



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

Natick, Massachusetts



"My goal is for every student to thrive in an inclusive and supportive environment where high expectations inspire growth."

- Karen Ghilani Memorial School Principal

April 13, 2026





PARTNERING FOR SUCCESS



Common Success Factors – Rooted in research of over 16,000 projects

Invest Heavily in Early Planning

- Know your “Why” and Invest in Design

Base Forecasts on Real World Data

- Assumption Free

Use Experienced, Stable Teams

- Relevant experience is strongest predictor of success

Create Governance That Rewards Realism

- Encourage early identification of risks

Reduce Complexity Through Repetition

- Standardize / Prefabricate



**OWNER'S
PEACE OF
MIND**





DOCUMENTED SUCCESS



Documented Performance:

- Managed over **130 Massachusetts Public** Projects.
- Managed over **70 MSBA K-12 projects** including **Natick High School** under the **Model School Program**.
- Managed over **\$1.5 Billion in K-12 construction projects since 2020**.
- **96%** of our entire portfolio of projects has been delivered **on schedule**.
- **\$/SF < MSBA Averages**



Recent Similar Experience					
Project Name	Year Completed	Completed Under Budget	Completed On-Time	Similarity to the Natick Memorial Elementary School	
 Lincoln Eliot Elementary School <i>Newton, MA</i>	2025	\$1.85 million <u>under budget</u>	✓	• Elementary School - Grades K-5 • Size - 94,000 sf • Budget \$55 million	
 Winchester Lynch Elementary School <i>Winchester, MA</i>	2025	\$4.5 million <u>under budget</u>	✓	• Elementary School - Grades K-5 • Size- 103,750 sf • Budget \$94.5 million	
 Hadley Elementary School <i>Swampscott, MA</i>	2024	\$75,000 <u>under budget</u>	✓	• Elementary School - Grades K-4 • Size - 154,000 sf • Budget \$101.2 million	
 Fisher Hill Elementary School <i>Orange, MA</i>	2023	\$1.5 million <u>under budget</u>	✓	• Elementary School - Grades PreK -6 • Size - 97,500 sf • Budget \$56.1 million	
 Hosmer, Cuniff, and Lowell Elementary Schools <i>Watertown, MA</i>	2023	\$4.05 million <u>under budget</u>	✓	• Size - 143,000 sf (Hosmer) • Cuniff - 80,000 sf • Lowell 71K Reno/23K New	
 Raymond E. Shaw Elementary School <i>Millbury, MA</i>	2022	\$2.08 million <u>under budget</u>	✓	• Elementary School - Grades 3-6 • Size - 91,266 sf • Budget - \$60.6 million	



PARTNERING FOR SUCCESS



Natick High School, Natick, MA

- \$10M Under Budget
- On-Time Delivery
- Value-Add Athletic Facility
- MSBA Model School Building
- Cost Effective Design, Beautiful results
- Tight work area – up against existing operating school



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



NATICK MEMORIAL TEAM

Team Members
Present in Natick Tonight



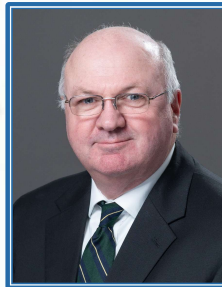
Key Personnel



Paul Kondrat, MCPPO, PE, LEED AP BD+C
Principal-in-Charge



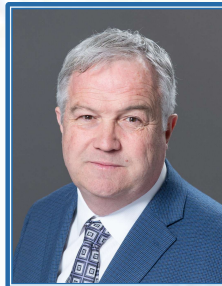
Chris Simmler, MCPPO
Project Director



Doug Murray, AIA, MCPPO
Sr. Project Manager



Inger Hamre-Foley, MCPPO
Project Controls

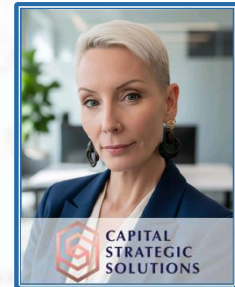


Vincent Miller, MCPPO, MASS CSL, unrestricted
Clerk of the Works

Support Staff



David Billings, AIA, LEED GA
SME K-12



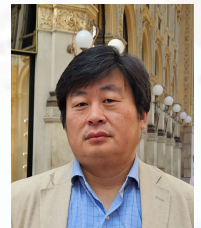
Community Outreach Partner
Nichol Figueiredo
Chief Executive Officer



Todd Columbus, PE, LEED AP
MEP Specialist



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



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

Team members
have executed
more than 30
MSBA projects





LIRO-HILL OVERVIEW



- 70 Local Employees
- \$1.5B Completed Public Projects since 2020
- Strong Public Sector Experience



Architecture

Feasibility Studies

Project Design, Documentation & Construction Administration



Engineering

MEP/FP

Civil & Structural

Commissioning



Owner's Project Management

MGL Procurement

Design Reviews

Project Controls

Construction Phase Oversight

Risk Mitigation



Additional AEC Services

Environmental Services

Materials Testing & Special Inspections

Virtual Design & Construction



Construction

Construction Management

Resident Engineering Inspection



CAPITAL STRATEGIC SOLUTIONS

WBE/DBE Certified in MA & RI,
DBE in CT, FL, ME, NH, NM & VT

Building Stronger Communities



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YOUR PROJECT = DOUG AND DAVID'S RECENT PROJECT

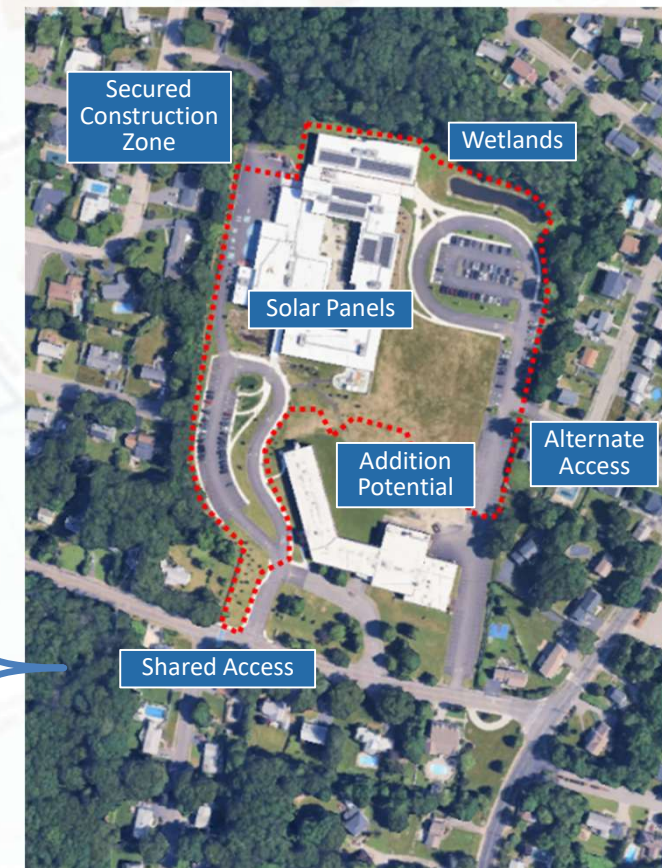


Memorial Elementary School, Natick, MA



- Athletic Fields with Lights
- Community Use
- Staff Parking
- Drop-off/Pick-up
- Construction Hours and Sequencing
- Noise
- LEED
- Alternative Energy
- State Road Access

South Middle School, Braintree, MA

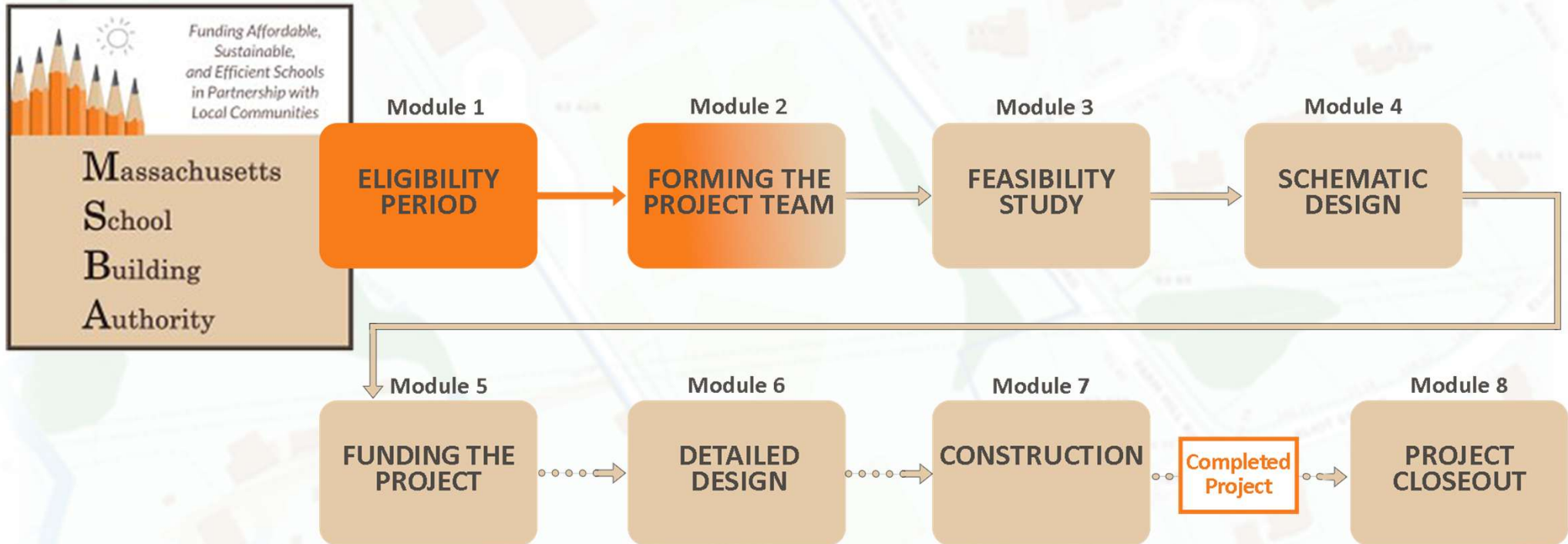


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MSBA PROCESS

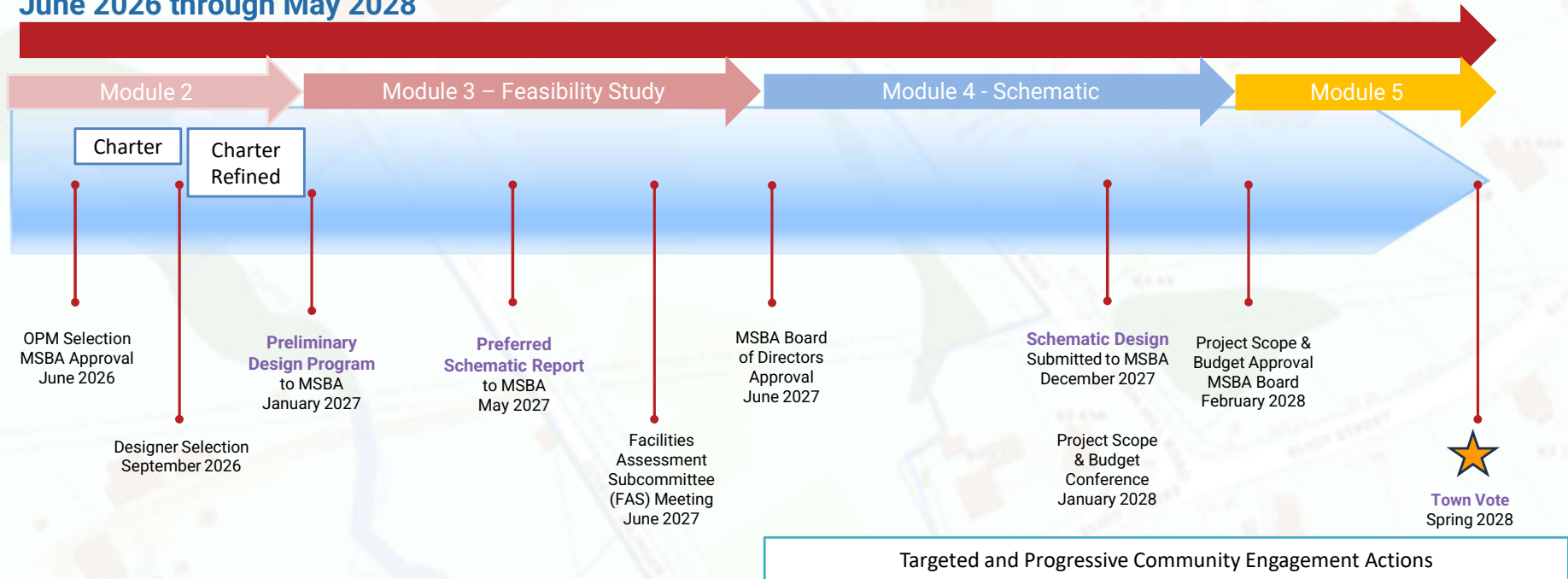




Think Slow, Get Town Approval, Then Go Fast.



June 2026 through May 2028



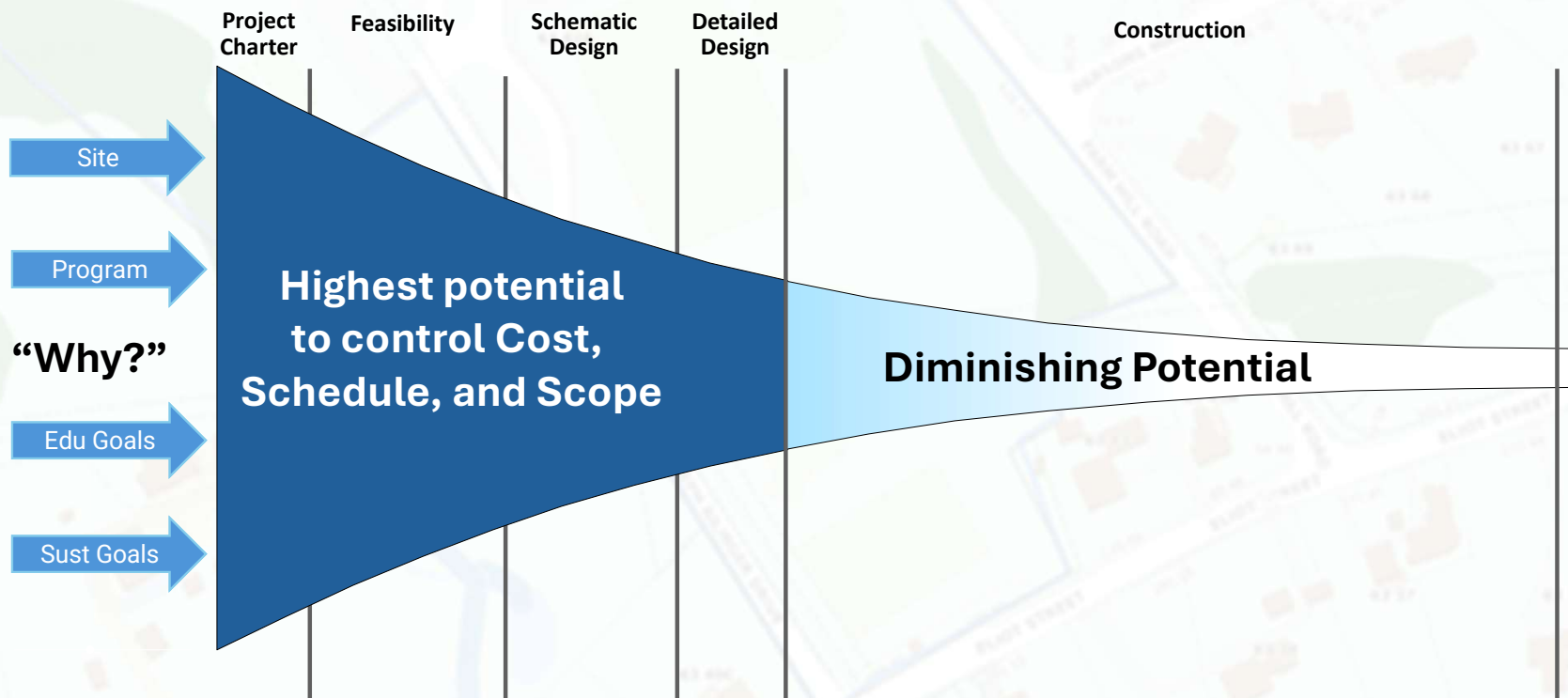


STARTING WITH “WHY” – ALIGNMENT BEFORE DESIGN



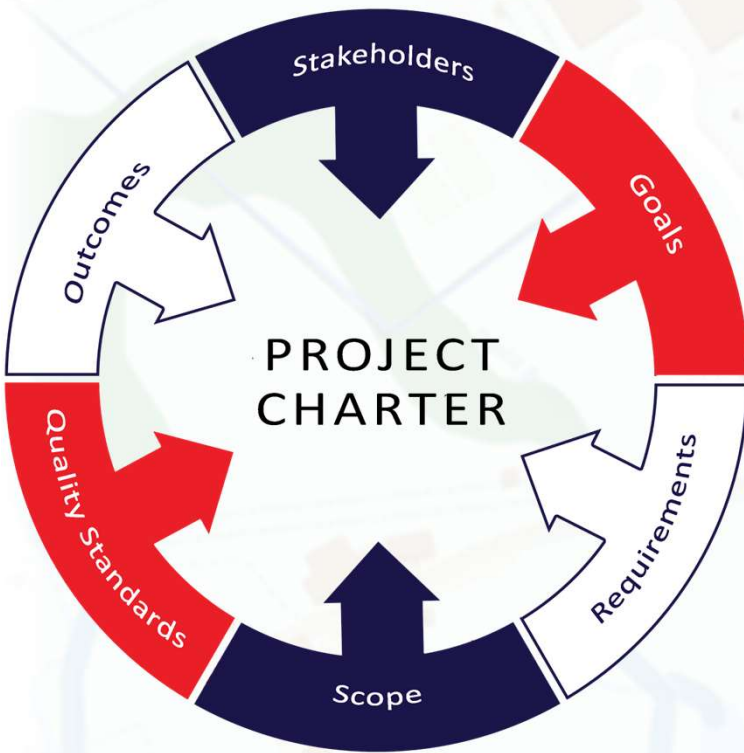
“Asking ‘why’ isn’t philosophical — it’s the first step in a disciplined planning process.”

The Project is not the Goal, the Project Achieves the Town’s Goals





THE PROJECT CHARTER



CHARTER ELEMENT	PURPOSE	IMPACT ON PLANNING	CONTRIBUTION TO SUCCESS
Stakeholders	Identify decision-makers and influencers	Drive communication and governance plans	Improves alignment and decision speed
Goals	Define goals for “why” the project exists	Guide priorities, milestones, and resource allocation	Ensures efforts focus on intended benefits of project
Requirements	Translate goals into specific needs	Enable detailed task and schedule development	Ensures deliverables meet real needs
Scope	Define boundaries of work	Prevents scope creep during planning	Maintains focus and schedule integrity
Quality Standards	Set expectations for deliverables	Influence quality plans and controls	Reduces rework and stakeholder dissatisfaction
Outcomes	Specify measurable results	Shape performance metrics and acceptance criteria	Provides clear success measures



PROJECT CHARTER EXAMPLE



Chapman School, Weymouth, MA

- MSBA Approved 3 Enrollment Options
- During the development of the Charter, it was revealed that:
 - We were not studying the option they needed.
 - That options we were studying would likely not be supported by Town vote.
- Early Outreach Resulted in a 4th Option:
A traditional school for grades 6-8
- Full equity for all MS students
- One less school transition
- Voters overwhelmingly approved the project

Completed: \$7.8M Under Budget and On-Time





SCHEDULE CERTAINTY - HOW WE ACHIEVE IT

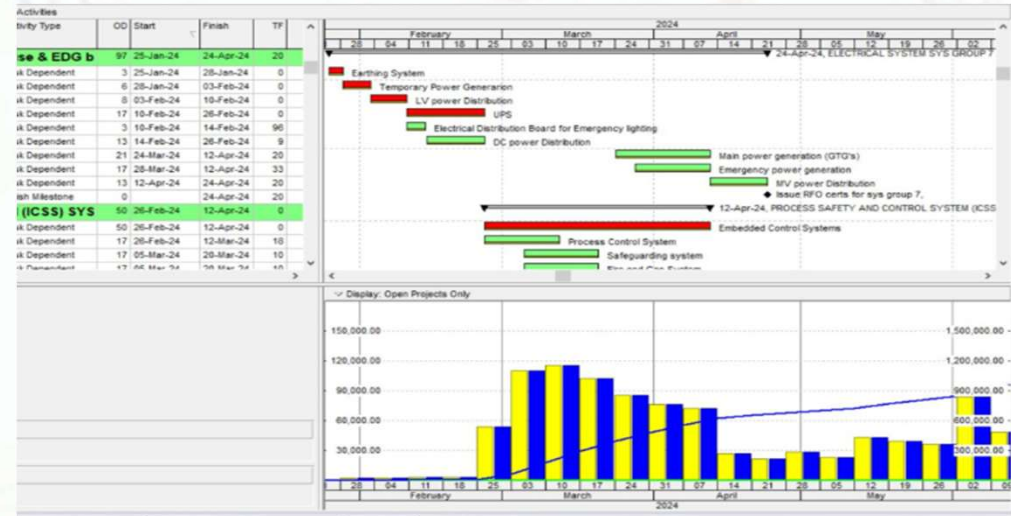


In the Feasibility Phase:

- Start with the 1st Day of the School Year:
 - Ensure Timelines are Achievable
 - Realistic Durations for Coordinated Deliverables.
- Meet MSBA Meetings/Submission Deadlines.
- Decide the Delivery Option (Chapter 149 or Chapter 149A)

In the Construction Phase:

- Ensure Inclusion of Rigorous Schedule Specs – require firms use Professional Schedulers.
 - Use P6 - Set the “Rules” and Define the Deliverables each month.
- Early Deep Dive into Contractor’s Schedule:
 - Confirm critical path - only 1
 - Confirm activity predecessor and successor relationships .
- Monthly Schedule Updates – Accurate
- Utilize Recovery Schedules the Moment a Milestone Slips.





COST AND SCOPE CERTAINTY



Goal

- **PREDICTABILITY**
- Risk Identification
- Charter Alignment & Stakeholder Buy-in

How do we do it

- Challenger Mind Set
- Timely Decision Making
- **Standard Components that can be Repeated**
- Life Cycle Costs Analysis for Informed Decisions
- Robust Design/Peer Reviews – In-house
- Detailed Budgets with Appropriate Levels of Contingencies
- Delivery Method Decision
- Take the Time to Design it



Simple

vs.



Complex

PM&C

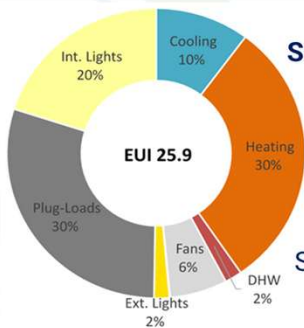




COST AND SCOPE CERTAINTY – MAKE GOALS REALITY



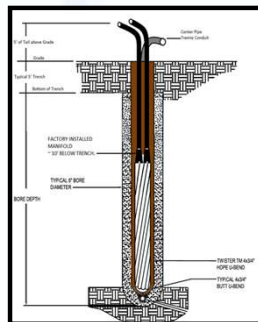
Swampscott Hadley Elementary \$3.9M Returned to the District



Swampscott Hadley ES

- Geothermal GSHP system
- PV ready
- IRA grants est. at \$2.4 million

Swampscott Energy Model





SITE MANAGEMENT – DELIVERING THE PROJECT



Hosmer Elementary School, Watertown, MA

- K-5 Elementary
- 143,000 sf
- 590 Students
- 1,920 Solar Panels
- NetZero



Concord Middle School, Concord, MA

- **#1 – Proactively Help Solve Project Issues**
- **EYES AND EARS OF NATICK**
- **142,000 sf, over 600 Students**
- Progressing the Work per the 3-week Look-ahead
- Resolve Change Orders
- Pay Recs in line with Progress
- Proactively Addressing Site/Dust/Noise Impacts
- Participation in Town Inspections



LEED Certification/Occupied Building/Phased Construction



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THE LIRO-HILL ADVANTAGE



Common Success Factors – Rooted in research of over 16,000 projects

Invest Heavily in Early Planning

- ✓ Know Your “Why” – Our Project Charter – Sets the tone

Base Forecasts on Real World Data

- ✓ 100 + Past MSBA Projects to draw from + market foresight

Use Experienced, Stable Teams

- ✓ 30+ MSBA Projects by our team members

Create Governance That Rewards Realism

- ✓ Process designed to identify risks early

Reduce Complexity Through Repetition

- ✓ Pre-Fabrication expertise on the team



Thank you for your time!



How to be a SPARK at
Memorial School...

Safe



Positive



Accountable



Respectful



Kind



LiRo-Hill

GISI Consulting Group Company



LiRo-Hill
GIS Consulting Group Company

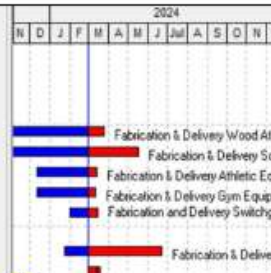


PROJECT CONTROL



PROJECT CRITICAL PATH

Activity ID	Activity Name	Remaining Duration	Start	Finish	Total Float
Swampscott Elementary School					
Procurement		79	28-Jun-23 A	21-Jun-24	0
Fabrication & Delivery		79	28-Jun-23 A	21-Jun-24	0
Interior Finishes		95	28-Jun-23 A	16-Mar-24	0
1053	Fabrication & Delivery Wood Athletic Flooring	18	28-Jun-23 A	25-Mar-24	2
1026	Fabrication & Delivery Sound Control Doors	95	18-Sep-23 A	16-May-24	0
1134	Fabrication & Delivery Athletic Equipment	10	11-Dec-23 A	13-Mar-24	0
142	Fabrication & Delivery Gym Equipment	8	11-Dec-23 A	11-Mar-24	2
A1570	Fabrication and Delivery Switchgear	12	01-Feb-24 A	15-Mar-24	1
Exterior/Building Structure		79	23-Jan-24 A	21-Jun-24	0
1143	Fabrication & Delivery Playground Equipment	79	23-Jan-24 A	21-Jun-24	0
Exterior Wall System		13	08-Nov-23 A	18-Mar-24	0
Interior Construction		70	24-Jan-24 A	07-Jun-24	0
Area C		38	01-Apr-24	23-May-24	0
Area B		70	08-Feb-24 A	07-Jun-24	0
3rd Floor		50	24-Feb-24 A	09-May-24	0
Gymnasium		50	24-Feb-24 A	09-May-24	0
2nd Floor		50	08-Feb-24 A	09-May-24	0
1st Floor - B		70	22-Feb-24 A	07-Jun-24	0
769	Finish Carpentry - 1st - B	15	06-May-24	24-May-24	0
A1300	Window Treatments - 1st - B	4	28-May-24	31-May-24	0
A1320	Finish Painting - 1st - B	5	03-Jun-24	07-Jun-24	0
Platform - Finishes		62	29-Feb-24	28-May-24	0
Kitchen - Finishes & Equipment		65	22-Feb-24 A	31-May-24	0
Cafeteria		61	29-Feb-24 A	24-May-24	0
Area A		53	24-Jan-24 A	14-May-24	0
3rd Floor - A		46	21-Feb-24 A	07-May-24	2
2nd Floor - A		50	22-Feb-24 A	09-May-24	0
1st Floor - A		53	24-Jan-24 A	14-May-24	0
MEP & Elevator Systems		80	29-Feb-24	24-Jun-24	0
Main Electric Room		28	29-Feb-24	09-Apr-24	0
HVAC Systems		80	29-Feb-24	24-Jun-24	0
901	Area C Roof Top Equipment Connections	15	29-Feb-24	20-Mar-24	0
904	Flush HVAC Piping	15	04-Mar-24	22-Mar-24	1
902	Area B Roof Top Equipment Connections	15	21-Mar-24	10-Apr-24	0
905	Fill and Test HVAC Piping	15	25-Mar-24	12-Apr-24	1
903	Area A Roof Top Equipment Connections	15	11-Apr-24	02-May-24	0
Testing & Balancing		32	01-May-24	14-Jun-24	0
Equipment Start-Up/Testing		52	09-Apr-24	24-Jun-24	0
907	Area C HVAC Equipment Startup	15	09-Apr-24	30-Apr-24	0
908	Area B HVAC Equipment Startup	15	17-Apr-24	07-May-24	5
909	Area A HVAC Equipment Startup	15	03-May-24	23-May-24	0
076	Food Service Equipment Startup/Testing	15	03-Jun-24	24-Jun-24	0
Site Utilities & Improvements		87	19-Mar-24	22-Jul-24	0
Final Inspections & Closeout		81	03-May-24	28-Aug-24	0





PROJECT CONTROL



Town of Weymouth
Maria Weston Chapman Middle School Project



Project Budget and Cost Summary

A Description	C D (Bud. Adj. Tab) E (C-D) BUDGET			F G (Com. Cost Tab) H (E-F) I (F-G+H) COST			J K (Invoice Tab) L (J-K) CASH FLOW		M MSBA ProPay Code
	PFA Approved Budget	Authorized Changes	Approved Budget	Committed Costs	Uncommitted Costs	Total Project Costs	Expenditures to Date	Balance To Spend	
20 Construction									
Pre-Construction Services	\$480,000	\$0	\$480,000	\$249,644	\$230,356	\$480,000			
Construction	\$128,105,641	\$0	\$128,105,641	\$128,105,641	\$0	\$128,105,641	\$		
Change Orders	\$0	\$1,709,241	\$1,709,241	\$1,709,241	\$0	\$1,709,241			
Subtotal	\$128,585,641	\$1,709,241	\$130,294,882	\$130,064,526	\$230,356	\$130,294,882	\$		
30 Architectural & Engineering									
A&E Feasibility Study	\$600,000	\$0	\$600,000	\$600,000	\$0	\$600,000			
Feasibility Study - Environmental & Site	\$156,255	\$0	\$156,255	\$150,975	\$5,280	\$156,255			
A&E Design Development	\$3,637,200	\$0	\$3,637,200	\$3,637,200	\$0	\$3,637,200			
A&E Construction Documents	\$4,943,400	\$0	\$4,943,400	\$4,943,400	\$0	\$4,943,400			
A&E Bidding / Negotiations	\$423,720	\$0	\$423,720	\$423,720	\$0	\$423,720			
A&E Construction Administration	\$4,293,696	\$0	\$4,293,696	\$4,293,696	\$0	\$4,293,696			
A&E Closeout	\$225,984	\$0	\$225,984	\$225,984	\$0	\$225,984			
Printing	\$10,000	\$0	\$10,000	\$0	\$10,000	\$10,000			
Other Reimbursable Costs	\$25,000	\$461,885	\$486,885	\$486,789	\$96	\$486,885			
Hazardous Materials	\$220,000	\$0	\$220,000	\$212,435	\$7,565	\$220,000			
Geotechnical & Geo-Environmental	\$400,000	\$29,019	\$429,019	\$429,019	\$0	\$429,019			
Site Survey	\$10,000	\$22,010	\$32,010	\$32,010	\$0	\$32,010			
Traffic Studies	\$50,000	-\$6,225	\$43,775	\$0	\$43,775	\$43,775			
Subtotal	\$14,995,255	\$506,688	\$15,501,943	\$15,435,227	\$66,716	\$15,501,943	\$		
40 Administrative Costs									
OPM Feasibility Study	\$250,000	\$0	\$250,000	\$250,000	\$0	\$250,000	\$250,000	\$0	0001-0000
OPM Design Development	\$490,000	\$0	\$490,000	\$490,000	\$0	\$490,000	\$490,000	\$0	0102-0400
OPM Construction Contract Documents	\$525,000	\$0	\$525,000	\$525,000	\$0	\$525,000	\$525,000	\$0	0102-0500
OPM Bidding	\$55,000	\$0	\$55,000	\$55,000	\$0	\$55,000	\$55,000	\$0	0102-0600
OPM Construction Contract Administration	\$2,800,000	\$0	\$2,800,000	\$2,800,000	\$0	\$2,800,000	\$2,737,843	\$62,157	0102-0700
OPM Closeout	\$350,000	\$0	\$350,000	\$350,000	\$0	\$350,000	\$36,058	\$313,942	0102-0800
OPM Extra Services	\$100,000	\$0	\$100,000	\$0	\$100,000	\$100,000	\$0	\$100,000	0102-0900
OPM Cost Estimates	\$24,000	\$0	\$24,000	\$24,000	\$0	\$24,000	\$0	\$24,000	0102-1100
Advertising	\$2,000	\$0	\$2,000	\$109	\$1,891	\$2,000	\$109	\$1,891	0103-0000
Other Administrative Costs	\$100,000	\$0	\$100,000	\$17,313	\$82,687	\$100,000	\$17,313	\$82,687	0199-0000
Legal	\$50,000	\$0	\$50,000	\$14,700	\$35,300	\$50,000	\$14,700	\$35,300	0101-0000
Utility Fees	\$430,000	\$189,222	\$619,222	\$619,222	\$0	\$619,222	\$619,222	\$0	0601-0000
Testing Services	\$500,000	\$0	\$500,000	\$245,900	\$254,100	\$500,000	\$239,606	\$260,395	0602-0000
Other Project Costs	\$375,000	\$0	\$375,000	\$217,188	\$157,812	\$375,000	\$179,688	\$195,312	0699-0000
Feasibility Study - Other	\$6,160	\$0	\$6,160	\$6,160	\$0	\$6,160	\$6,160	\$0	0004-0000
Subtotal	\$6,057,160	\$189,222	\$6,246,382	\$5,614,592	\$631,790	\$6,246,382	\$5,170,699	\$1,075,684	
50 Furniture, Fixtures and Equipment									
Furniture, Fixtures and Equipment	\$2,646,000	\$1,367,884	\$4,013,884	\$4,013,884	\$0	\$4,013,884	\$4,012,999	\$885	0701-0000
Technology	\$2,646,000	-\$527,918	\$2,118,082	\$1,707,337	\$410,745	\$2,118,082	\$1,685,315	\$432,767	0703-0000
Subtotal	\$5,292,000	\$839,966	\$6,131,966	\$5,721,221	\$410,745	\$6,131,966	\$5,698,314	\$433,652	
Project Sub-Total									
	\$154,930,056	\$3,245,118	\$158,175,174	\$156,835,566	\$1,339,608	\$158,175,174	\$156,353,573	\$1,821,600	
70 Project Contingency									
Construction Contingency (Hard Cost) (5%)	\$6,405,282	-\$1,709,241	\$4,696,041	\$4,696,041		\$4,696,041	\$4,696,041	\$4,696,041	0507-0000
Owner's Contingency (Soft Cost) (3%)	\$2,899,792	-\$1,535,877	\$1,363,915	\$1,363,915		\$1,363,915	\$1,363,915	\$1,363,915	0801-0000
Subtotal	\$9,305,074	-\$3,245,118	\$6,059,956	\$6,059,956		\$6,059,956	\$6,059,956	\$6,059,956	
Project Total									
	\$164,235,130	\$0	\$164,235,130	\$156,835,566	\$7,399,564	\$164,235,130	\$156,353,573	\$7,881,557	







RISK LOG



PROJECT RISK & ISSUE LOG																		
Town of Natick - Memorial Elementary School																		
April 13, 2026																		
Risk ID	Risk/Issue/Opportunity	Status Open/Closed	Date raised	Risk Description	Category	Likelihood	Like Rating	Impact	Imp Rating	Proximity	Prox Rating	Risk Rating	Rating	Approach to Risk	Mitigation / Action	Cost Impact	Risk Owner	Target Date to Close
1	Risk	Open	13-Apr-26	Site - Wetlands impeding	Environmental/Social	Very likely	4	Major	3	Far	1	Medium	8	Reduce	Staking/ buffer zones		Owner/ Design Team	TBD
2	Risk	Open	13-Apr-26	Access to school, public farm and trails	Reputation /Customer	Very likely	4	Major	3	Far	1	Medium	8	Reduce	Identify traffic patterns		Owner/ Design Team	TBD
3	Risk	Open	13-Apr-26	Site security	Reputation /Customer	Very likely	4	Major	3	Far	1	Medium	8	Reduce	Fencing requirements		Owner/ Design Team	TBD
4	Risk	Open	13-Apr-26	Utilities	Cost/Finance	Probable	4	Major	3	Far	1	Medium	8	Reduce	Utility Survey		Owner/ Design Team	TBD
5	Risk	Open	13-Apr-26	Escalation and market volatility	Cost/Finance	Possible	2	Moderate	2	Medium	2	Low	4	Accept	Escalation allowances, early buyout, alternates list, cost checks at each design phase		Owner/ Design Team	TBD
6	Risk	Open	13-Apr-26	Schedule	Time/Resource	Possible	2	Moderate	2	Medium	2	Low	4	Accept	Plan review		Owner/ Design Team	TBD
7	Issue	Open	13-Apr-26	Alternative access for Fire, EMS & Police	Reputation /Customer	Possible	2	Moderate	2	Medium	2	Low	4	Reduce	Clear Site Utilization and Phasing Plans		Owner/ Design Team	TBD
8	Risk	Open	13-Apr-26	Educational program changes midstream	Cost/Finance	Probable	3	Minor	1	Near	3	Low	3	Reduce	Program validation milestones, change-control governance, flexible/convertible spaces.		Owner/ Design Team	TBD
9	Risk	Open	13-Apr-26	Regulatory Compliance and Timely Permitting	Environmental/Social	Possible	2	Moderate	2	Medium	2	Low	4	Reduce	permitting matrix with durations, early filings, pre-app meetings, "permit-ready" early packages		Owner/ Design Team	TBD
10	Risk	Open	13-Apr-26	Environmental Compliance	Environmental/Social	Possible	2	Moderate	2	Medium	2	Low	4	Reduce	Clear spec and inspections		Owner/ Design Team	TBD
13	Risk	Open	13-Apr-26	Bidding Climate	Cost/Finance	Very likely	4	Minor	1	Medium	2	Low	4	Reduce	GC to notify subs early		Owner/ Design Team	TBD
14	Issue	Open	13-Apr-26	Neighborhood Disruption Excessive Construction Noise	Reputation /Customer	Possible	2	Moderate	2	Medium	2	Low	4	Reduce	communications plan, hotline/email, neighbor briefings, publish schedules		Owner/ Design Team	TBD
15	Risk	Open	13-Apr-26	Long-lead equipment procurement	Environmental/Social	Possible	2	Moderate	2	Medium	2	Low	4	Reduce	early release packages, approved equals strategy, procurement log, escalation and substitution planning		Owner/ Design Team	TBD
16	Risk	Open	13-Apr-26	Unforeseen subsurface conditions	Cost/Finance	Possible	2	Major	4	Near	3	Medium	8	Reduce	investigate and review existing conditions		Owner/ Design Team	TBD





MONTHLY REPORT



City of Boston
Public Facilities Department
William E. Carter School



Project Monthly Report
August & September 2025



William E. Carter School



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1. RFI Log
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Project Manager's Report
August & September 2025



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



Building Systems Overview – GSHP





SUSTAINABILITY & MAINTAINABILITY – AND PRACTICAL



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.





EMBRACING THE COMMUNITY



How to Build Consensus from Day One

- Lead with clear, transparent communication.
- Bring proven municipal & MSBA experience.
- Share a compelling vision for the future of Natick's students.
- Unite SBC, Town, and community around a common purpose.
- Engage early, listen actively, and reflect community voices.

Result: A confident, aligned community ready to move forward together.



WBE/DBE Certified in MA & RI,
DBE in CT, FL, ME, NH, NM & VT

Building Stronger Communities



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



Lynch Elementary School
Winchester, MA

N5 - PHASING AND ENABLING PLAN

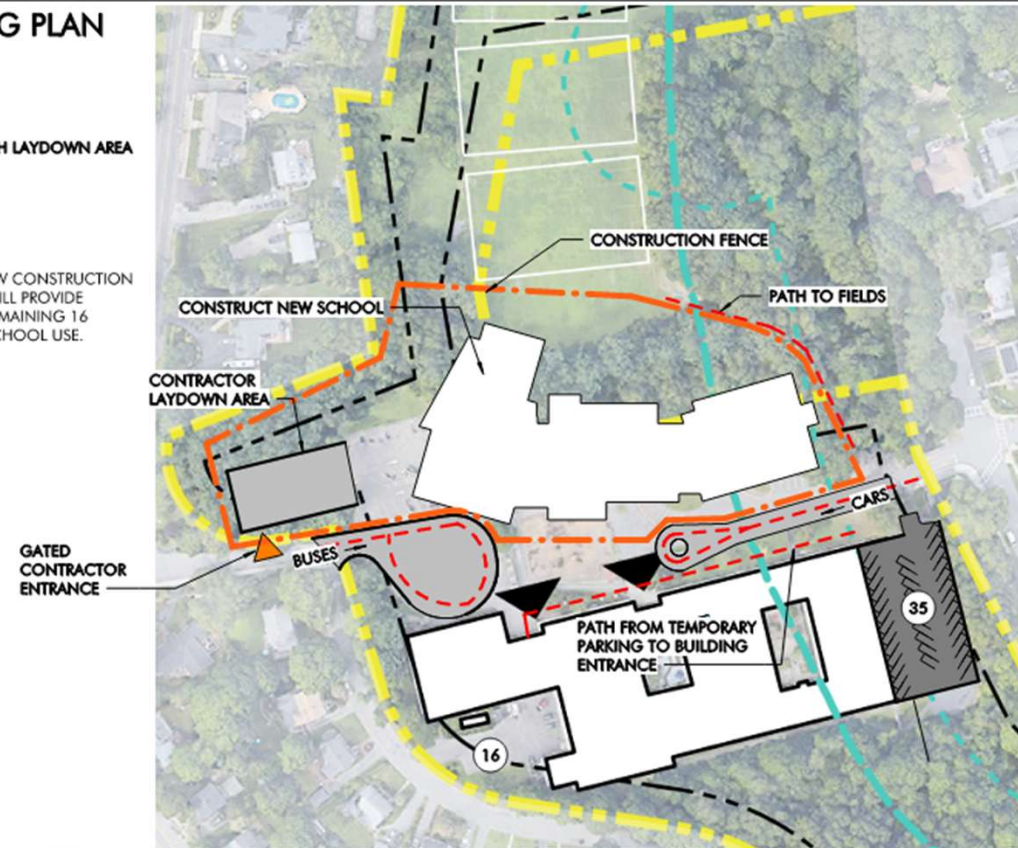
PHASE TWO - NEW CONSTRUCTION

JAN 2024 - AUG 2025, 20 MONTH DURATION

- * ERECT CONSTRUCTION ENCLOSURE AND ESTABLISH LAYDOWN AREA
- * RELOCATE WATER LINE
- * CONSTRUCTION OF NEW BUILDING

PARKING – CURRENT PARKING COUNT IS 90+ SPACES. NEW CONSTRUCTION WILL TAKE APPROXIMATELY 60 SPACES OFFLINE. PHASE 1 WILL PROVIDE APPROXIMATELY 35 TEMP SPACES. COMBINED WITH THE REMAINING 16 EXISTING SPACES 50 +/- SPACES WILL BE AVAILABLE FOR SCHOOL USE.

50 +/- SPACES WILL BE AVAILABLE DURING PHASE 2.





BUILDING NEXT TO EXISTING SCHOOLS



Park Avenue Elementary School Webster, MA



Existing site



Construction Phase 1



Construction Phase 2



Completed Project

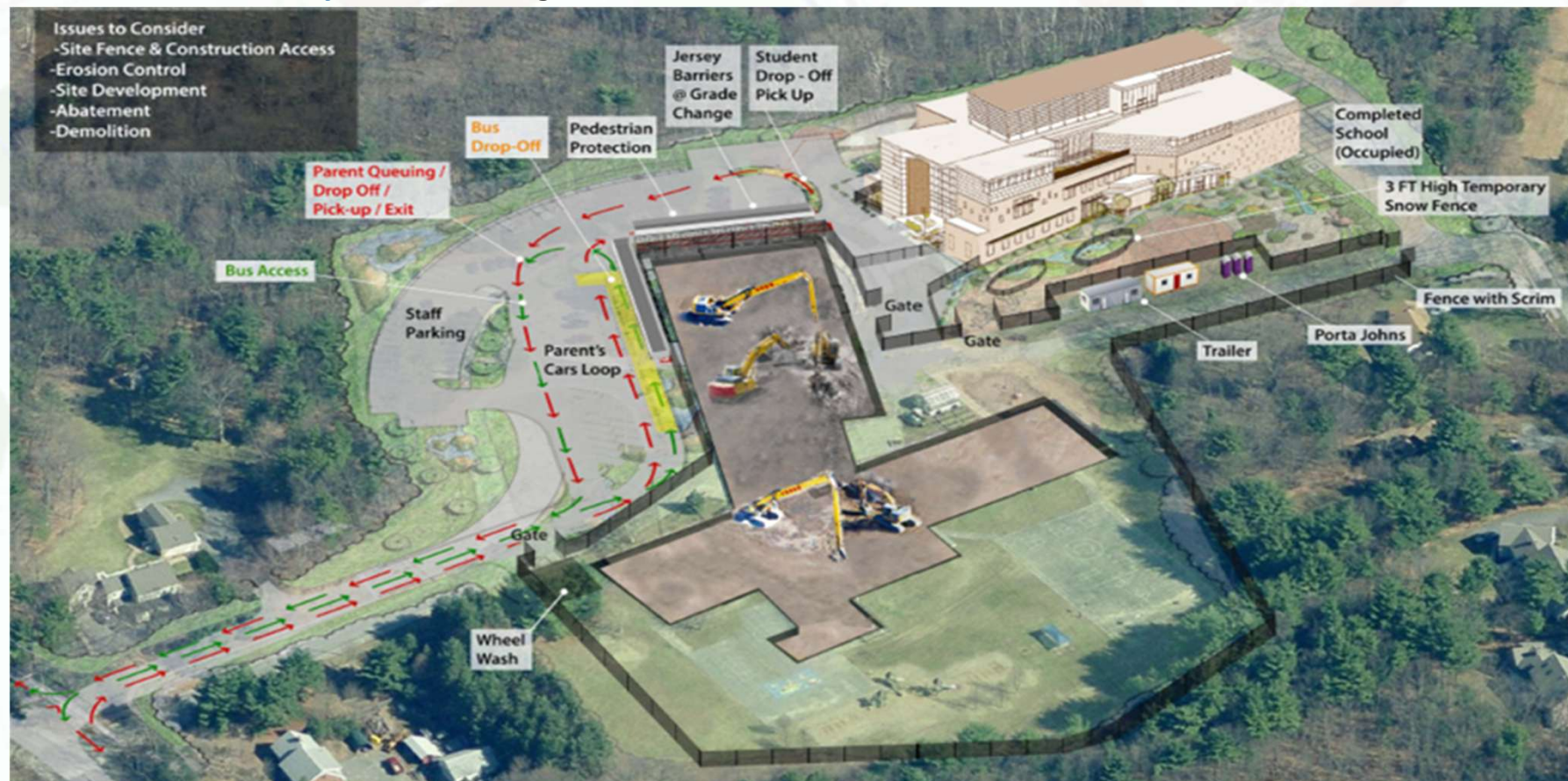




BUILDING NEXT TO EXISTING SCHOOLS

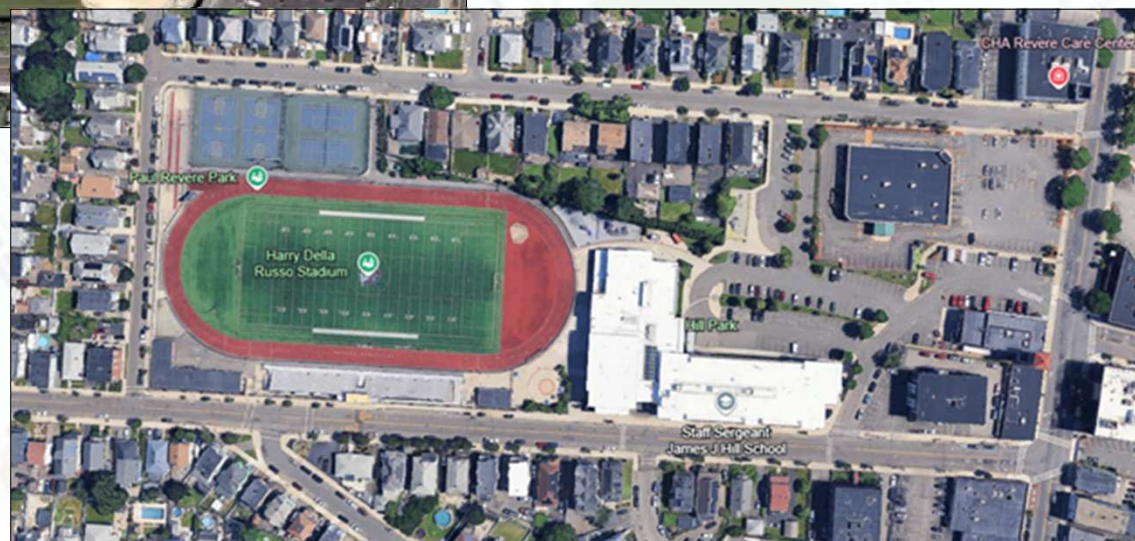


Estabrook Elementary School, Lexington, MA





NAVIGATING ARTICLE 97 LAND SWAPS





PARTNERING FOR SUCCESS



**OWNER'S
PEACE OF
MIND**



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