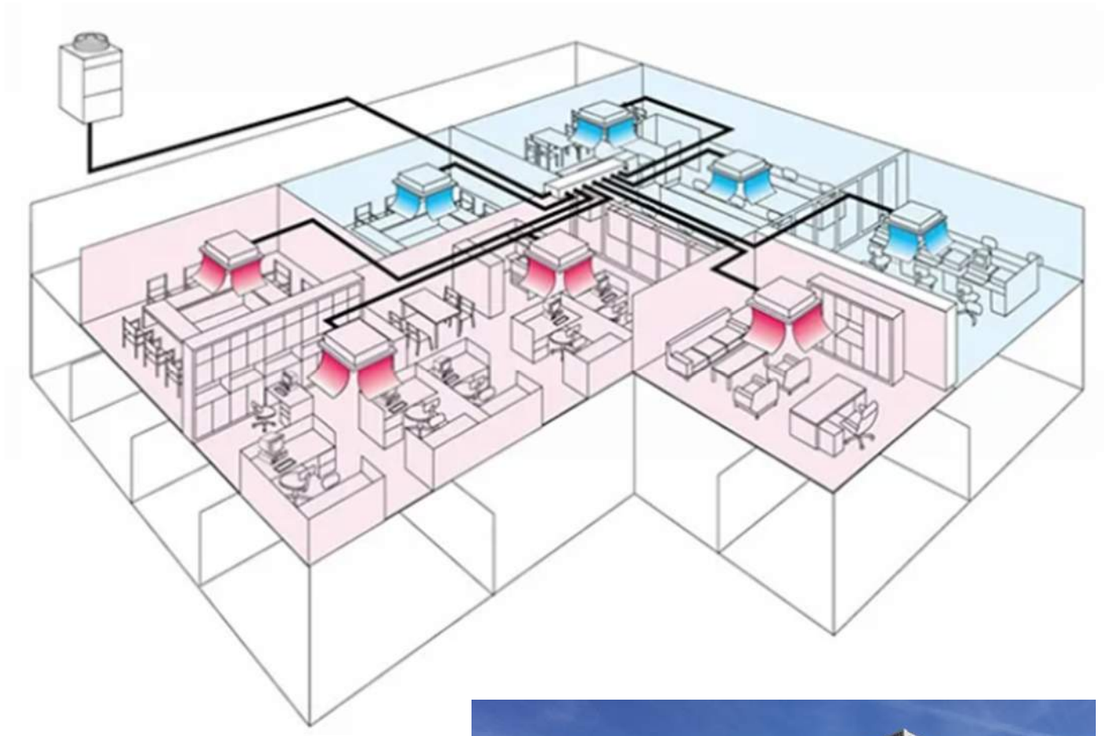


Central ASHP recently installed at Newton Library



Variable Refrigerant Flow

Multiple heat pumps located on the roof with interconnecting refrigerant piping to indoor units. System utilizes energy in the ambient air.



Pros
- System is energy efficient
- All Electric System
- Heat pump is modular to provide redundancy

Cons
- Refrigerate piping throughout building
- Components may not be interchangeable between manufactures
- Roof space needed for heat pumps – may reduce available space for PV panels



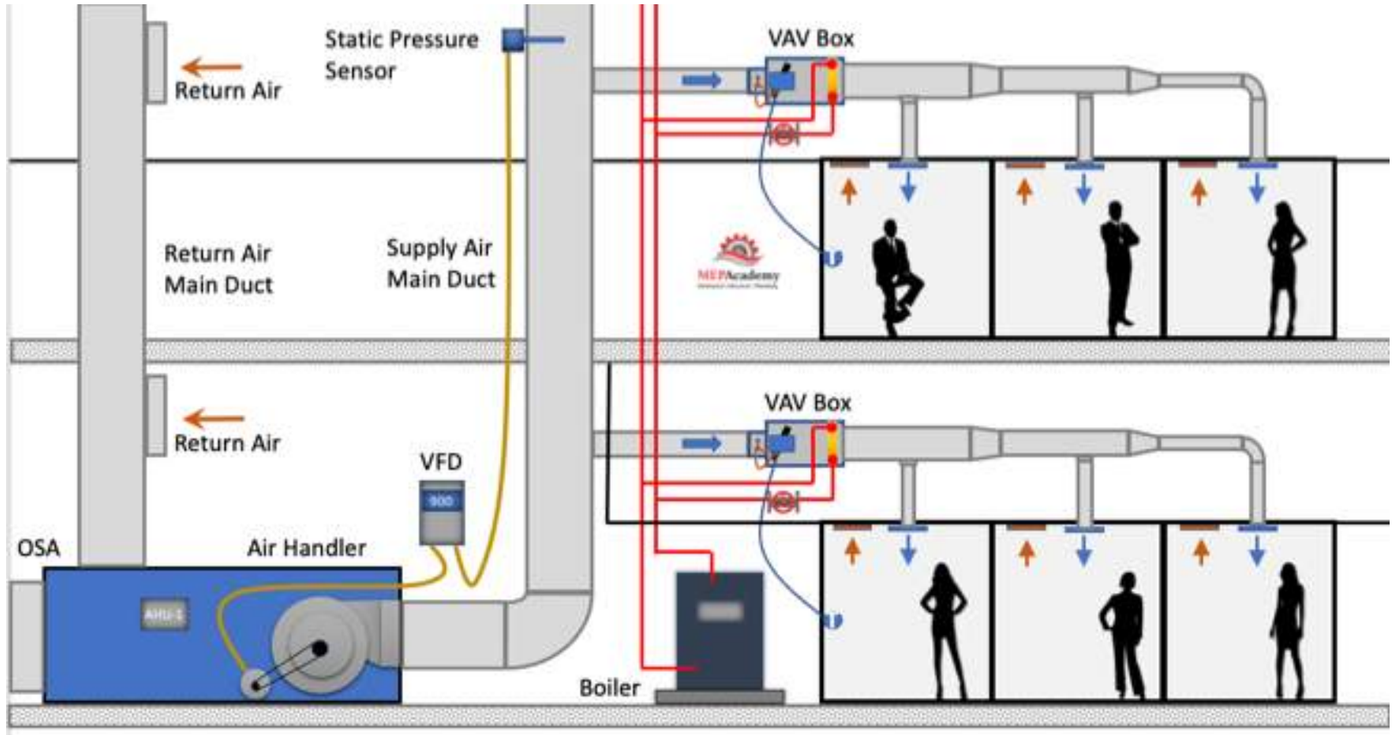
VRF system recently installed at Washington Irving School - Boston

Variable Air Volume– Boilers & Chillers

Multiple roof mounted energy recovery units provide air at a constant temperature to VAV boxes in each space. Hot water is provided to by Gas fired boilers and chilled water is provided by an air cooled chiller located at grade or on the roof.

Pros
- Lower initial cost
- Simpler technology

Cons
- Large main ductwork
- Fossil Fuel
- Does not meet all the goals
- May not qualify for rebates



System Option	System Description	Terminal Option	Pros	Cons
GSHP: Ground Source Heat Pump (Geothermal)	Central ground source heat pump providing hot and chilled water utilizing ground wells	• Chilled Beams • Fan coil units • Displacement ventilation	• Most energy efficient • No fossil fuel • Largest Incentives • Meets goals	• Highest Initial cost • Area for wells
ASHP: Air Source Heat Pump	Central air source heat pump providing hot and chilled water utilizing ambient air with a supplemental gas-fired boiler	• Chilled Beams • Fan coil units • Displacement ventilation	• Energy Efficient • Gas heat for backup and lower operating costs • Convertible to all electric in the future	• Space required for outdoor heat pump • Uses fossil fuels
VRF: Variable Refrigerant Flow	Multiple heat pumps located on roof with interconnecting refrigerant piping to indoor units	• Fan coil units • Ceiling cassettes	• Energy Efficient • Multiple separate systems	• Refrigerant piping throughout building • Shorter life expectance • Limitations on replacement components
VAV: Variable Air Volume	Multiple packaged ERV rooftop units with gas –fired boiler for reheat and air-cooled chiller	• VAV boxes with HW reheat	• Simpler technology • Lower initial cost • Low Noise	• Larger main ductwork • Uses fossil fuels • Least efficient

LIFE CYCLE COST ANLYSIS

- Evaluates the total cost of a system including initial cost, operating and maintenance, and replacement
- Takes into account energy incentives and rebates
- Provides a full picture of the total cost of a system

Assumptions

- Current utility rates: Electrical = $0.18/kwh Gas = $1.20/therm
- Escalation rate of 5.5%
- Evaluation period of 30 years
- Initial construction costs based on $/sq-ft

Life Cycle Cost Analysis (LCCA)

System	Est. EUI (kbtu/sf)	HVAC First Costs	State Reimbursement (45%)	Net First Costs	Year 1 Energy Cost	Year 1 Maintenance Cost	Mass Save Incentive[2]	Investment Tax Credit[3]	Replacement Year	Replacement Cost	30 Year LCCA without incentives	30 Year LCCA with Mass Save
GSHP	23	$18,150,000	$8,167,500	$9,982,500	$135,168	$82,500	$1,747,500	?	20	$1,642,143	$17,927,500	$16,180,000
ASHP	28	$14,850,000	$6,682,500	$8,167,500	$297,842	$101,805	$208,000	-	20	$2,475,000	$22,422,285	$22,214,285
VRF	45	$14,025,000	$6,311,250	$7,713,750	$222,475	$93,390	$910,000	-	15	$6,099,371	$21,932,192	$21,022,192
VAV with Chiller & Boiler	60	$12,705,000	$5,717,250	$6,987,750	$198,468	$63,690	-	-	20	$4,290,000	$18,810,719	$18,810,719

1. The LCCA is based on a 165,000 sf new school. Year 1 energy costs are based on a blended utility cost rate of $0.18/kWh, $1.20/therm. The LCCA includes escalation rates for the cost of electricity, natural gas, and maintenance.

2. Estimated Mass Save Incentives based on New Construction Path 1 incentives (GSHP, ASHP) and heat pump equipment incentives (VRF). Natural Gas equipment is not eligible for incentives. See next slide for details; final incentive values will be determined by the Mass Save Program Administrator.

3. Investment Tax Credit is based on 30% of the total HVAC cost. The owner will need to consult a tax attorney to confirm potential credits.

Mass Save Incentive Rates

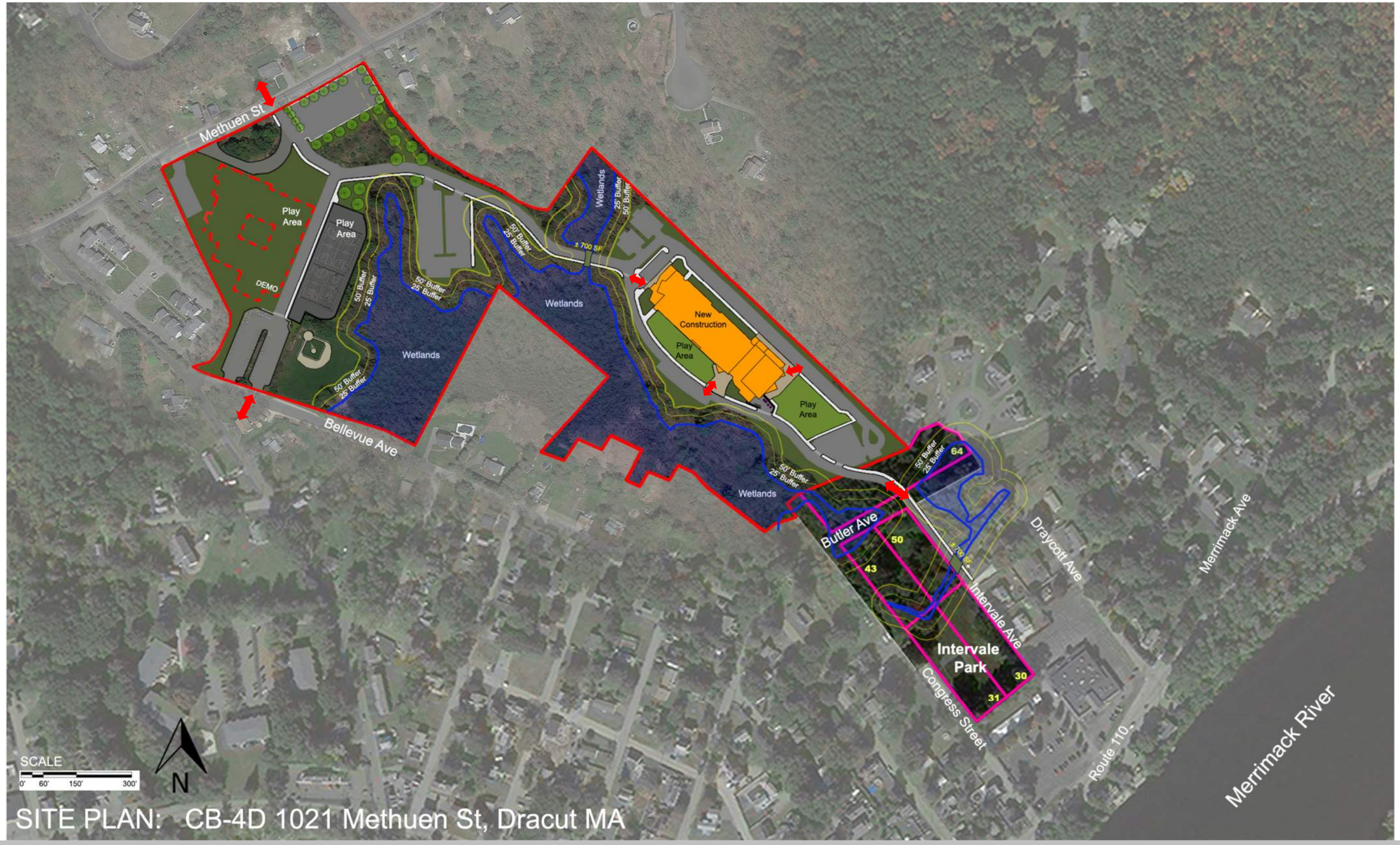
Mass Save New Construction, Path 1 (EUI Based) Incentive Rates

Table 1: EUI Targets & Incentives

K-12 Schools	Site EUI Range	Incentives			
		Payable at end of Construction		Payable at end of 1 yr. post occupancy	
		Construction Incentive $/sf	Heat Pump Adder*	Post Occ. Inc. $/sf	Adder for getting under ZNE EUI target
Tier 2 (high schools only)	26-29	$1.50	Air Source Heat Pumps: $800/ton	$ 1.50	Not applicable
Tier 1 - Net Zero Level (all Schools)	25 or less	$2.00	Variable Refrigerant Flow (VRF): $1200/ton Ground Source Heat Pumps: $4500/ton		$0.05/ EUI point reduction/sf

Mass Save New Construction (Non-EUI Based) Equipment Incentive Rate

Equipment Type	Efficiency Requirements	Amount ($/Ton)
Air Source Variable Refrigerant Flow Heat Pump	Refer to MassSave.com/cihpqpl for list of equipment and minimum requirements	$3,500



Site Plan – Overall Site



1 01 OVERALL SITE PLAN
1" = 80'-0"

17 40' Busses + 5' Space
7 20' Busses + 4' Space
4,500 LF Car Queue

220 Parking Spaces
+Additional Spaces Possible

24,000 SF Grades 2-5
5,000 SF Patio
15,000 SF PreK - 1
5,000 SF Passive Recreation

70,000 SF Open Play Area @ Demolished School
29,000 SF Refurbished Basketball Courts
34,000 SF Raised Baseball Field
50,000 SF Intervale Park

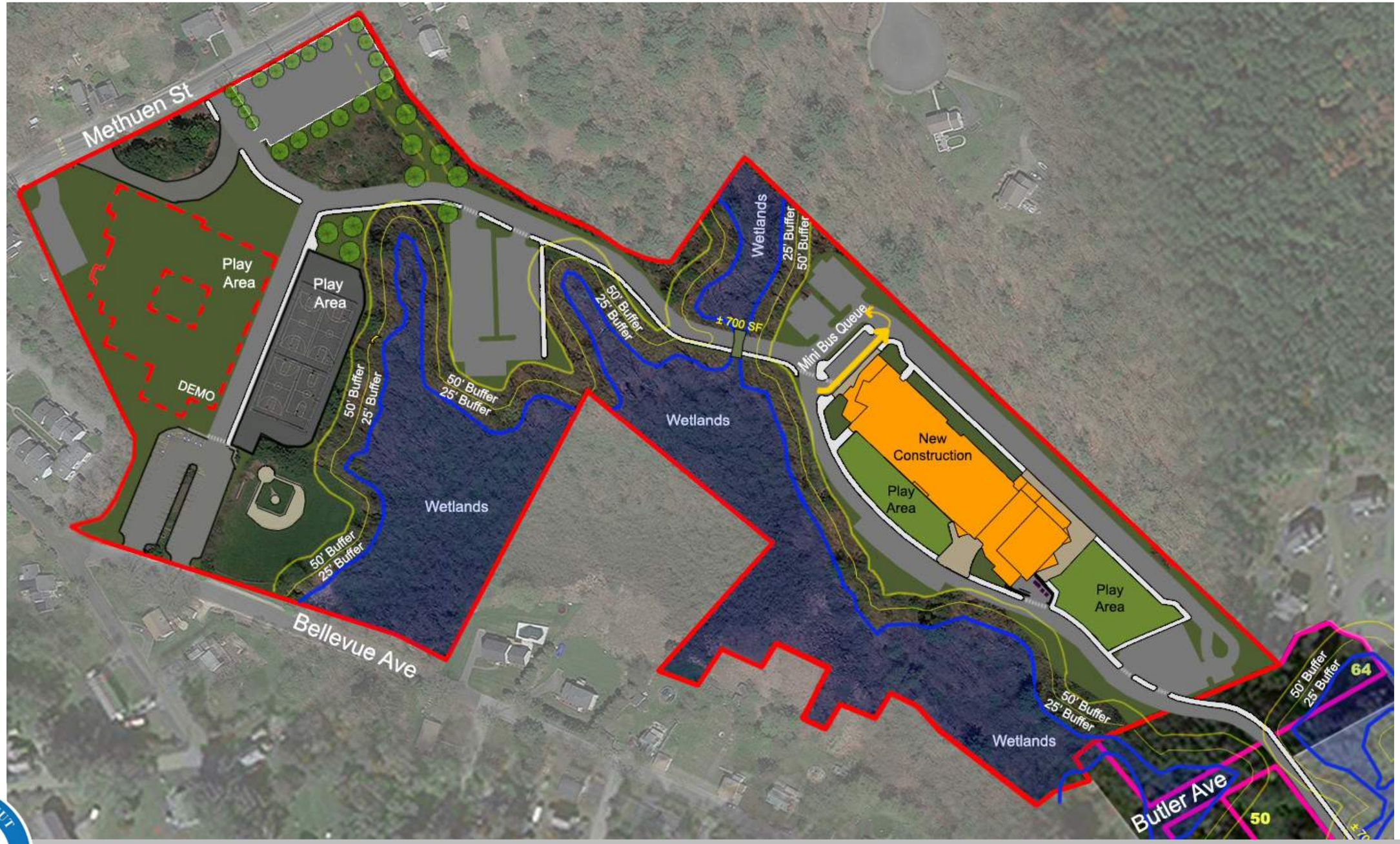
Site Plan – Play Areas & Parking Counts



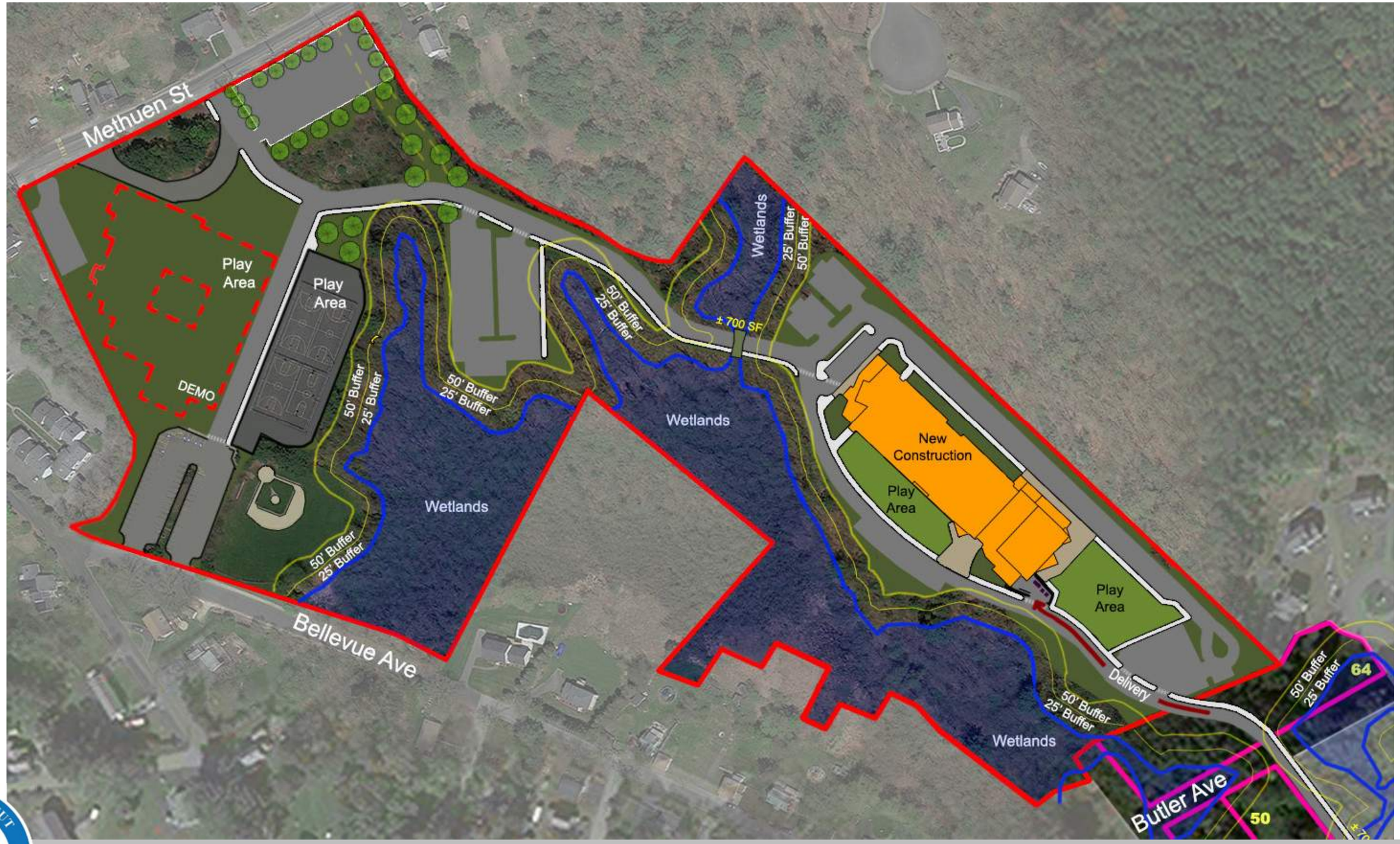
Site Plan – Parent Drop Off



Site Plan – Bus Drop Off



Site Plan – Mini Bus Drop Off



Site Plan – Delivery Drop Off

2025

JULY 2025

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

AUGUST 2025

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

SEPTEMBER 2025

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Joseph A. Campbell Elementary School

Meeting Schedule:

- **July 9: School Building Committee (4:00 pm)**
- **July 16: School Building Committee (4:00 pm - Virtual?)**
- **July 23: School Building Committee (4:00 pm - Virtual?)**
- **Aug. 6: School Building Committee (4:00 pm)**
- **Aug. 20: School Building Committee (4:00 pm)**
  Vote to Approve SD
- **Aug. 28: *Submit Schematic Design to MSBA***
- **Sept. 17: Potential MSBA FAS SD Review Meeting**
- **Oct. 1: Potential MSBA FAS SD Review Meeting**
- **Oct. 29: *MSBA Board of Directors Meeting***
  Vote Scope and Budget
- **Nov. 10: *Town Meeting***

OCTOBER 2025

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

NOVEMBER 2025

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

DECEMBER 2025

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
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21	22	23	24	25	26	27
28	29	30	31			

Joseph A. Campbell Elementary School

Building Project



Thank You

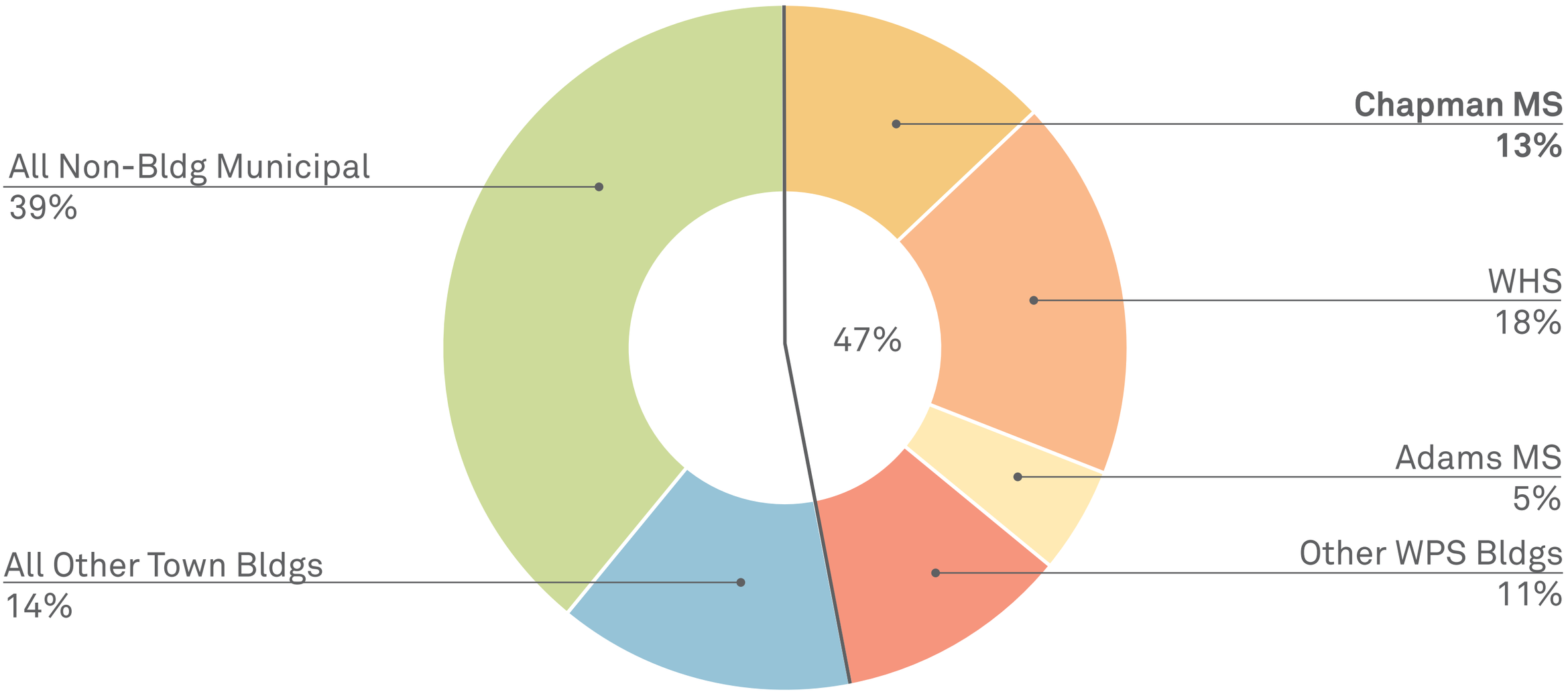
ENERGY EFFICIENCY

Thermal Performance



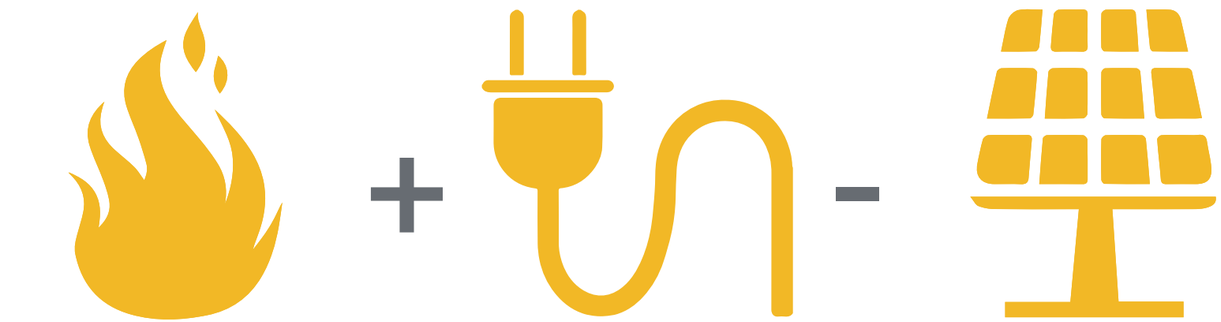
Weymouth Municipal Energy Use

from 2015 data



Energy Use Intensity (EUI)

TOTAL ENERGY CONSUMPTION



NATURAL GAS + **ELECTRICITY** - **RENEWABLES**



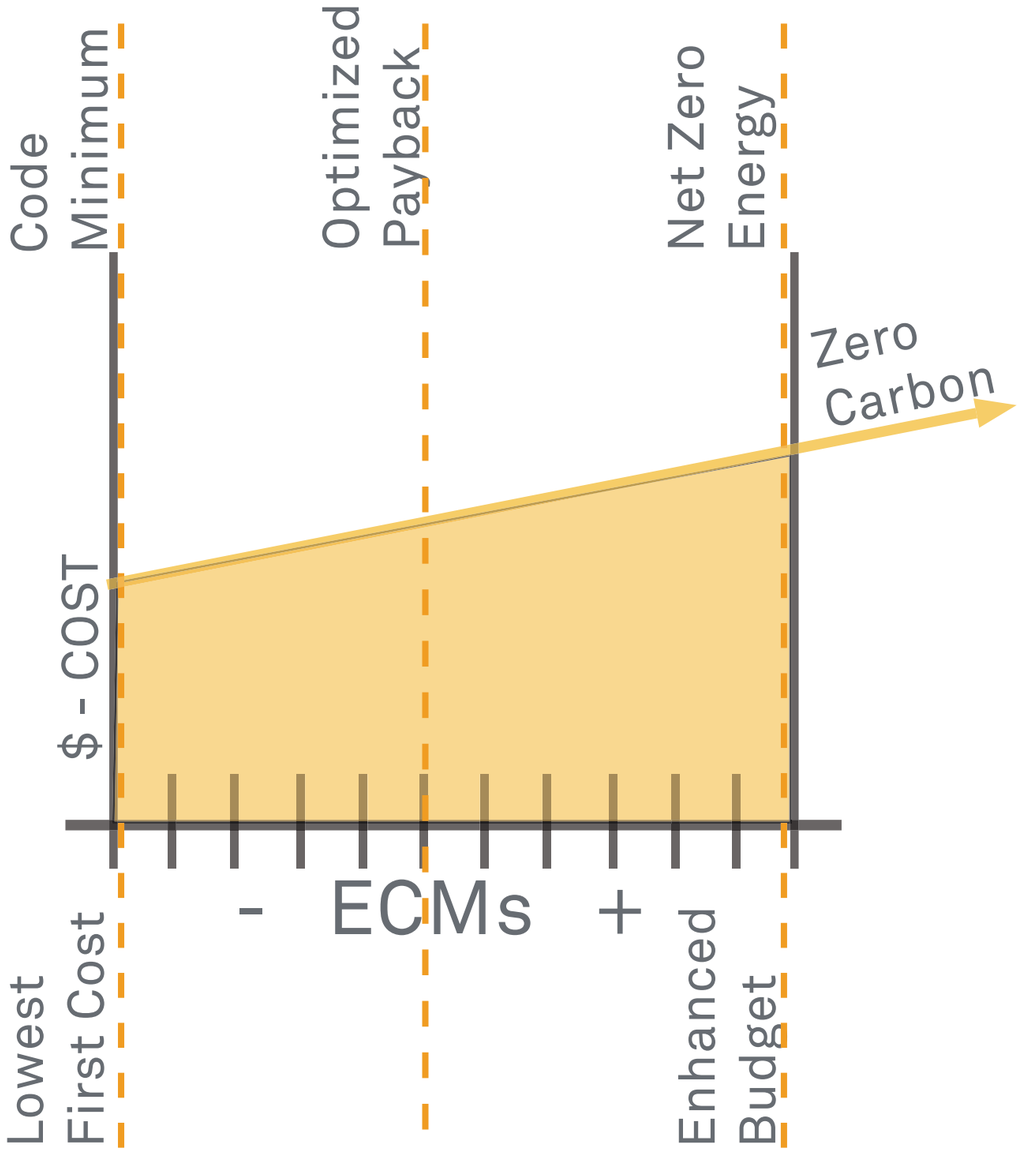
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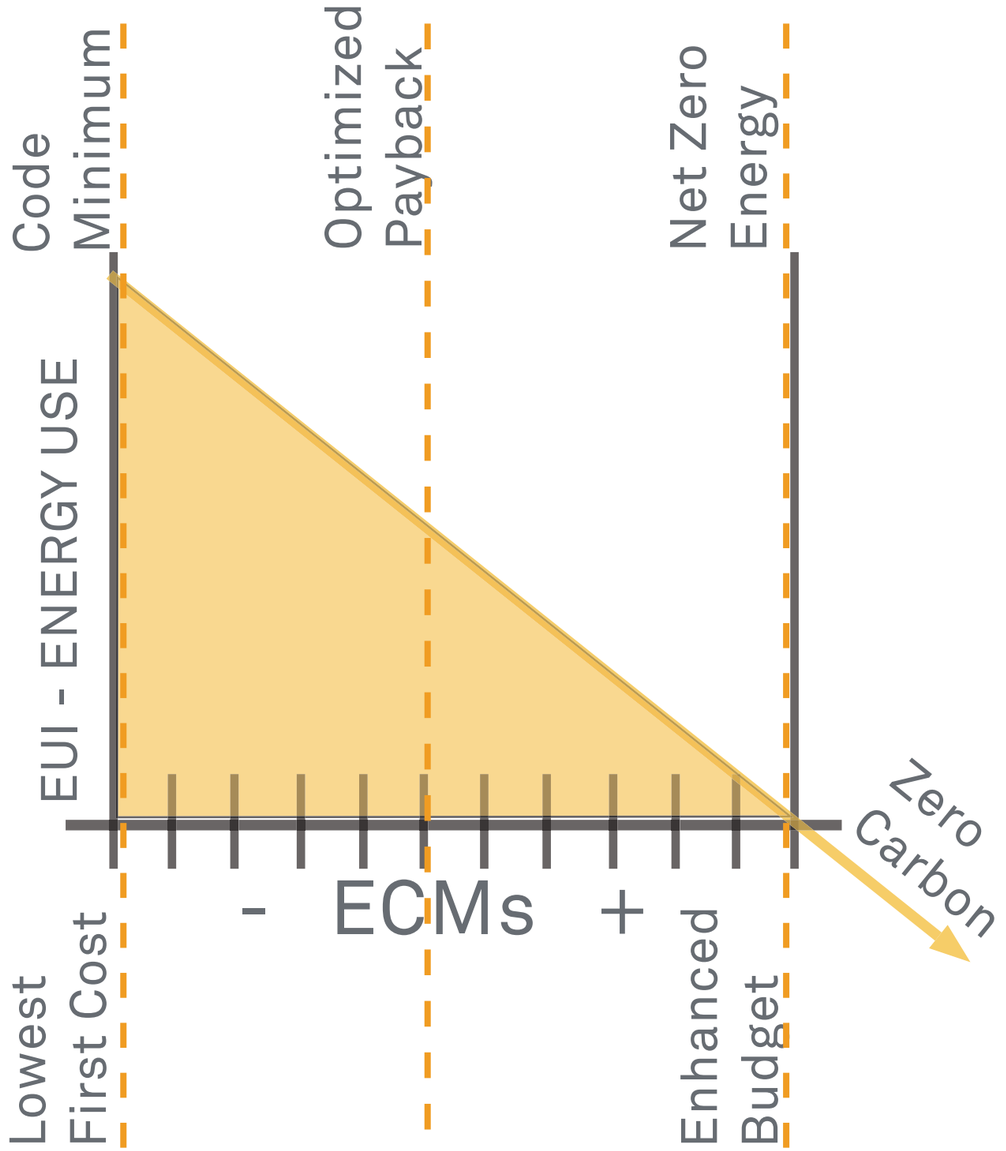
EUI

kBTU/SF/YR

Energy a building uses each year relative to its size

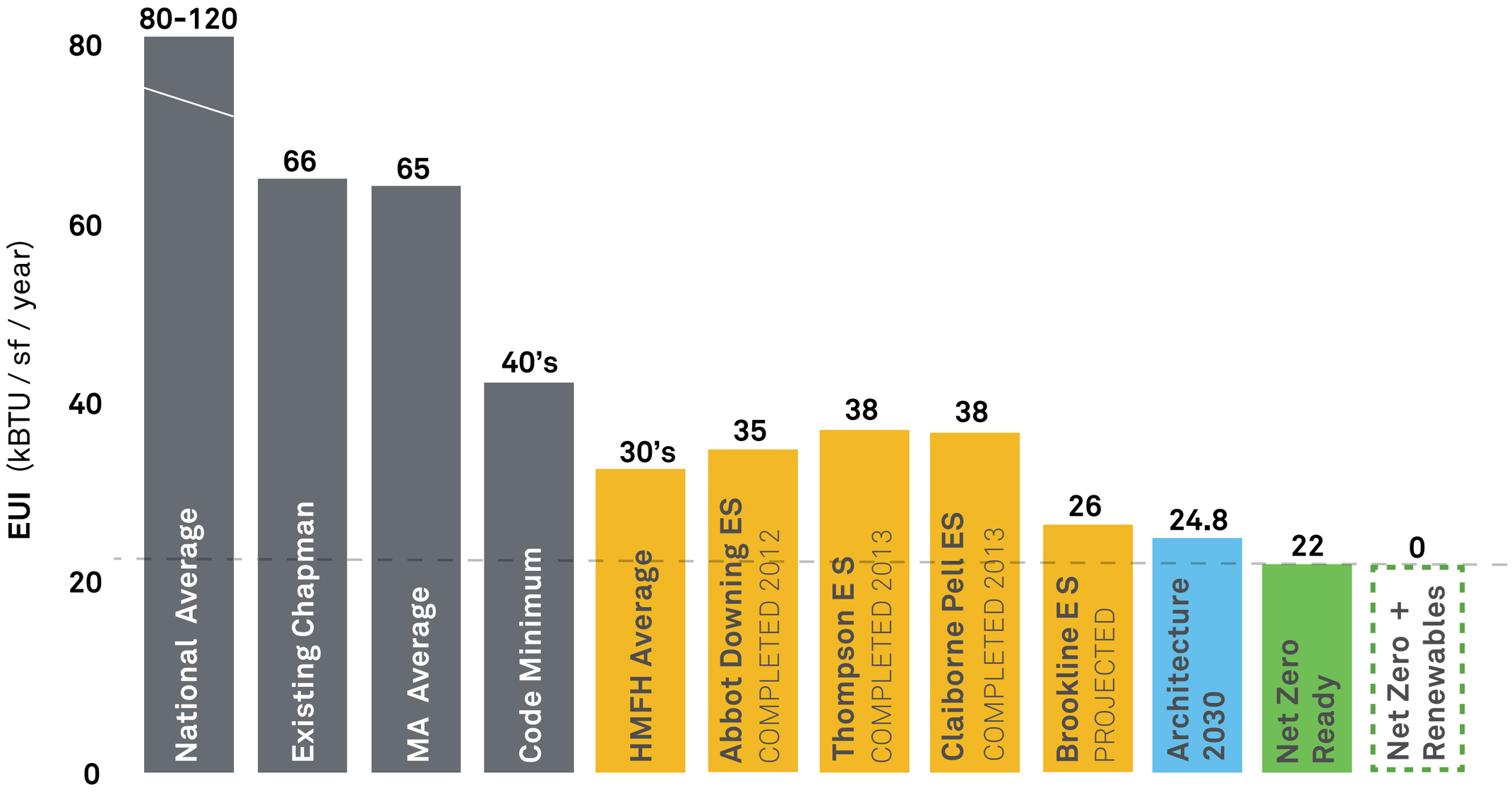
Project Energy Target Points





ECMs - ENVIRONMENTAL CONSERVATION MEASURES

EUI Range in Schools



Net-Zero Design in Northeast Schools

HMFH ARCHITECTS

Recent Partial Hisroty of Energy-Efficient / Net Zero School Design in Northeast

Project	Architect	Location	Completed	Projected Site EUI
Concord Trio of Elementary Schools	HMFH Architects	Concord, NH	2012	38
Claiborne Pell E.S.	HMFH Architects	Newport, RI	2013	38
Thompson E.S.	HMFH Architects	Arlington, MA	2013	38
The Met School*	RGB Architects	Newport, RI	2014	35
Kathleen Grimm / P.S. 62*	SOM	NYC, NY	2015	33
MLK School & PAUS*	Perkins Eastman	Cambridge, MA	2015	33
MacArthur Elementary School*	Ashley McGraw Architects	Binghamton, NY	2015	22
Coolidge Corner School	HMFH Architects	Brookline, MA	2018	26
King Open*	William Rawn & Arrowstreet	Cambridge, MA	2019 (est)	27

* Project established Net Zero Design as primary goal in RFP

HMFH

Kathleen Grimm School for Leadership and Sustainability at Sandy Ground / P.S. 62
SOM |68,000 SF | Opened Fall 2015 | Staten Island, NY



Source: SOM.com

Kathleen Grimm School for Leadership and Sustainability at Sandy Ground / P.S. 62

SOM



- Designed for School Construction Authority (SCA) Green Schools Guide compliance in lieu of LEED
- Projected 29.5 EUI
- 68,000 SF / two stories
- 444 students, PK – 5
- 2,000 PV panels including 40 used for solar hot water system

source: SOM.com & ashraeny.org

MLK School / PAUS

Perkins Eastman | 170,000 SF | Opened December 2015 | Cambridge, MA



Source: Perkinseastman.com & Cambridge.gov

MLK School & PAUS

Perkins Eastman

- Cambridge's first project with a declared goal of Net Zero Emissions in the RFP
- 33 EUI in the 2016-17 school year
- 26 EUI in the 2017-18 school year
- 170,000 SF complex includes:
  - Dr. Martin Luther King School (K-5)
  - Putnam Avenue Upper School (6-8)
  - Preschool
  - After-school programs

source: Perkinseastman.com & Cambridge.gov



MLK School & PAUS

Perkins Eastman



source: Perkinseastman.com & Schoolconstructionnews.com

- LEED Platinum – score of 89
- First Net Zero building in Cambridge*
- 65 geothermal wells
- 1,615 photovoltaic panels provide an estimated 47% of the school's required energy
- Two 10,000-gallon cisterns for storm water reclamation
- Interior and exterior light shelves are used to block direct heat gain
- Projected to have an Energy Use Intensity 60% less than typical educational buildings in New England

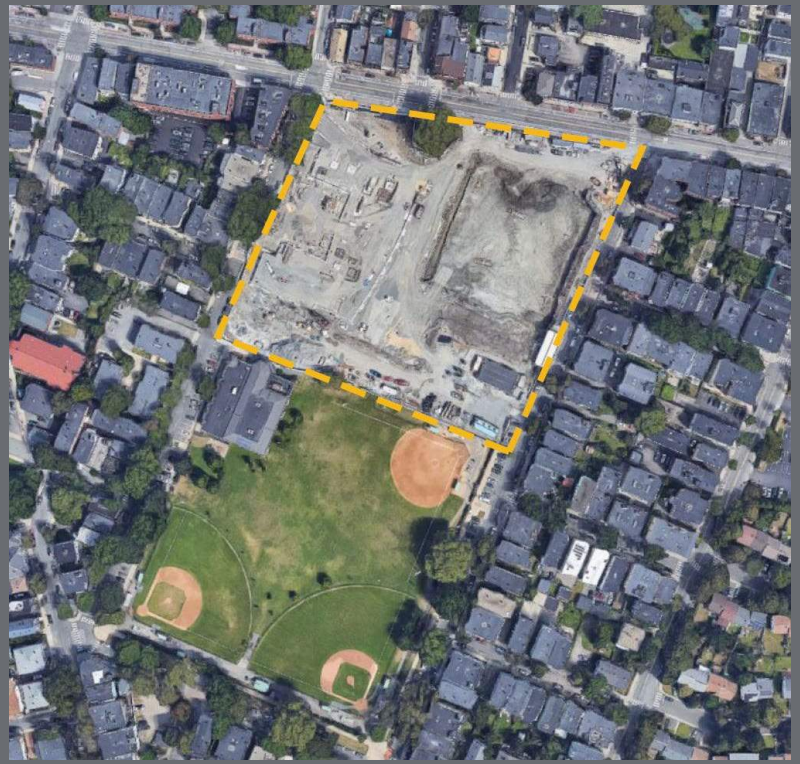
King Open / Cambridge Street Upper School & Community Complex
William Rawn Associates & Arrowstreet | 250,000 SF | Cambridge, MA
Under construction, opening Fall 2019



Source: Cambridgema.gov

King Open / Cambridge Street Upper School & Community Complex

William Rawn Associates & Arrowstreet



- Cambridge's second project with a declared goal of Net Zero Emissions in the RFP
- Projected 27 EUI
- 250,000 SF complex includes:
  - King Open School (K-5)
  - Cambridge Street Upper School (6-8)
  - Cambridge Public Schools Administration
  - Cambridge Public Library branch
  - Department of Human Services programs
  - Gold Star Community Pool

Source: Arrowstreet.com & Cambridgema.gov

King Open / Cambridge Street Upper School & Community Complex

William Rawn Associates & Arrowstreet



- Designed to be Net Zero Emissions
- 3,600 photovoltaic panels
- 190 wells for geothermal
- Projected to use 43% less energy than a typical Massachusetts school that meets the energy code
- All-LED lighting
- All-electric power

source: Arrowstreet.com & DDCJournal.com

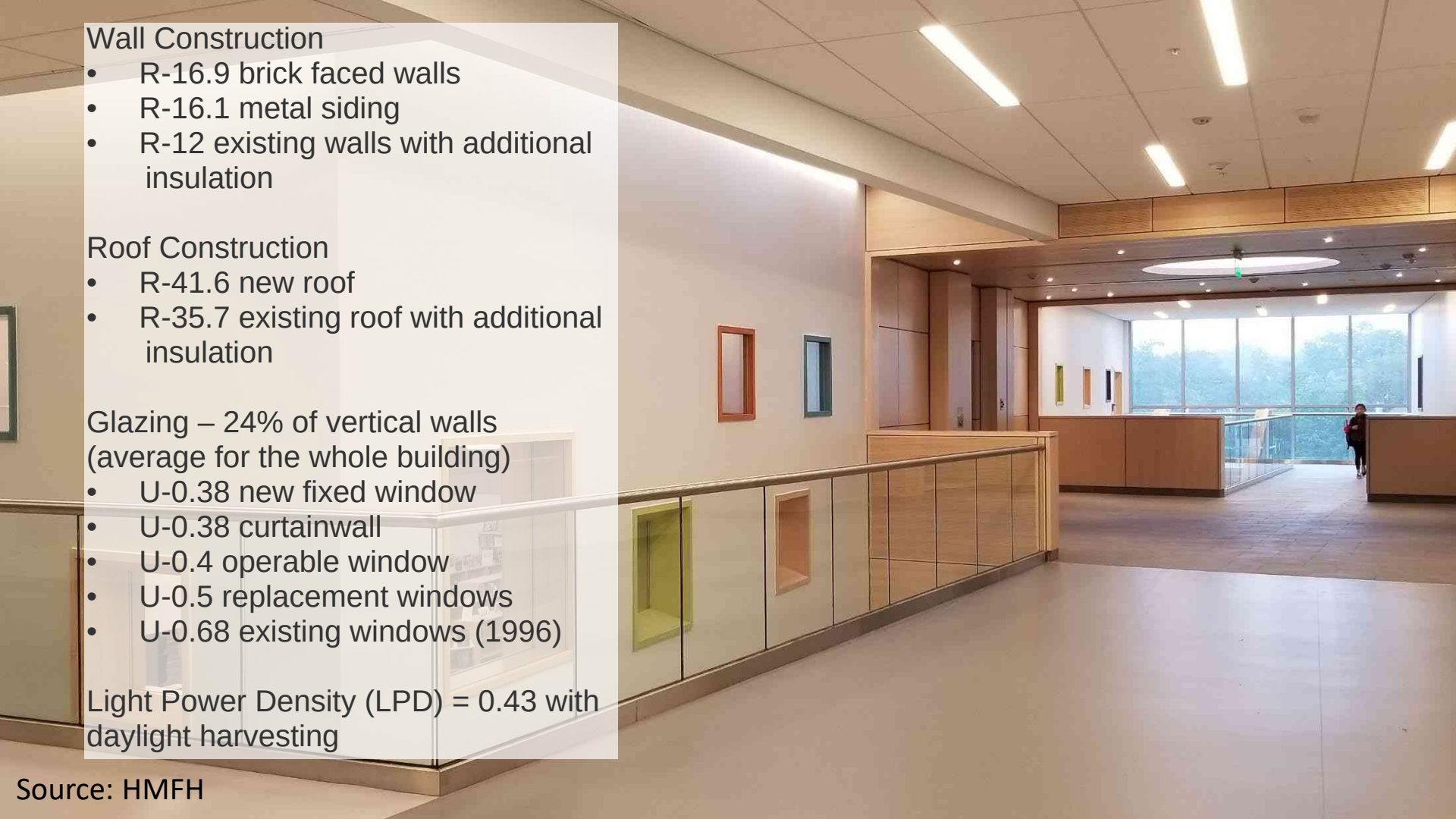
Coolidge Corner School
HMFH Architects | 227,000 SF | Opened Fall 2018 | Brookline, MA

Grades PK-8
Projected EUI- 26



Photographer: Ed Wonsek


Renovation of Historic Building with New Addition
Photographer: Ed Wonsek



Wall Construction
- R-16.9 brick faced walls
- R-16.1 metal siding
- R-12 existing walls with additional insulation

Roof Construction
- R-41.6 new roof
- R-35.7 existing roof with additional insulation

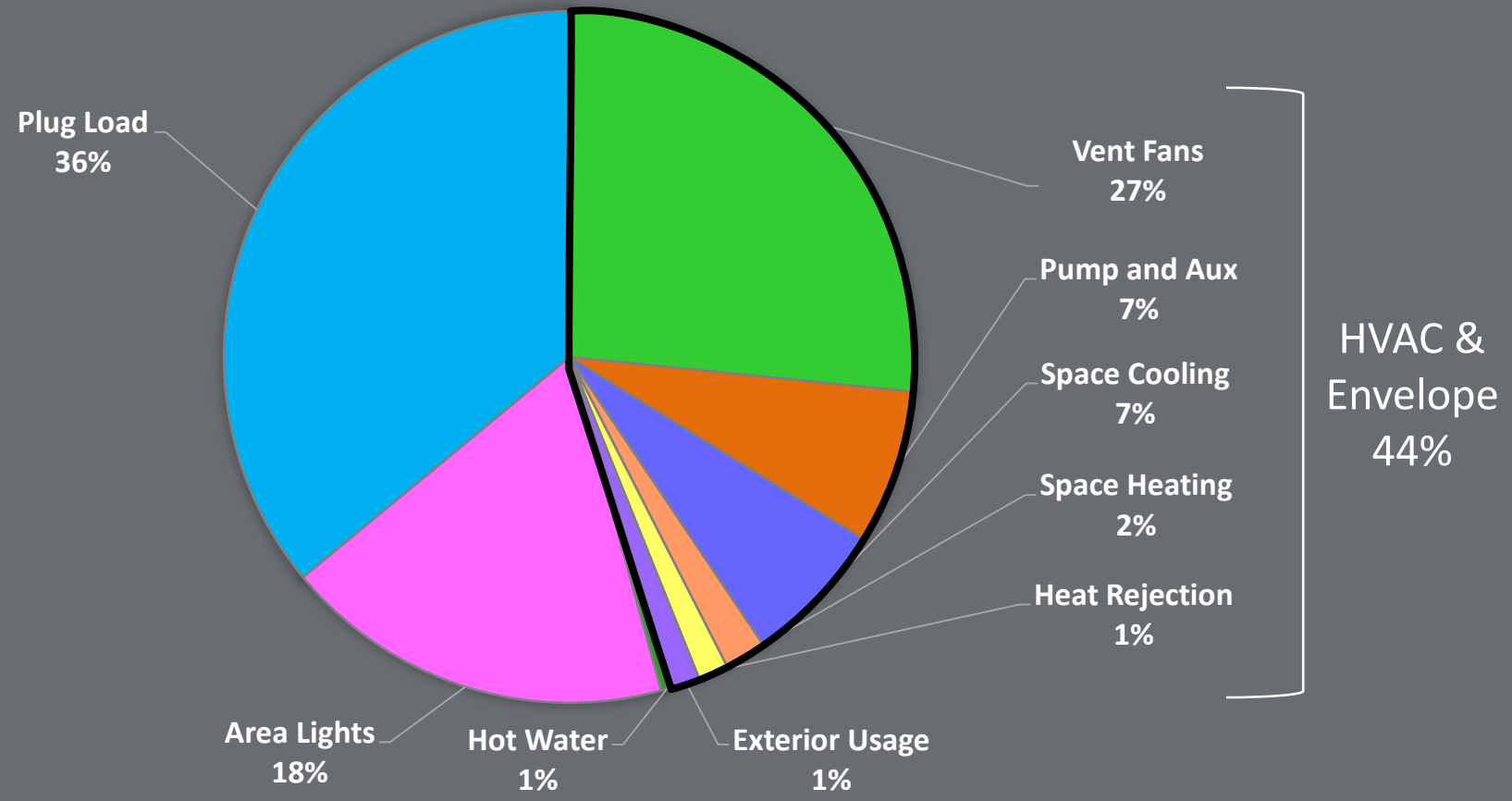
Glazing – 24% of vertical walls (average for the whole building)
- U-0.38 new fixed window
- U-0.38 curtainwall
- U-0.4 operable window
- U-0.5 replacement windows
- U-0.68 existing windows (1996)

Light Power Density (LPD) = 0.43 with daylight harvesting

Source: HMFH

Coolidge Corner School | Energy Consumption

HMFH Architects



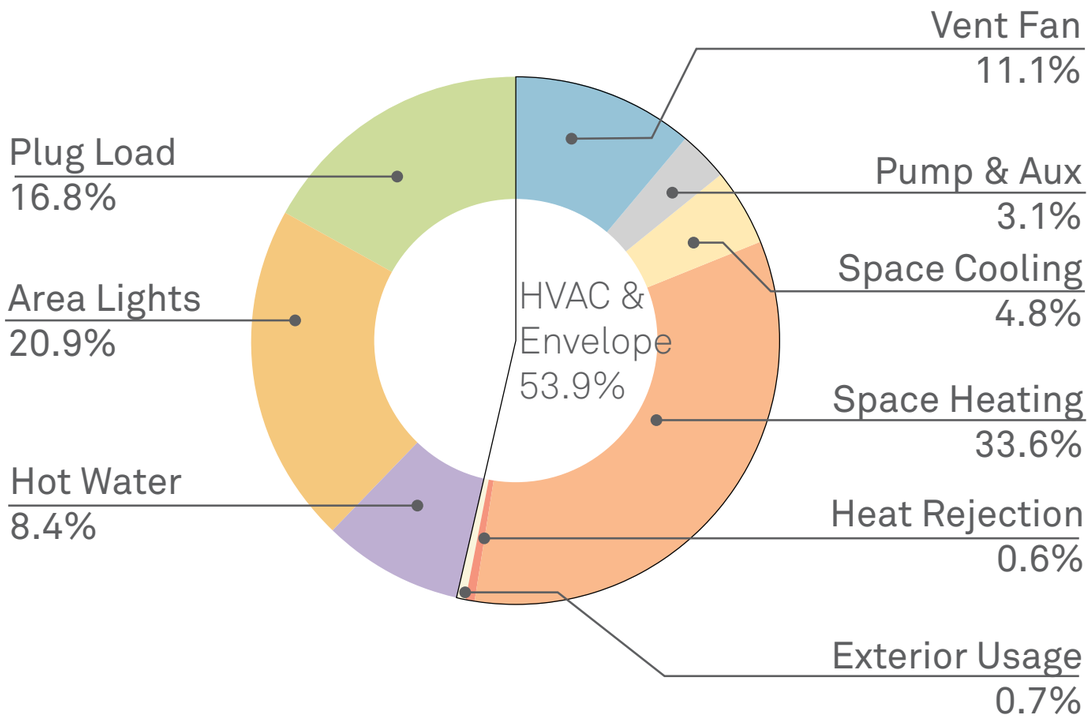
Current Built Examples of Low-EUI Schools

Project	Geothermal	Photovoltaic	Size (SF)	Stories	Projected Site EUI *
Kathleen Grimm / P.S. 62	Yes	Yes	68,000	2	33
MLK School / PAUS	Yes	Yes	170,000	3	33
Coolidge Corner School	No	No	227,000	3	26
King Open /CSUS	Yes	Yes	250,000	5	27

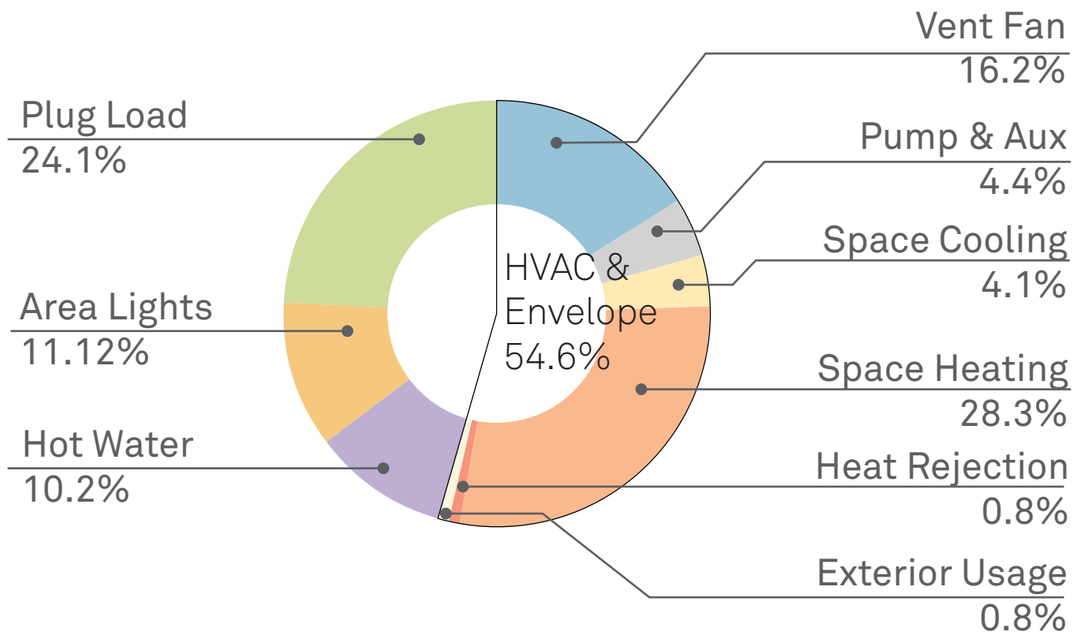
*not accounting for renewable energy

HMFH

Where is the Energy Used?



Baseline Building Results
7,586,862 kBtu/year

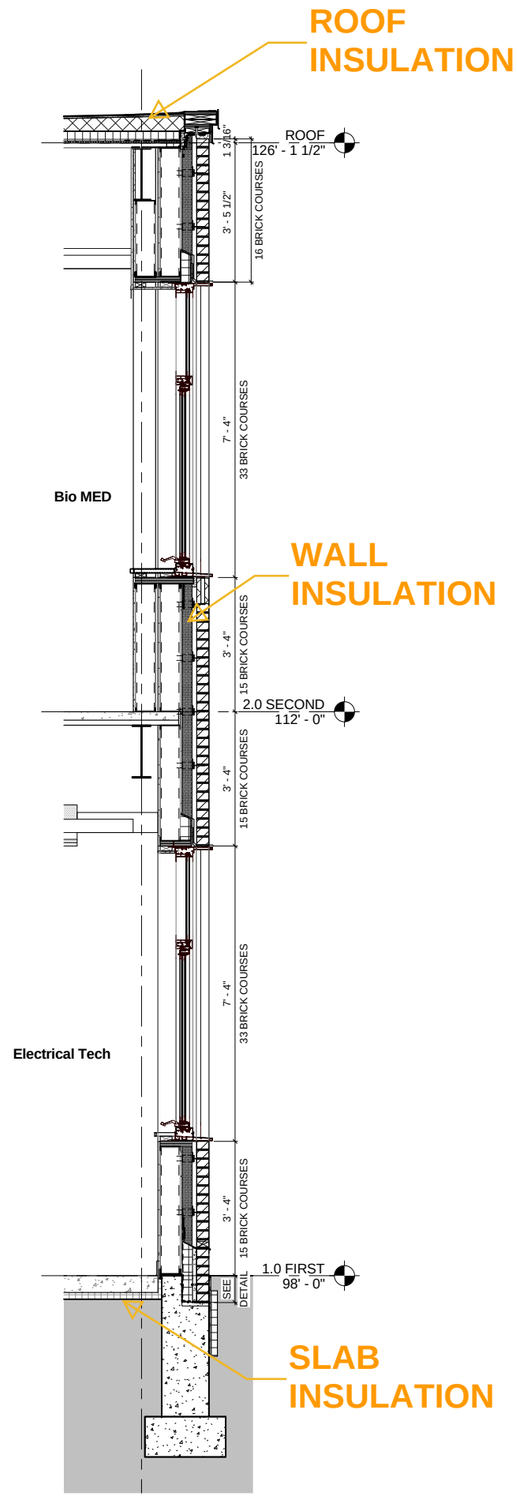


As Designed
5,289,283 kBtu/year

Sample project: Coolidge Corner School

Building Envelope Strategies

Standard Envelope	Performance Upgrades
Roof Insulation: R-30 • 5-inches Rigid Insulation (avg.) • Fully adhered membrane - to reduce thermal bridging	Roof Insulation: R-40 • 7-inches Rigid Insulation (avg.) • Fully adhered membrane - to reduce thermal bridging
Wall Insulation: R-17 • 3-inches Mineral Insulation • Thermally Broken Ties & Girts	Wall Insulation: R-20 • 4-inches Mineral Insulation • Thermally Broken Ties & Girts
Slab on Grade Insulation: • 2-inches Rigid Insulation - 2’ around perimeter	Slab on Grade Insulation: • 2-inches Rigid Insulation under full slab



HIGH EFFICIENCY LED LIGHTING WITH OCCUPANCY SENSOR & DAYLIGHT HARVESTING

- Low light power density (LPD) 40% beyond code
- Lower LPD improves HVAC system efficiency
- Energy reduction by harvesting natural daylight
- Light Shelf
- Sloped ceilings for improved daylight
- 90% reflective ceiling surface for improved light levels



Low voltage controls



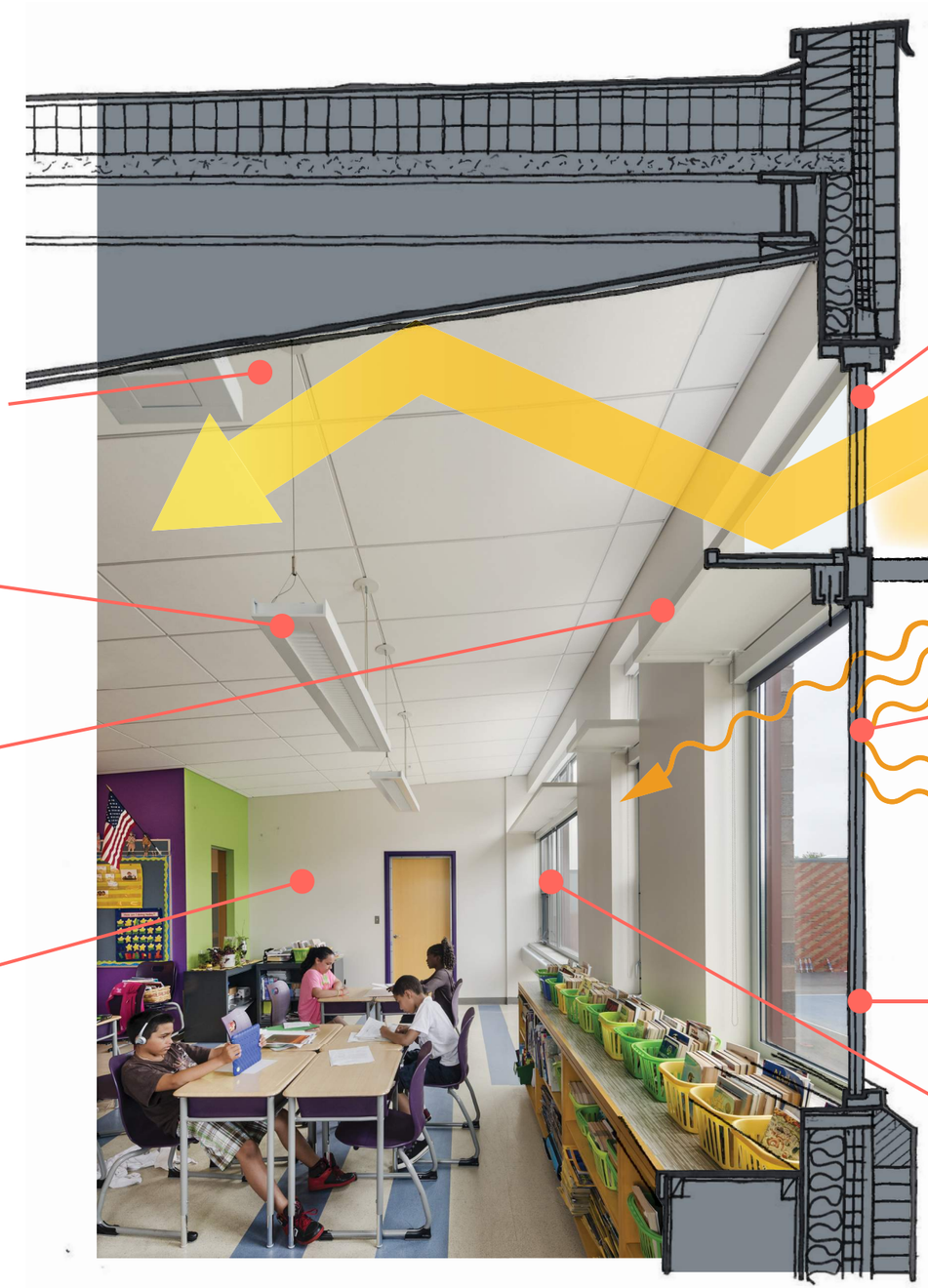


Daylight/Occupancy Sensor



SUPPORTS AN ACTIVE LIFESTYLE

Daylight harvesting to reduce artificial lighting load



Extensive daylight transmission through highly transparent glass

Sloped, highly-reflective ceiling brings daylight into the building reducing energy use

Ultra high-efficiency light fixture w/daylight dimming

High windows and 85% reflective light shelf to bounce light deep into the classroom

Light-reflecting walls

Heat-mirror shading keeps heat out in the summer

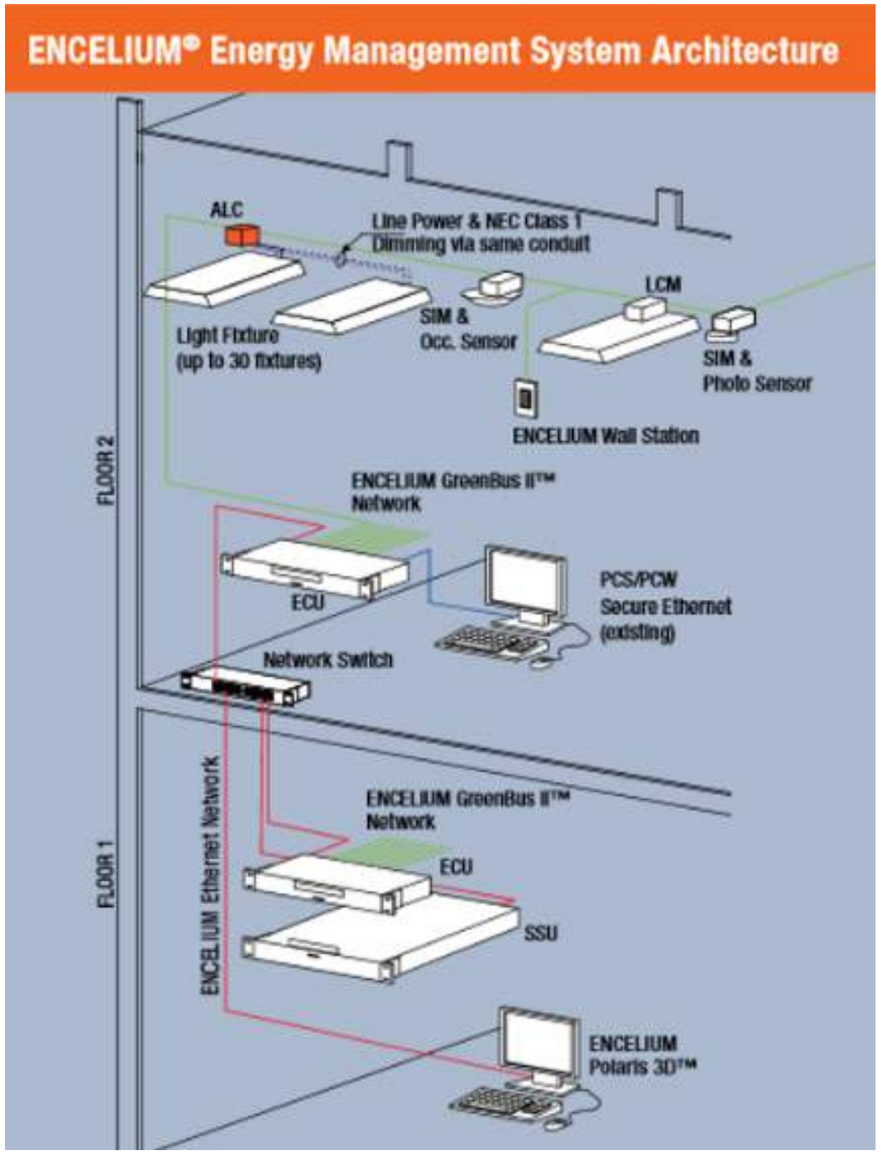
Triple glazing w/argon improves thermal performance

Windows located near corners reduce dark areas

ADDRESSABLE LIGHTING CONTROL SYSTEM

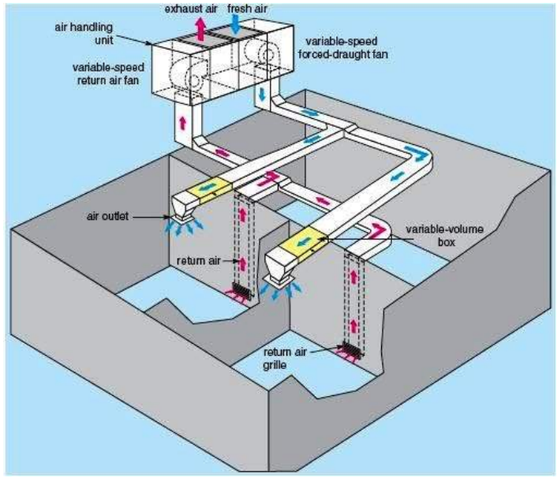
Lighting Control System

- Occupancy Sensor
- Daylight Sensor
- BMS Integration
- Addressable groups
- Integration to future demand response program

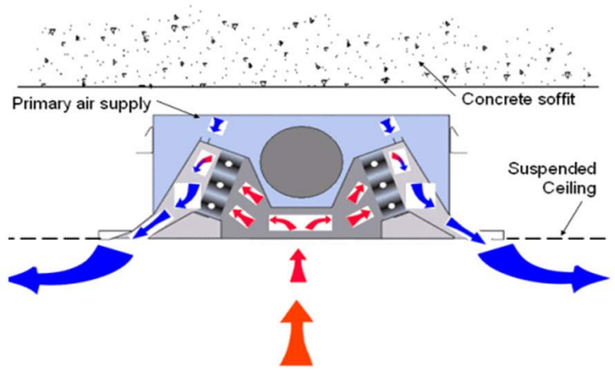


Mechanical System Options Studied

1. **Baseline: Overhead VAV (Variable Air Volume) System with Boiler and Chiller Plants**
2. **Option 1: Dehumidification Displacement System with Radiant Heating Panels with DOAS (Dedicated Outdoor Air System) and High-Efficiency Boiler and Chiller Plants**
3. **Option 2: Displacement System with Radiant Cooling/Heating Panels with DOAS (Dedicated Outdoor Air System) and High-Efficiency Boiler and Chiller Plants**
4. **Option 3: Active Chilled Beams (Induction Units) with DOAS (Dedicated Outdoor Air System) and High-Efficiency Boiler and Chiller Plants**
5. **Option 4: Air-Source VRF (Variable Refrigerant Flow) System with DOAS (Dedicated Outdoor Air System)**
6. **Option 5: Same as Option 2 w/ Air-Cooled Chiller Plant**
7. **Option 6: Same as Option 2 w/ Ground-Source Heating/Cooling Plant**



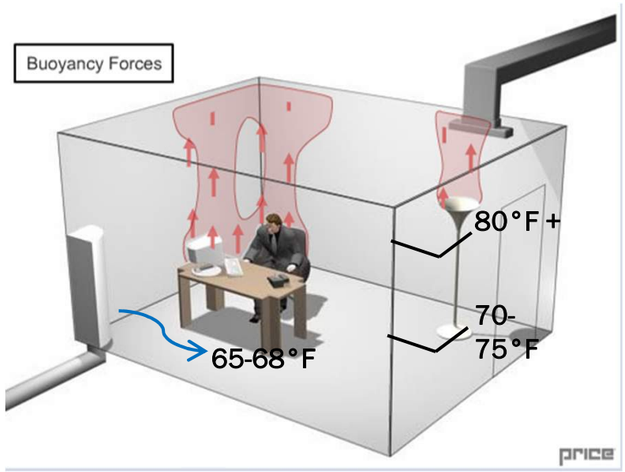
VAV System



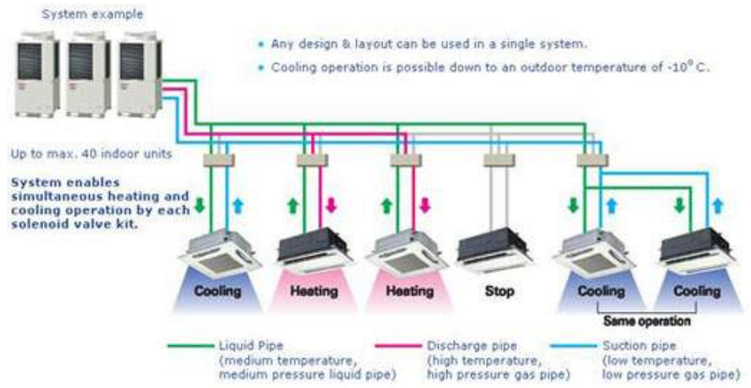
Active Chilled Beams



Ground Source Plant



Displacement Ventilation



VRF System

GGD

Mechanical System Option Pro's & Con's

Common Benefits for All Systems

- High Energy Efficiency
- Improved Air Quality and Filtration
- High Level of Thermal Comfort
- Low Noise Operation
- New Automatic Temperature Control and Building Energy Management System

Unique Pro's	
Option 1	Lowest Operational Expenses, Lowest Maintenance, Highest Air Quality, Lowest Noise Operation, Reduced Cooling Loads
Option 2	Lowest Operational Expenses of Full AC Options, Lowest Maintenance of Full AC Options, Highest Air Quality, Lowest Noise Operation, Reduced Cooling Loads
Option 3	Units Located in Ceiling, Moderate Maintenance
Option 4	Lowest Energy Use, Does Not Use Fossil Fuels for Heating, Units Located in Ceiling
Option 5	Lower Operational Expenses, Lower Maintenance, Highest Air Quality, Lowest Noise Operation, Reduced Cooling Loads
Option 6	Lower Energy Use, Highest Air Quality, Lowest Noise Operation, Reduced Cooling Loads, Lower Fossil Fuel Consumption

Unique Con's	
Option 1	Dehumidification Only Limited to 78 deg F Cooling Setpoint, Utilizes Fossil Fuels for Heating, Requires Coordination for Chases and Floor Mounted Diffuser Locations
Option 2	Utilizes Fossil Fuels for Heating, Requires Coordination for Chases and Floor Mounted Diffuser Locations
Option 3	Utilizes Fossil Fuels for Heating, Highest Energy Use, Condensate Maintenance
Option 4	Highest Operational Expenses, High Maintenance, Highest Noise Operation, Condensate Maintenance
Option 5	Higher Operational Costs Compared to Water-Cooled Chiller Plant, Utilizes Fossil Fuels for Heating, Requires Coordination for Chases and Floor Mounted Diffuser Locations
Option 6	Higher Operational Costs Compared to Water-Cooled Chiller Plant for Electric Heating, Highest Installation Costs and Coordination for Ground Source Well Field, Highest Maintenance, Utilizes Fossil Fuels for Heating, Requires Coordination for Chases and Floor Mounted Diffuser Locations

Energy Economics Methodology

- Architecture
- Weather data
- Building occupancy & usage
- System Operating Characteristics
- Utility Rates

Energy Simulation

Energy Economics

- Installation costs
- Maintenance cost

Life Cycle Cost Analysis

Mechanical System Payback Summary

Baseline	System	Gross Capital Investment*	Annual Elec. Cons. (kWh)	Annual Gas Cons. (MBTU)	Annual Electric Cost	Annual Gas Cost	Combined Utility Cost	Annual Utility $/s.f.	Annual kBTU/s.f. (EUI)	Annual Maint. Cost	Combined Annual Expense	Combined Expense Savings**	Total Life-Cycle Savings***	Discounted Payback (Years)****
-	1. Hot water heating/chilled water cooling VAV AHU system with energy recovery (where code required) and terminal VAV boxes with hot water reheat coils 2. Code efficient gas-fired non-condensing boiler plant 3. High efficiency (code) water-cooled chiller plant with cooling tower	$14,911,993	1,659,700	5,787.3	$255,756	$64,933	$320,689	$1.27	45.3	$47,100	$367,789	-	-	-

Option	System	Gross Capital Investment*	Annual Elec. Cons. (kWh)	Annual Gas Cons. (MBTU)	Annual Electric Cost	Annual Gas Cost	Combined Utility Cost	Annual Utility $/s.f.	Annual kBTU/s.f. (EUI)	Annual Maint. Cost	Combined Annual Expense	Combined Expense Savings**	Total Life-Cycle Savings***	Discounted Payback (Years)****
1	1. Dehumidification displacement ventilation diffusers with perimeter hot water heating radiation 2. Hot water heating/chilled water cooling 100% O.A. VAV ventilating units with energy recovery with terminal VAV boxes with CO2 controls 3. High efficiency gas-fired condensing boiler plant 4. High efficiency water-cooled chiller plant with cooling tower	$12,133,709	1,126,200	4,292.2	$173,548	$48,159	$221,707	$0.88	32.2	$43,375	$265,082	$102,707	$4,230,733	Instant*****
2	1. Displacement ventilation diffusers with passive chilled beam cooling/heating radiation providing full air-conditioning and heating 2. Hot water heating/chilled water cooling 100% O.A. VAV ventilating units with energy recovery with terminal VAV boxes with CO2 controls 3. High efficiency gas-fired condensing boiler plant 4. High efficiency water-cooled chiller plant with cooling tower	$13,266,747	1,153,400	4,441.7	$177,738	$49,835	$227,573	$0.90	33.1	$46,350	$273,923	$93,866	$2,540,838	Instant******
3	1. Hot/chilled water coil chilled beam (induction) units 2. Hot water coil heating/chilled water cooling 100% O.A. ventilating units with energy recovery with terminal VAV boxes with CO2 controls serving induction units 3. High efficiency gas-fired condensing boiler plant 4. High efficiency water-cooled chiller plant with cooling tower	$14,048,303	1,201,800	4,438.3	$185,202	$49,798	$235,000	$0.93	33.8	$59,650	$294,650	$73,139	$974,931	Instant******
4	1. Variable refrigerant flow (VRF) terminal evaporator units with air-cooled condensing units 2. Air-cooled heat pump heating/cooling 100% VAV O.A. ventilating units with energy recovery with terminal VAV boxes with CO2 controls serving VRF units 3. Supplemental electric terminal heating units	$12,785,162	2,006,600	436.9	$309,216	$4,901	$314,117	$1.24	28.8	$45,650	$359,767	$8,022	$318,488	Instant******
5	1. Displacement ventilation diffusers with passive chilled beam cooling/heating radiation providing full air-conditioning and heating 2. Hot water heating/chilled water cooling 100% O.A. VAV ventilating units with energy recovery with terminal VAV boxes with CO2 controls 3. High efficiency gas-fired condensing boiler plant 4. High efficiency air-cooled chiller plant with cooling tower	$13,154,047	1,170,400	4,441.7	$180,360	$49,835	$230,195	$0.91	33.3	$44,850	$275,045	$92,744	$2,206,575	Instant******
6	1. Displacement ventilation diffusers with passive chilled beam cooling/heating radiation providing full air-conditioning and heating 2. Hot water heating/chilled water cooling 100% O.A. VAV ventilating units with energy recovery with terminal VAV boxes with CO2 controls 3. High efficiency gas-fired condensing boiler plant 4. Ground source wells with water-to-water source heat pump chillers	$17,222,862	1,293,900	3,175.4	$199,388	$35,628	$235,016	$0.93	30.0	$47,350	$282,366	$85,423	-$1,500,355	N/A*****

ASHRAE 90.1-2013 Energy Savings Summary

Baseline	System	Annual Elec. Cons. (kWh)	Annual Gas Cons. (MBTU)	Annual Electric Cost	Annual Gas Cost	Combined Utility Cost	Annual Utility $/s.f.	Annual kBTU/s.f. (EUI)	Combined Expense Savings*	Energy Savings Percentage
ASHRAE Standard 90.1-2013 Baseline	1. ASHRAE Standard 90.1-2013 Envelope (Wall Insulation R-13 + R-10 c.i., Roof Insulation R-30 c.i., Windows 0.50 U-Value/0.40 SHGC, Curtainwall 0.32 U-Value/0.40 SHGC) 2. ASHRAE Standard 90.1-2013 Mechanical Systems (System 7 - Packaged VAV w/ Reheat with 0.610 kW/ton Water-Cooled Chillers and 82% Eff. Hot Water Boilers) 3. ASHRAE Standard 90.1-2013 Lighting System (0.87 w/s.f.) 4. ASHRAE Standard 90.1-2013 Domestic Hot Water Systems (82% Eff. Hot Water Heaters)	2,122,400	5,424.4	$327,067	$60,862	$387,929	$1.53	50.06	-	-

Option	System	Annual Elec. Cons. (kWh)	Annual Gas Cons. (MBTU)	Annual Electric Cost	Annual Gas Cost	Combined Utility Cost	Annual Utility $/s.f.	Annual kBTU/s.f. (EUI)	Combined Expense Savings*	Energy Savings Percentage
Design Building	1. Design Envelope (Wall Insulation R-20.29 c.i., Roof Insulation R-40 c.i., Windows 0.34 U-Value w/ 0.38 SHGC, Curtainwall 0.30 U-Value w/ 0.40 (S,E,W)/0.53 (N) SHGC) 2. Design Mechanical Systems (VAV Displacement Ventilation Systems with Passive Chilled Beam AC and 94% High-Efficiency Condensing Boilers) 3. Design High-Efficiency Lighting System (0.4 w/s.f.) 4. Design High-Efficiency Domestic Hot Water Systems (94% Eff. Hot Water Heaters)	1,153,400	4,441.7	$177,738	$49,835	$227,573	$0.90	33.11	$160,356	**33.9%**

*Combined expense savings is the difference between the combined annual expense of the baseline and building in comparison.

NET ZERO & ZERO-COMBUSTION - GROUND SOURCE HEATING AND COOLING

- Net-Zero Approach:

- Ground source plant will be sized for the building's cooling load of 480 tons requiring (175) wells at a 500' depth at a approximately $22,000/well for a premium installation cost of $3,850,000

    - Supplemental high-efficiency gas-fired condensing boilers will be required for peak heating season

- Zero Combustion Approach:

- Ground source plant will be sized for the building's heating load of 620 equivalent tons requiring (225) wells at a 500' depth at a approximately $22,000/well for a premium installation cost of $4,950,000

    - Eliminates need for supplemental boilers for

    - All electric system design has lower site energy usage intensity (EUI)





PHOTOVOLTAIC ARRAY (PV) SYSTEM

- % Renewable Energy = equivalent cost of energy produced by the system/Total building annual energy cost.
- 1% = 1 LEED Point = 12 kW System at $ 36,000.00
- 5% = 2 LEED Points = 60 kW System at $168,000.00
- 10% = 3 LEED Points = 120 kW System at $336,000.00





- Potential PV locations:
  - 60 kW on gymnasium
  - 40 kW on each classroom wing
  - 10 kW on lower south roof on gymnasium wing

GGD



LEED CERTIFIED SCHOOL PROJECTS

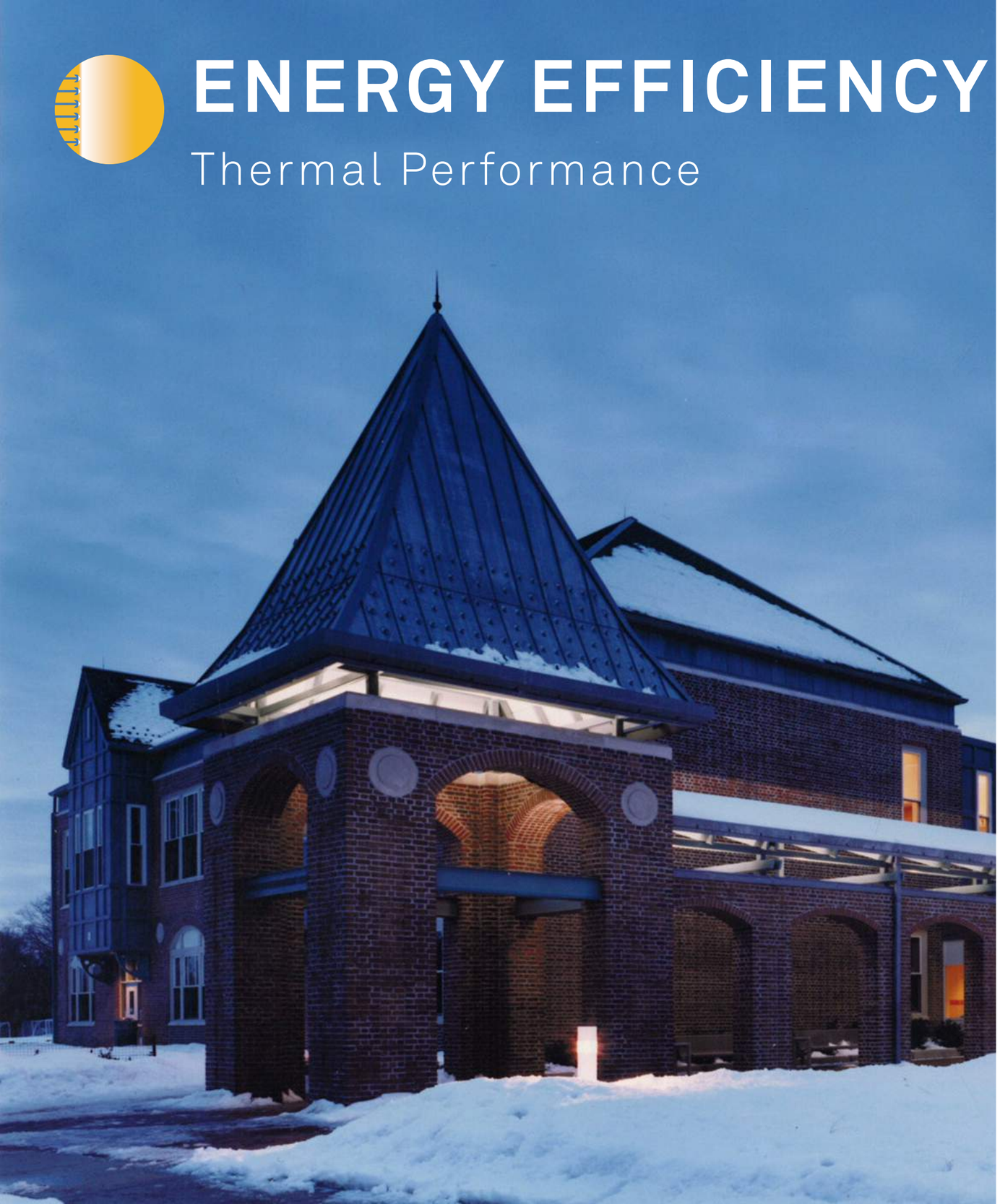
- Thurgood Marshall Middle School, Lynn, MA- LEED Gold
- West Parish Elementary School, Gloucester, MA-LEED Gold
- Winthrop Middle/High School, Winthrop, MA-LEED Gold
- Rockland Middle/High School, Rockland, MA- LEED Hold
- Park Ave Elementary School, Webster, MA- LEED Gold
- Avery Elementary School, Dedham, MA-LEED Gold
- Edward Devotion School, Brookline, MA- LEED Silver-In Process
- Weston High School Science Labs, Weston, MA- LEED Silver
- Woodland Elementary School, Milford, MA-LEED Silver-In Process
- Dearborn STEM Academy, Roxbury, MA- LEED- In Process



NET ZERO PROJECTS

- King Open Elementary School, Cambridge, MA
  (Includes geothermal well, solar water heater and photovoltaic system. This project will achieve LEED certification and will be considered a net zero building.)
- Walden Pond Park Visitors Center (LEED Gold), Concord, MA
- 859 Massachusetts Ave-Housing, Cambridge, MA- In Construction
- Head Start Daycare Facility, Springfield, MA- LEED Gold (Certification in Progress)

GGD



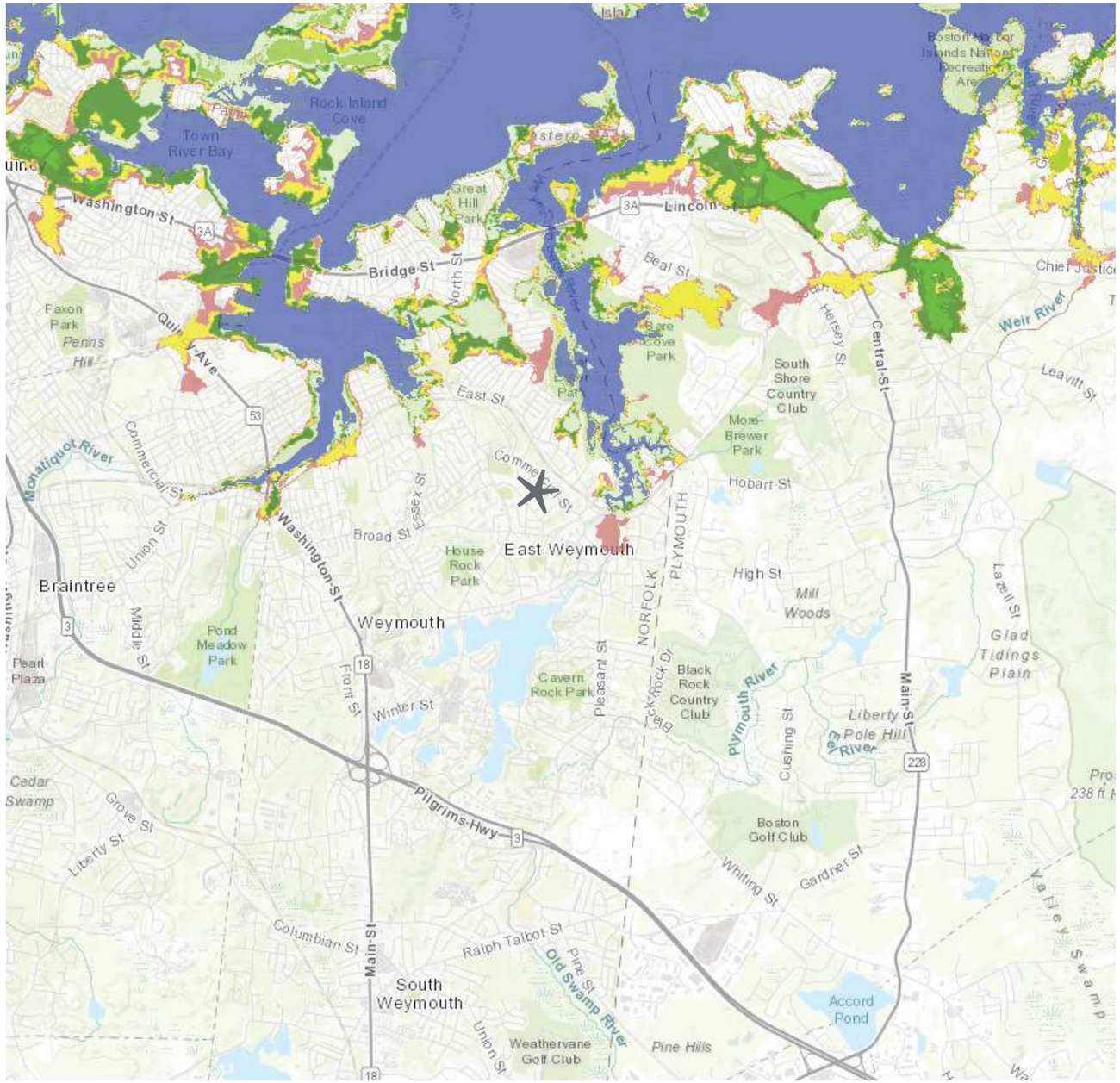
OTHER STRATEGIES?

BUILDING RESILIENCY



RESILIENCY

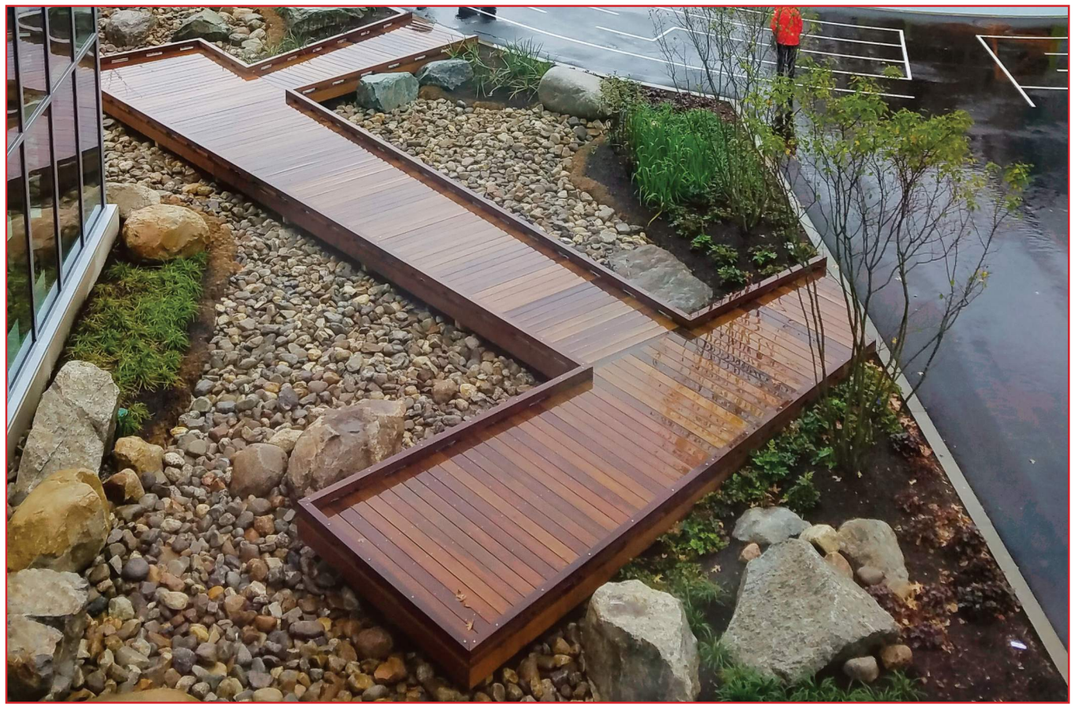
Supporting a resilient community



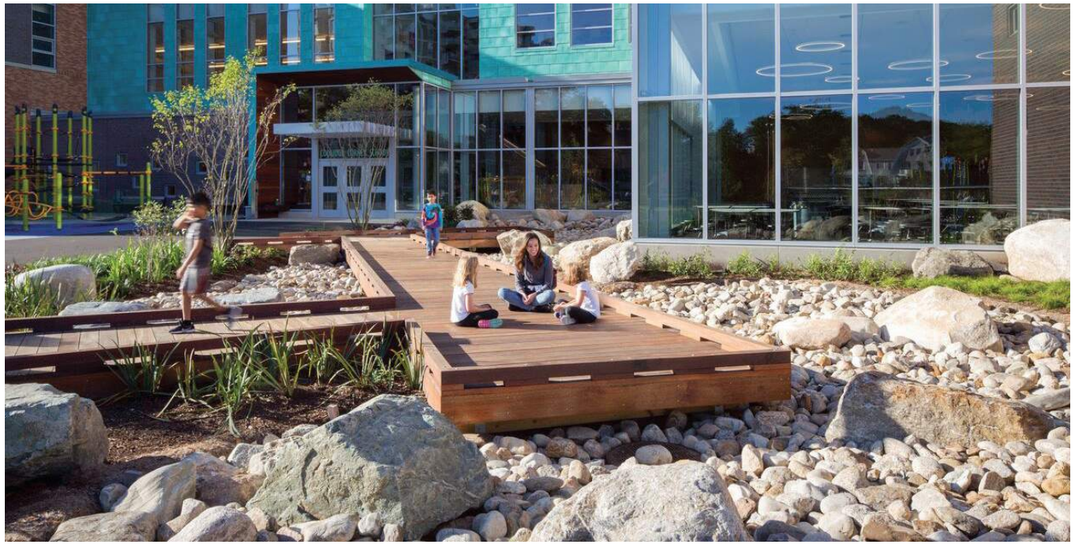
- Chapman site is not located within floodplain.
- Risks include more days of extreme heat and extreme storms causing inland flooding.
- Designing to reject solar heat.
- Designing with emergency lighting and emergency power in mind.
- Designing to reduce risk of inundation from site and storm water run-off.

RESILIENCY









BIOSWALES

- Landscape-based strategy to reduce run-off
- Provide temporary detention during flood/ extreme rain events

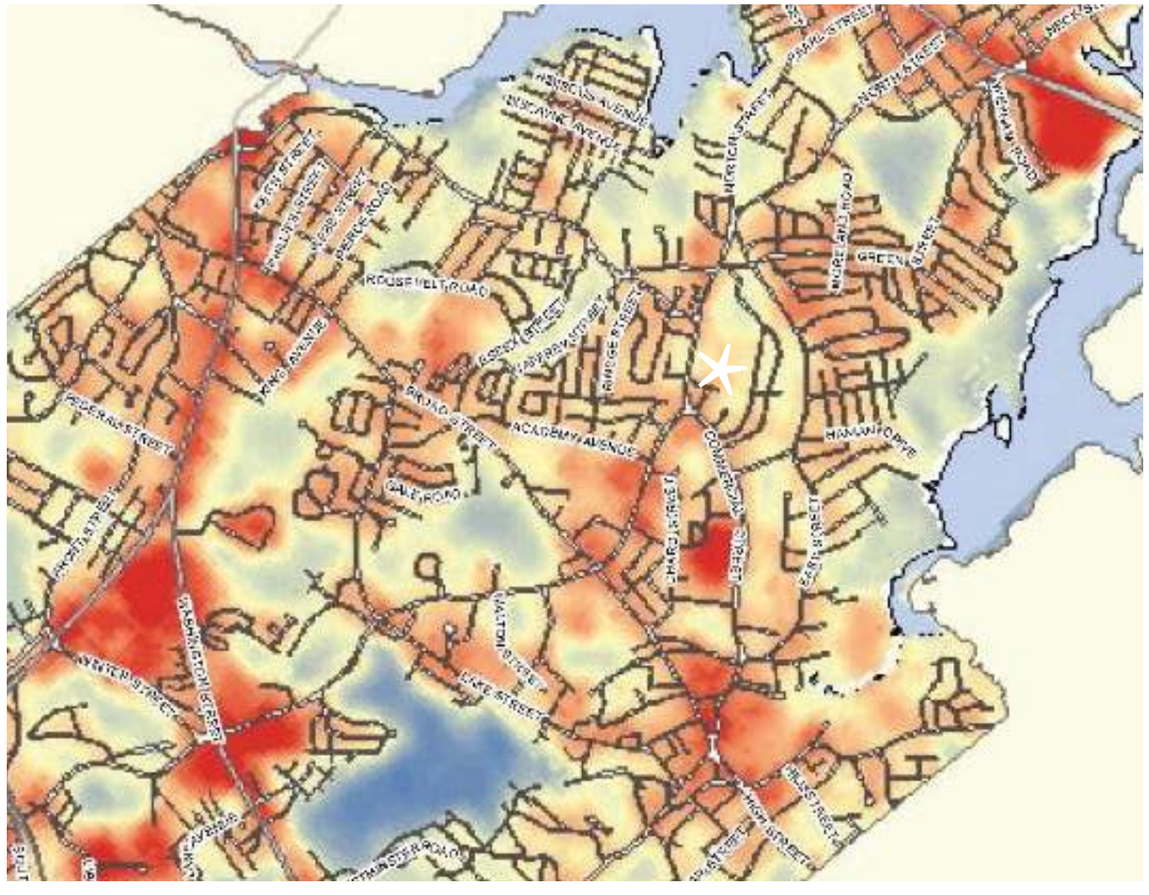
RESILIENCY

Roofs & Vegetative Cooling

- Reducing heat island effect to minimize impact on micro-climate.
- Selecting roofing materials that have ability to reject solar heat.
- Shade from tree canopies and vegetation can mitigate the increase in temperature.
- Minimizing vast amounts of paving materials and providing shade with vegetated structures.



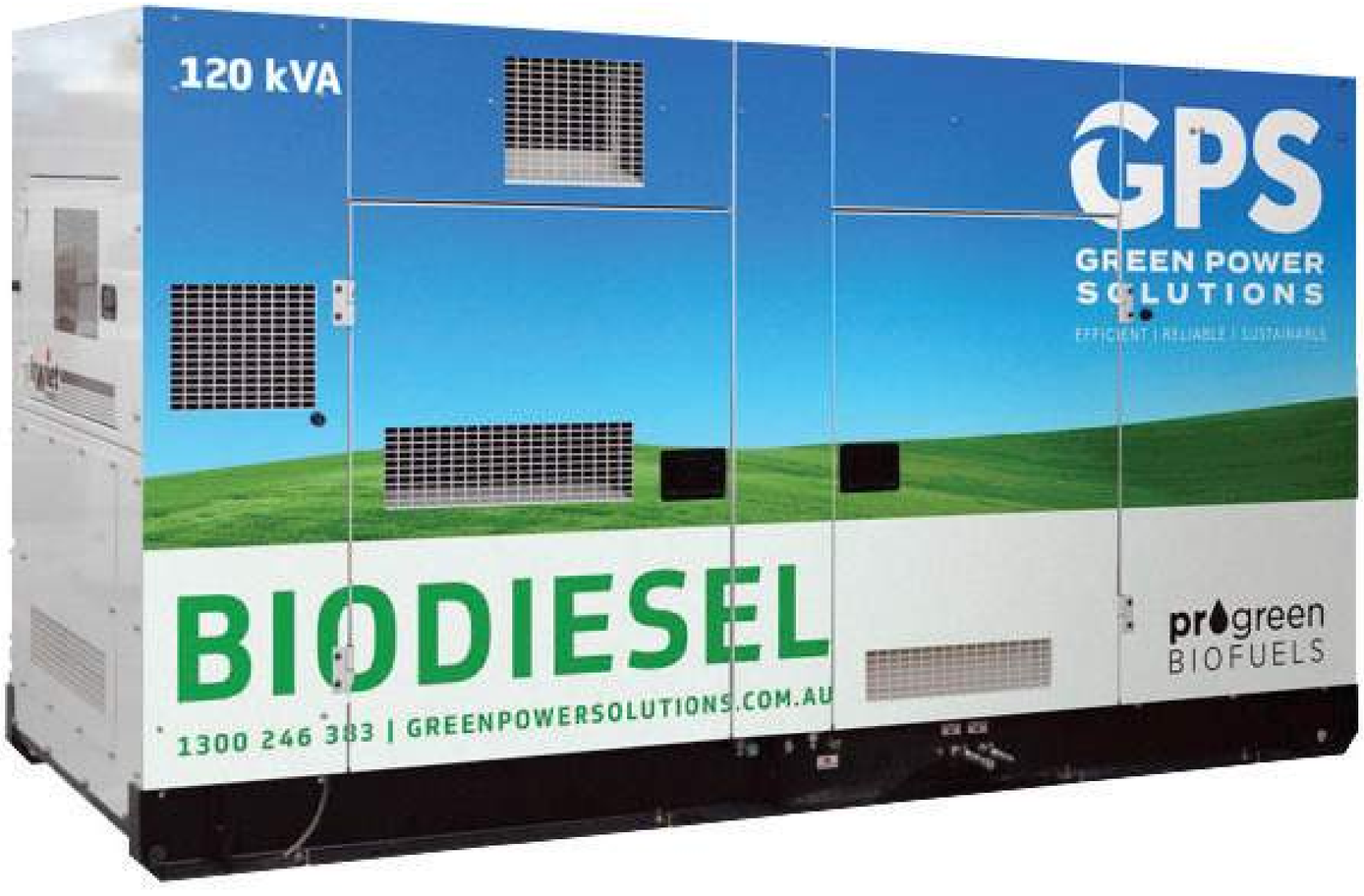
Via Verde
Dattner Architects and Grimshaw Architects
Bronx, New York, United States



RESILIENCY

Generator

- Natural gas vs. diesel
- Duel Fuel
- Bi-Fuel



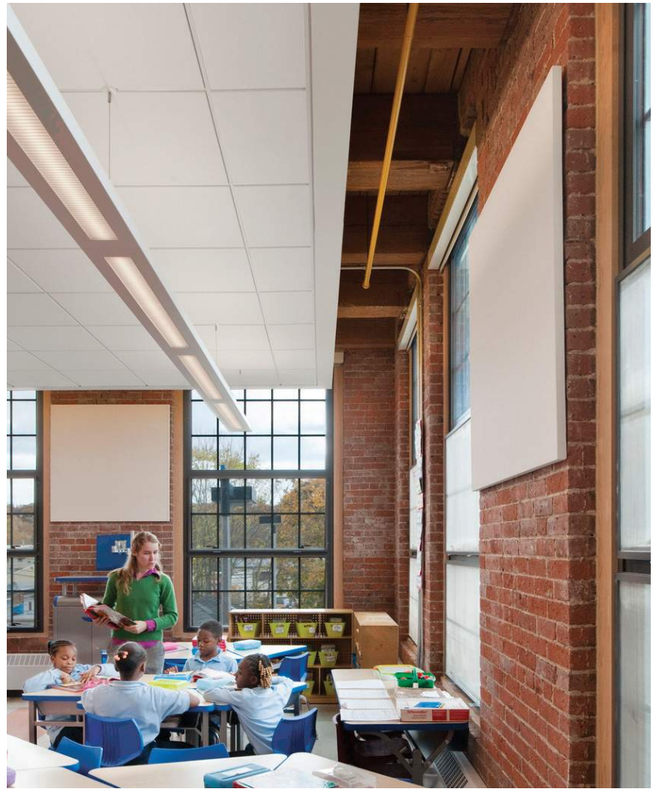
RESILIENCY

Space for Future Systems

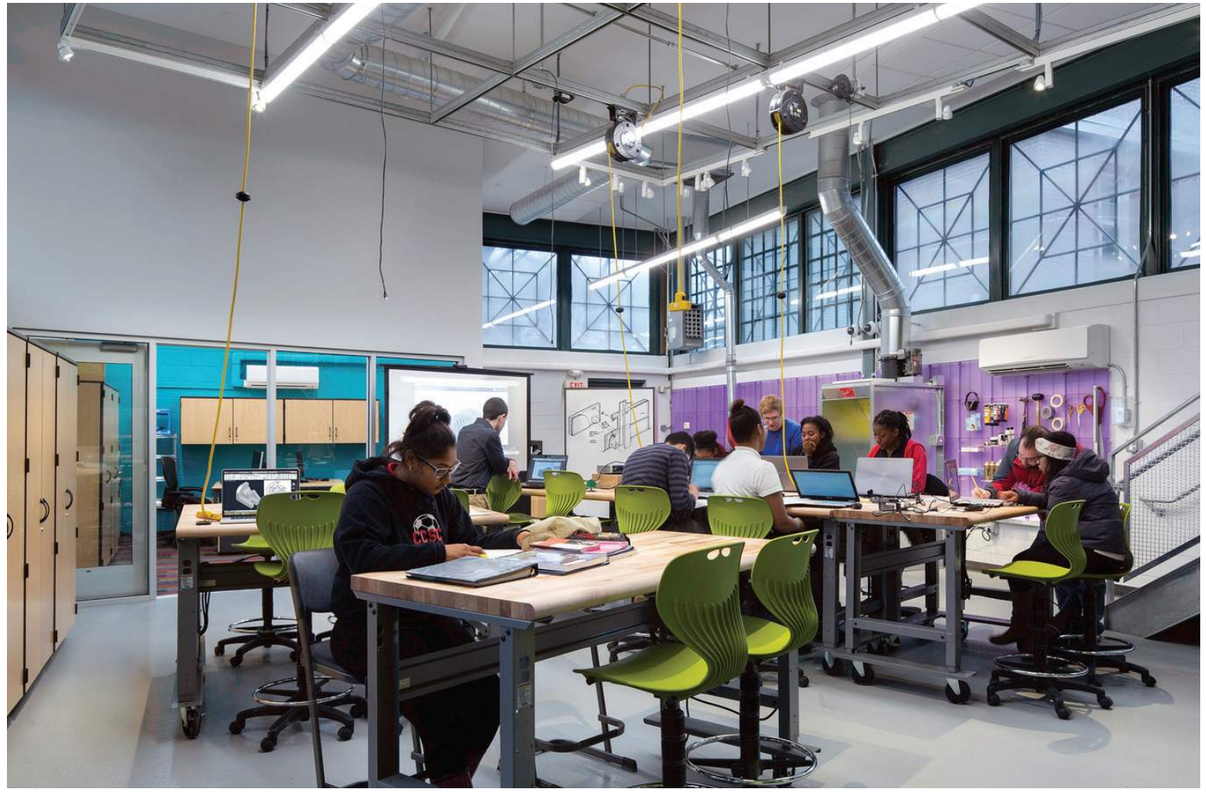
- Providing ample floor to floor height and shaft spaces to allow for future expansion.
- Providing space for future systems provides the ease to reprogram spaces and retrofit with new technologies and systems.

    Empty conduit under slabs for increased capacity in the future.

    Structure for increased bandwidth capacity in the future.







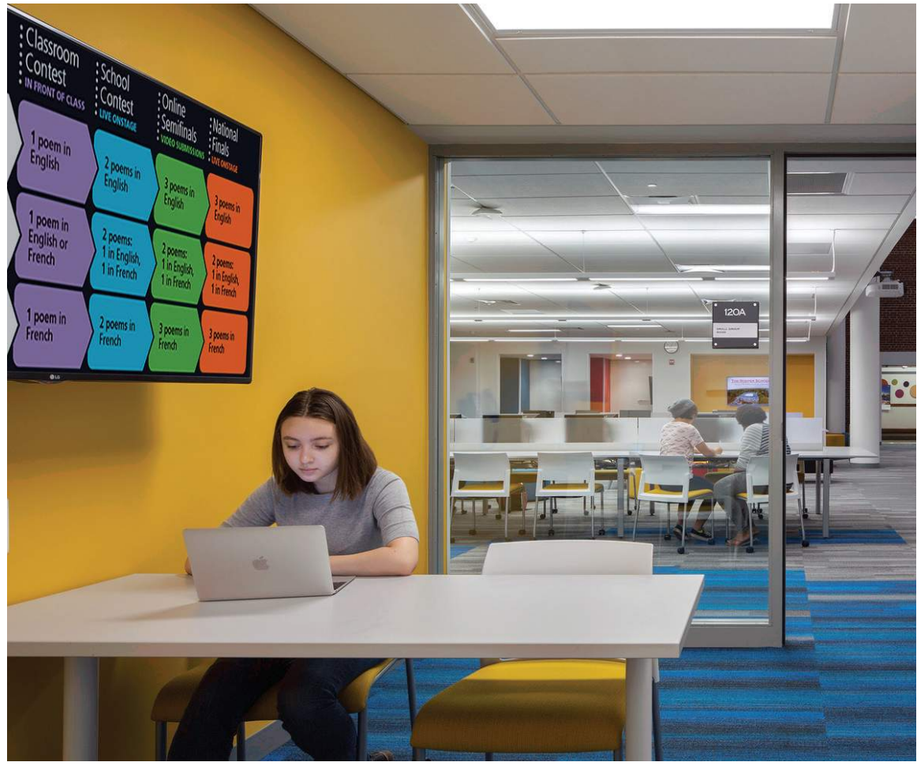
RESILIENCY

Flexibility of Space

- Shared uses to bring the community together.
- Flexible learning spaces allow for small and large group use.
- Designing project areas for classes to spill out into.
- Utilizing movable walls and unistrut systems for flexibility of use and utilities.







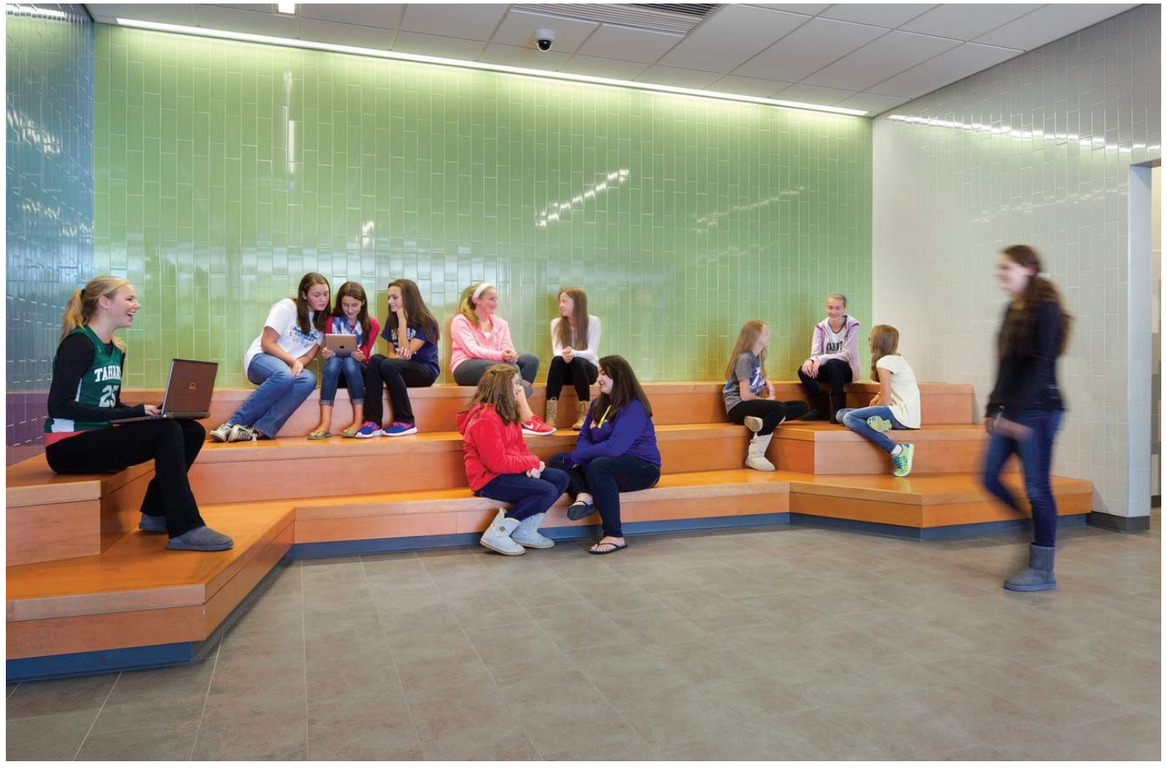
RESILIENCY

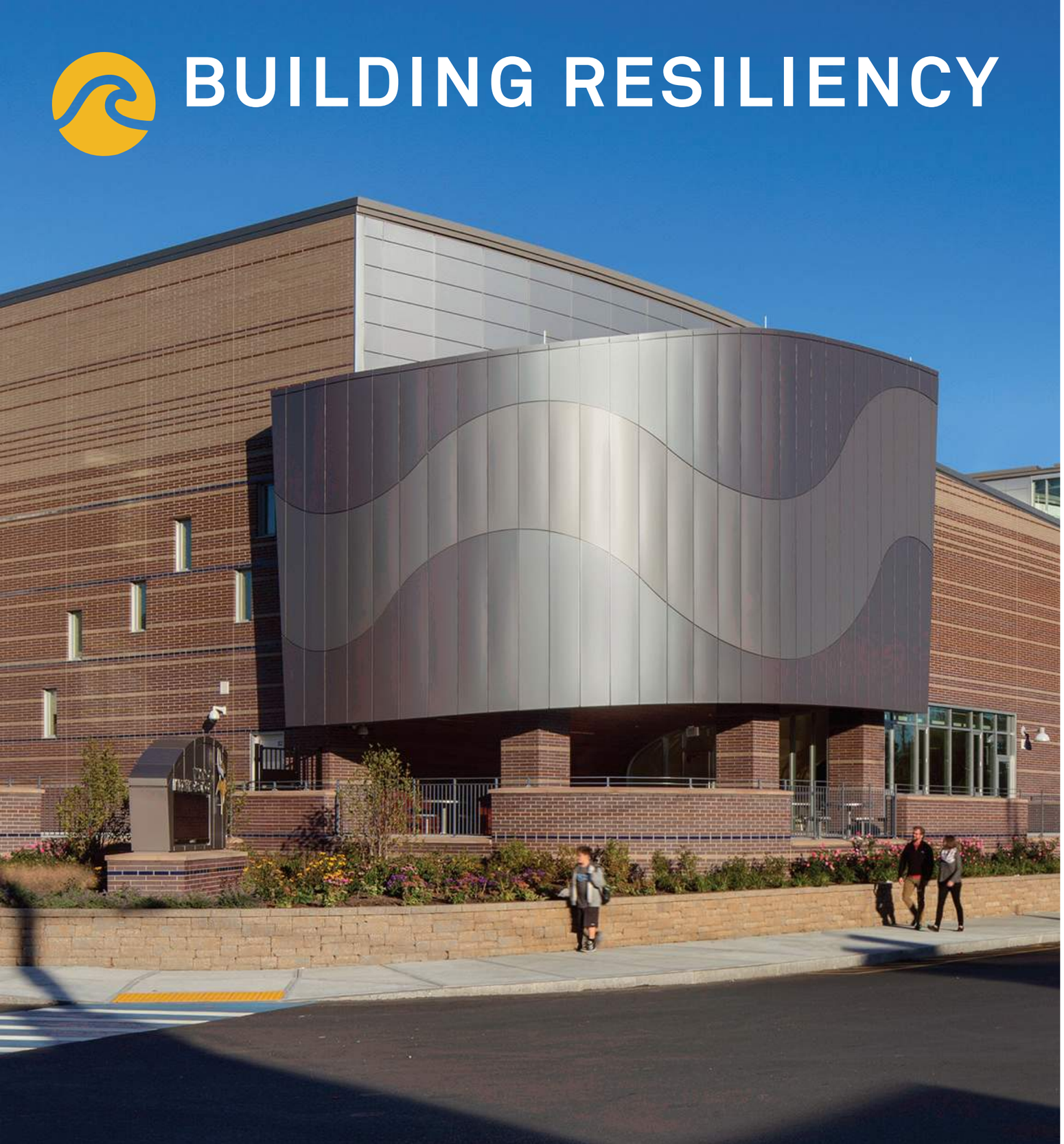
Material Durability

- Durable materials provide ease of maintenance for owner.
- With increased use, durable materials ensures the buildings longevity and performance.

Aesthetics	**Durability**	**Cost**	**Health Factors**	**Required Maintenance**	**Availability**	**Installation Method**





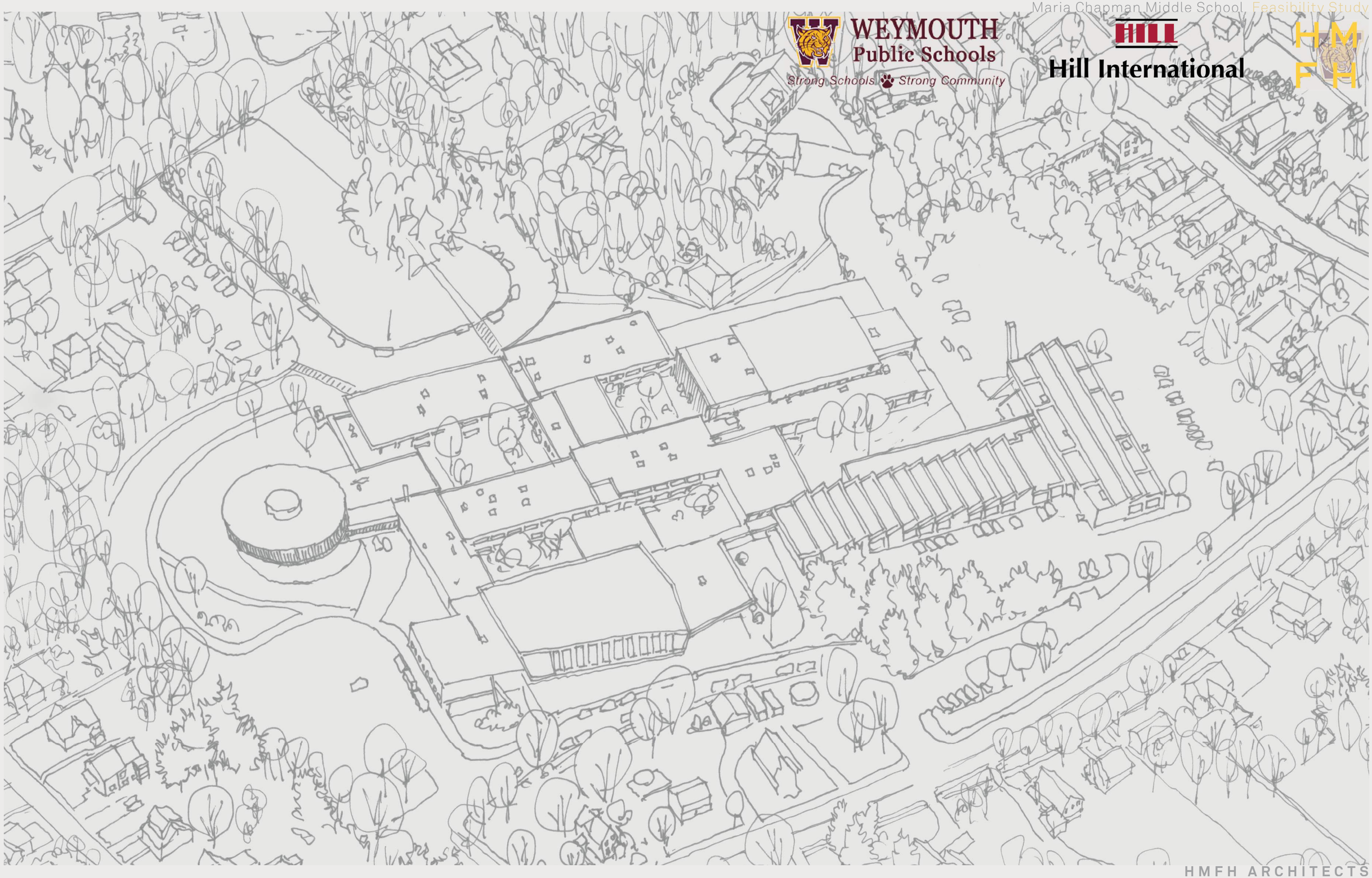


OTHER STRATEGIES?

WEYMOUTH Public Schools
Strong Schools Strong Community

Hill International

HMFH



Example Report: Value Engineering Analysis

60% CD VE Analysis

							$8,037,362	$6,619,239					$2,826,563	$4,229,727
	A	B			D	E	F AMF	F PMC	F	G	H (F-G)	I	J	K
Author	New Number	VE/VM Item		Trade	Comments	Ball In Court	Estimated Value AMF	Estimated Value PMC	Estimated Value to Carry	Cost to implement	Net Savings	Status	Accepted Value	Rejected Value
LBA	03.	Reduce UU Acquisition from $600K to $500 K		Land Acquisition			$100,000	$100,000	$100,000		$100,000	Accept	$100,000	$0
LBA	06.	Replace 25% of Concrete paving with Asphalt		Sitework / Concrete	Cost per sf prlcing difference btwn PMC & AMF		$59,798	$93,758	$29,899		$29,899	Accept	$29,899	$0
LBA	08.	Less trees in center rows and review plantings	% reduction? 20 deciduous trees	landscaping	remove 16 deciduous trees. Cost per tree prlcing difference btwn PMC & AMF		$22,400	$32,000	$22,400		$22,400	Accept	$22,400	$0
LBA	09.	Less paved/curb area in center plaza	% reduction? Will review with landscape architect	landscaping			$39,000	$41,000	$39,000		$39,000	Accept	$39,000	$0
LBA	10.	Remove landscape boulders		landscaping	Use existing site boulders		$24,000	$13,500	$24,000		$24,000	Accept	$24,000	$0
LBA	13.	Remove wood phenolic infill at canopy columns		Metal Panels	No detail was provided so PMC allowed a lower cost per sf for the infill panel vs AMF cost per location		$70,200	$16,320	$70,200		$70,200	Accept	$70,200	$0
LBA	14.	Less expensive metal roof screens (exposed fasteners) in lieu of louver screen		Metal Panels	20% less per Centria Rep		$34,608	$36,480	$34,608		$34,608	Accept	$34,608	$0
LBA	15.	Reduce roof screens quantity by 33%		Metal Panels	LBA to review if 30% is possible? UPDATED		$91,814	$93,765	$91,814		$91,814	Accept	$91,814	$0
LBA	16.	Less expensive gym metal panel (exposed fasteners)		Metal Panels	20% less per Centria Rep		$16,775	$28,320	$16,775		$16,775	Accept	$16,775	$0
LBA	18.	Remove railings at Terrace		Misc. Metal			$43,350	$48,125	$43,350		$43,350	Accept	$43,350	$0
LBA	22.	Remove cast concrete walls at drop off		Concrete	PMC cost per LF for walls in base estimate is higher than AMF		$43,500	$75,000	$43,500		$43,500	Accept	$43,500	$0
LBA	23.	Lower concrete retaining walls at sport fields with earth berms	Need more info/ sketch. Remove wall along north edge. Keep the walls on east and west side.	Concrete	Reduce 50%. Consider removing wall along north edge.		$140,708	$120,560	$140,708		$140,708	Accept	$140,708	$0
LBA	24.	Simplify CMU wall at generator		Masonry	Removing 4" ground faces layer		$38,500	$34,300	$38,500		$38,500	Accept	$38,500	$0
LBA	25.	Review crushed rock on site	Assume Nitstch is providing direction for this item? David Harris, Nitsch and Mike to provide.	Sitework			$158,400	$161,000	$158,400		$158,400	Accept	$158,400	$0
LBA	26.	Review contaminated soil estimate	Assume Nitstch is providing direction for this item? David Harris, Nitsch and Mike to provide.	Sitework	Need Nobis input. Allowance		$50,000	$50,000	$50,000		$50,000	Accept	$50,000	$0
LBA	31.	Reduce high interior type 4 glazing quantity		Glass & Glazing	LBA to review ; reduced to 500sf		$48,500	$45,000	$48,500		$48,500	Accept	$48,500	$0
LBA	32.	Remove reflector at Cafeteria platform		Glass & Glazing	Confirm with acoustic consultant		$15,000	$14,850	$15,000		$15,000	Accept	$15,000	$0
LBA	37.	Remove motorized shades at Gym		Window Shades			$27,401	$27,624	$27,401		$27,401	Accept	$27,401	$0
LBA	38.	Reduce number and change types of lighting fixtures 15%		Electrical	LBA to review		$150,000	$150,000	$150,000		$150,000	Accept	$150,000	$0
LBA	39.	Simplify all AV, Security and tech systems	% reduction/ Consultant opinion? Goal of 10% reduction on devices.	AV, Security and Tech	LBA to review			$20,000	$20,000		$20,000	Accept	$20,000	$0
LBA	40.	Clarify the theater lighting scope		Electrical	$120k Allowance currently. LBA to review		$55,000	$55,000	$55,000		$55,000	Accept	$55,000	$0
LBA	42.	Reduce Forbo Tackboard by 40%		Tackboard			$44,360	$47,650	$44,360		$44,360	Accept	$44,360	$0
LBA	43.	Reduce Solid Surface back splash at walls		Tile	reduce 75%		$85,500	$83,160	$85,500		$85,500	Accept	$85,500	$0
LBA	44.	Change remaining DOA's at wings to air source/fewer geothermal wells	Need more info. Previously option 2C	HVAC	Previously option 2C		$833,881	$611,860	$833,881		$833,881	Accept	$833,881	$0
LBA	46.	Allow non-proprietary Controls		HVAC			$307,868	$200,000	$307,868		$307,868	Accept	$307,868	$0
3Si/LBA	47.	Delete double counted IPTV scope		Electrical & FFE			$270,000	$270,000	$270,000		$270,000	Accept	$270,000	$0
LBA	48.	Delete Mockup line item in estimate		Estimate	Leave item in specs		$40,000	$40,000	$40,000		$40,000	Accept	$40,000	$0
LBA	51.	Review site bench quantity	%/ QTY reduction? Remove 7 benches	landscaping			$25,900	$29,750	$25,900		$25,900	Accept	$25,900	$0

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ATTACHMENT J: FEASIBILITY STUDY

On a separate sheet of paper, please include a hyperlink to no more than one completed feasibility study report members of your submission team completed the that the review team can consider.

We have included below a link to the Dracut Public Schools website for the Joseph A. Campbell Elementary School Building Project, which is a current project for which LiRo-Hill is the OPM:

https://www.dracutps.org/page/campbell-greenmont-school-building-project

Below is a direct link to the Feasibility Study Report for this project:

https://drive.google.com/drive/folders/142GV9gZ3dl4Na1BYoZ7owFp7fo5GjJ1x

TOWN OF NATICK MASSACHUSETTS

MEMORIAL MUSTANGS

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