



MASSACHUSETTS SCHOOL BUILDING AUTHORITY
2010 Annual Report



MISSION

The Massachusetts School Building Authority (the "MSBA") provides funding to create affordable, sustainable, and efficient schools for local communities. Through its grant program, the Massachusetts School Building Authority works with communities to identify school facility needs, develop fiscally responsible and educationally appropriate solutions, and create safe, sound, and sustainable learning environments.



Goodyear School in Woburn.



Treasurer Steven Grossman and Katherine Craven with students from Sherwood Middle School in Shrewsbury.



Sharon Middle School Groundbreaking.

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ABOUT THE COVER



Ava Gaughan, from the Abner Gibbs School in Westfield, won the 4th Annual My Ideal School Contest and illustrated the picture that appears on the cover.

TREASURER'S LETTER



Dear Fellow Citizens,

It is my pleasure to present you with the Massachusetts School Building Authority's 2010 Annual Report. As Treasurer of the Commonwealth, I am honored to have the opportunity to serve as Chairman of the Board of Directors of the MSBA.

The mission of the MSBA is to collaborate with communities to fund sustainable, efficient, and affordable schools for their children. The reformed grant program that provides funding for school projects takes the politics out of the school building process so grants are prioritized in a needs-based fashion.

Through due diligence and innovative problem solving, the MSBA continues to accomplish great things, including the assessment of all public schools in the Commonwealth as part of the 2010 Needs Survey. The MSBA has provided funding that has benefited over 600,000 children currently enrolled in Massachusetts public schools. The MSBA-funded projects that went out to bid in 2010 represent \$1.07 billion in construction costs. These projects will create 5,350 employment opportunities over the life of the projects. The MSBA is a great example of government working to its highest potential to solve problems and serve the citizens of Massachusetts.

I am proud of the MSBA's accomplishments, and I will continue to place emphasis on finding solutions to our school building needs while maximizing our limited resources. In the years ahead, the MSBA will continue to fund the construction, renovation, and repair of public schools in a responsible manner to ensure that the Commonwealth is ready to provide the best educational opportunities possible.

Sincerely,

Steven Grossman
Treasurer and Receiver General
Chairman of the Massachusetts School Building Authority

BOARD OF DIRECTORS

Steven Grossman

Chairman,
Treasurer and Receiver General

Christine Lynch

Designee of the Commissioner
of Education

Matthew Gorzkowicz

Designee of the Secretary
of Administration and Finance

Richard Bertman

Founding Principal,
CBT Architects

Terry Kwan

Former teacher and Brookline
School Committee member

Mary Grassa O'Neill

Secretary of Education,
Archdiocese of Boston

Lisa Turnbaugh

Program Management Leader,
Bank of America



Board members Mary Grassa O'Neill
and Richard Bertman reviewing plans
before a Board of Directors meeting.





MESSAGE FROM THE EXECUTIVE DIRECTOR

ADVISORY BOARD

Greg Beeman

President/CEO, Associated Builders and Contractors, MA Chapter

Bruce Bolling

Executive Director, Massachusetts Alliance of Small Contractors

Edward Bouquillon

Superintendent-Director, Minuteman Regional High School

The Honorable Suzanne M. Bump

Auditor

Frank Callahan

President, MA Building Trades Council

Katherine P. Craven

Executive Director, MSBA

Sean Cronin

Deputy Town Administrator, Brookline

Dominic D'Eramo, P.E.,

American Council of Engineering Companies of MA Designee

James Hudson Crissman, FAIA,

Boston Society of Architects Designee

Philip Katz

Massachusetts Teachers Association and Massachusetts Federation of Teachers Designee

Monica Lawton

Executive Director, Associated Subcontractors of MA

Maureen Marshall

Superintendent, Quabbin Regional School District

The Honorable Michael McGlynn

Mayor of Medford

John Nunnari

Public Policy Director, Boston Society of Architects

Robert Petrucelli

President/CEO, Associated General Contractors of MA

The Honorable Gregory W. Sullivan

Inspector General

Michael Widmer

President, Massachusetts Taxpayers Foundation

As you will read in this Annual Report, the MSBA's mission is to help local communities create and maintain affordable, sustainable, and efficient learning environments for schoolchildren while acting as a fiscal steward of Massachusetts' sales tax receipts. We partner with communities to deliver the best school facilities that meet the needs of their students, educators, and taxpayers.

Understanding the individual school facility needs of each community as well as the overall need across Massachusetts is a major component of how the MSBA distributes funding in a fiscally-responsible and equitable manner. In the spring of 2010, the MSBA launched the 2010 Needs Survey. We dispatched assessors to the State's more than 1,700 schools to identify the school facility needs of communities and to ensure that students are attending school in facilities that are safe, sustainable, and conducive to teaching and learning. The 2010 Needs Survey is a comprehensive source of school facilities data that the MSBA will use to assess applications for funding of future projects.

Some of the other MSBA accomplishments in 2010 include:

- Funded 33 projects that went out to bid in 2010. These projects included: 18 elementary schools, 1 middle school, 12 high schools, and 2 middle/high schools.
- Created approximately 5,350 employment opportunities over the life of those MSBA-funded projects that went out to bid in 2010.
- Reached the milestone of \$7.5 billion in payments to cities, towns, and regional school districts for school building projects.
- Launched the Green Repair Program for the repair and replacement of roofs, windows, and boilers. The MSBA received over 180 Statements of Interest from communities interested in participating in the program.
- Expanded the Model School Program to middle and elementary schools.
- Made timely reimbursement payments to 127 districts through our electronic Pro-Pay system.
- Promulgated amendments to the MSBA regulations that included: day lighting requirements, clarification of design enrollment procedures, consideration of collaborative space for special education services, and the establishment of new square foot per student allowances.

Through hard work and innovative thinking, the MSBA has completely changed the way school construction projects in Massachusetts are managed and funded. I look forward to continuing to improve our services to the communities of Massachusetts and the students who are eager to learn in the best schools possible.

Sincerely,

Katherine P. Craven
Executive Director of the Massachusetts School Building Authority





Belmont's Roger E. Wellington Elementary School Groundbreaking.

ACHIEVEMENTS

Since its creation in 2004, the MSBA has successfully reformed the process of funding capital improvement projects in Massachusetts' public elementary and secondary schools. Some of the MSBA's accomplishments include:

- Paid \$7.5 billion to cities, towns, and regional school districts — more than any other state entity.
- Saved cities, towns, and regional school districts \$2.9 billion in avoided local interest costs by making expedited payments.
- Made payments to over 420 of the 428 projects on the Waiting List, with funding available for the remaining projects once they begin construction.
- Completed over 760 audits of the 800 audit backlog inherited from the former program, resulting in over \$1 billion in savings to state taxpayers.
- Audited \$14 billion in Waiting List and Prior Grant project costs.
- Provided funding that has benefited over 600,000 of the 957,000 children enrolled in Massachusetts public schools.
- Saved over \$74.5 million by establishing reasonable enrollment projections. Inflating enrollments and thereby increasing the size and cost of school buildings was a common practice before the MSBA was established.
- Saved more than \$162 million by developing a process that has increased oversight of school improvement projects and developed partnerships with districts to establish a reasonable project budget and to prohibit growth in scope or budget.
- Saved approximately \$230 million by focusing on core academic spaces — where learning actually happens — and not on expensive extras such as fancy finishes, pools, and turf fields with lights and press boxes.



Achievements in 2010

- ✦ \$1.6 billion dollars worth of projects went out to bid in 2010, creating approximately 5,350 employment opportunities.
- ✦ The bid savings for projects that went out to bid in 2010 was \$100.3 million with potential MSBA grant savings of \$57.2 million.
- ✦ Over 130,000 students are expected to benefit from the MSBA-funded projects that are currently in the MSBA's Capital Pipeline for potential funding.

THE MODEL SCHOOL PROGRAM



Aerial view of the new Norwood High School, the MSBA's first Model School, situated behind the existing Norwood High School.

Savings Through Innovation

The MSBA created the Model School Program in 2008 seeking to effectively adapt and re-use the design of successful, recently-constructed schools. Model Schools are efficient in design and easy to maintain, contain appropriate classroom and science lab space, can easily accommodate higher or lower enrollments, incorporate sustainable "green" design elements when possible, and are flexible in educational programming spaces while encouraging community use.

Districts participating in the Model School Program are eligible to receive up to five additional percentage points which are added to the District's base reimbursement rate.

In 2010, the MSBA expanded Model School Program from the high school level by selecting four elementary schools, one middle school, and one middle/high school as new models. The schools were chosen for their flexibility and adaptability for differing sites and student enrollments, their cost-effective construction, and their positive learning environments. The expansion of the program allows districts with needs at any grade level to explore whether the Model School Program is a good fit for their needs.

"The support of the Massachusetts School Building Authority not only facilitated Marshfield's efforts to replace an inadequate high school facility, but also enhanced our 4,800 students' education in preparation for entering the ever changing 21st century world. One must never forget that the Massachusetts School Building Authority does much more than improve school facilities. Their influence and impact on the quality of Massachusetts students' education is immeasurable."

– Dr. Middleton McGoodwin, Superintendent, Marshfield Public Schools

STATEMENT OF INTEREST UPDATE

The First Step

Submitting a Statement of Interest ("SOI") is the critical first step in the MSBA's program for school building construction, renovation, and repair grants. The MSBA's program is a non-entitlement, competitive grant program. Grants are awarded by the MSBA Board of Directors based on need and urgency, as expressed by the district in the SOI and validated by the MSBA through its due diligence efforts once the SOI has been submitted. SOIs are submitted online, simplifying the process for districts.

The process of compiling information in order to submit an SOI and identifying a priority encourages valuable conversations at the district level and can benefit a district's local capital planning process.



Students celebrate the groundbreaking for Goodyear Elementary School in Woburn.

Statement of Interest Summary

Fiscal Year 2008

New SOIs	432
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Fiscal Year 2009

New SOIs	47
Refreshed SOIs	191

Fiscal Year 2010

New SOIs	43
Refreshed SOIs	181

"One of the things I like about this new MSBA is that they have come out with faster and better ways of funding the projects in a way that helps the taxpayer but still provides a good service. Their entire process is a lot more flexible and they listen."

—The Honorable Michael J. Bonfanti,
Mayor of the City of Peabody



Looking Ahead Fiscal Year 2011

31 New SOIs

- 4 Potential New School Constructions
- 8 Potential Add/Renovations
- 19 Potential Repairs

151 Refreshed SOIs

- 19 Potential New School Constructions
- 54 Potential Add/Renovations
- 78 Potential Repairs

NEEDS SURVEY

The MSBA's statute requires that a periodic Needs Survey be conducted to assess the condition of all K-12 public schools in the Commonwealth. The MSBA completed its first Needs Survey in 2005 and launched its second Needs Survey in the Spring of 2010.

The 2010 Needs Survey helped the MSBA gain an understanding of the current general facility conditions at Massachusetts schools and validated, updated, and supplemented the information gathered during the initial Needs Survey in 2005.

Design and engineering professionals visited each school to assess its building systems conditions, space utilization, and general physical environment. The data collected assists the MSBA in determining how the needs of individual schools fit within the statewide spectrum of need and is one factor that the MSBA uses to assess potential project funding. Each school received a building systems condition rating on a scale of 1 to 4, based on 7 site and 18 building systems. A rating of 4 indicates that a school building is not in good condition and may require significant repair, renovation, or new construction. Each school was also rated on how spaces within the building are utilized compared to the statewide norms and on whether the building provides a pleasant physical environment for learning.



Norwood High School.



Students celebrate the groundbreaking for the addition and renovation project at the East Somerville Community School.

The Condition of Massachusetts Schools is Generally Good

- Approximately 84% of all schools received a building systems condition rating of 1 or 2, meaning that they are in good condition and have few, if any, systems that require repair or replacement.
- Only 23 schools, less than 2% of the total, received a building systems condition rating of 4, compared with 62 schools in 2005.
- Nearly 40% of all public school square footage, over 68 million square feet, has been renovated or built new since 2000.
- Over 97% of schools received a general environment rating of 1 or 2, meaning that the building provides a good physical environment that is conducive to learning and teaching.
- Only 27 schools were deemed to have very poor physical environments. Typically schools that received the worst rating of 4 had one or more of the following factors: an open floor plan, unusually small classroom sizes, and a high percentage of interior classrooms that lacked views to the outside.

Grafton High School
Topping Off Ceremony.





Shrewsbury High School, a model for the MSBA's Model School Program.

84%
of schools are
in good condition.

There is a Large Amount of Underutilized Space in Massachusetts Schools

- More than one out of every five schools appears to be larger than necessary to accommodate the current enrollment and educational program.
- There are more than 1,300 unused classrooms, representing approximately 1 million square feet of classroom space that is being used for storage, for district administration, or by municipal organizations and private entities.
- Despite steady declines in statewide enrollment during the last 7 years, there are pockets of growth and approximately 7.5% of schools may be undersized to support their current enrollment.

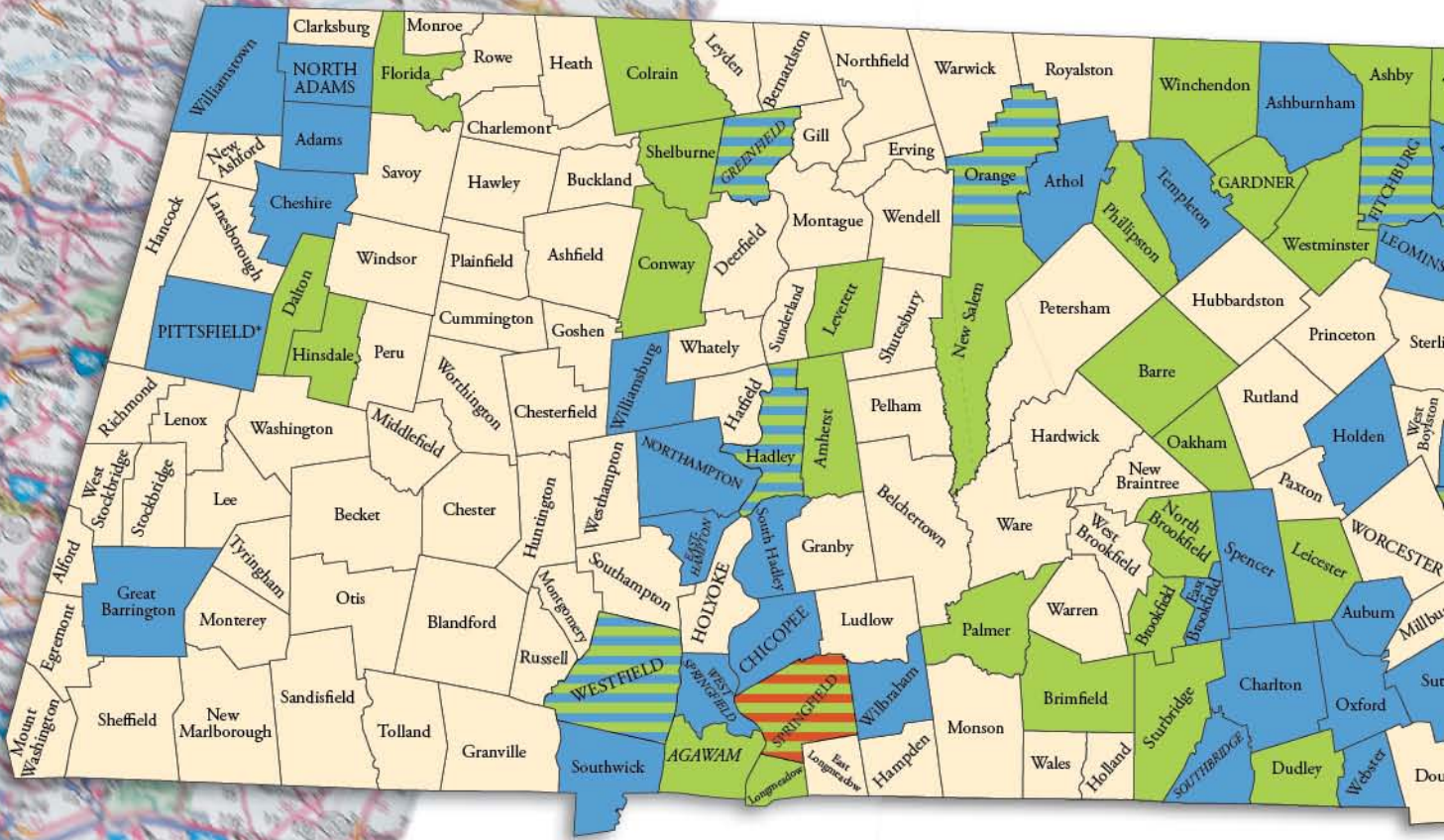


Treasurer Grossman is briefed on the progress being made at the site of the new Sherwood Middle School in Shrewsbury.



Katherine Craven speaks at the groundbreaking for Burlington's Memorial Elementary School.

MAP OF PROJECT STATUS



Left: Grafton High School Topping Off Ceremony.

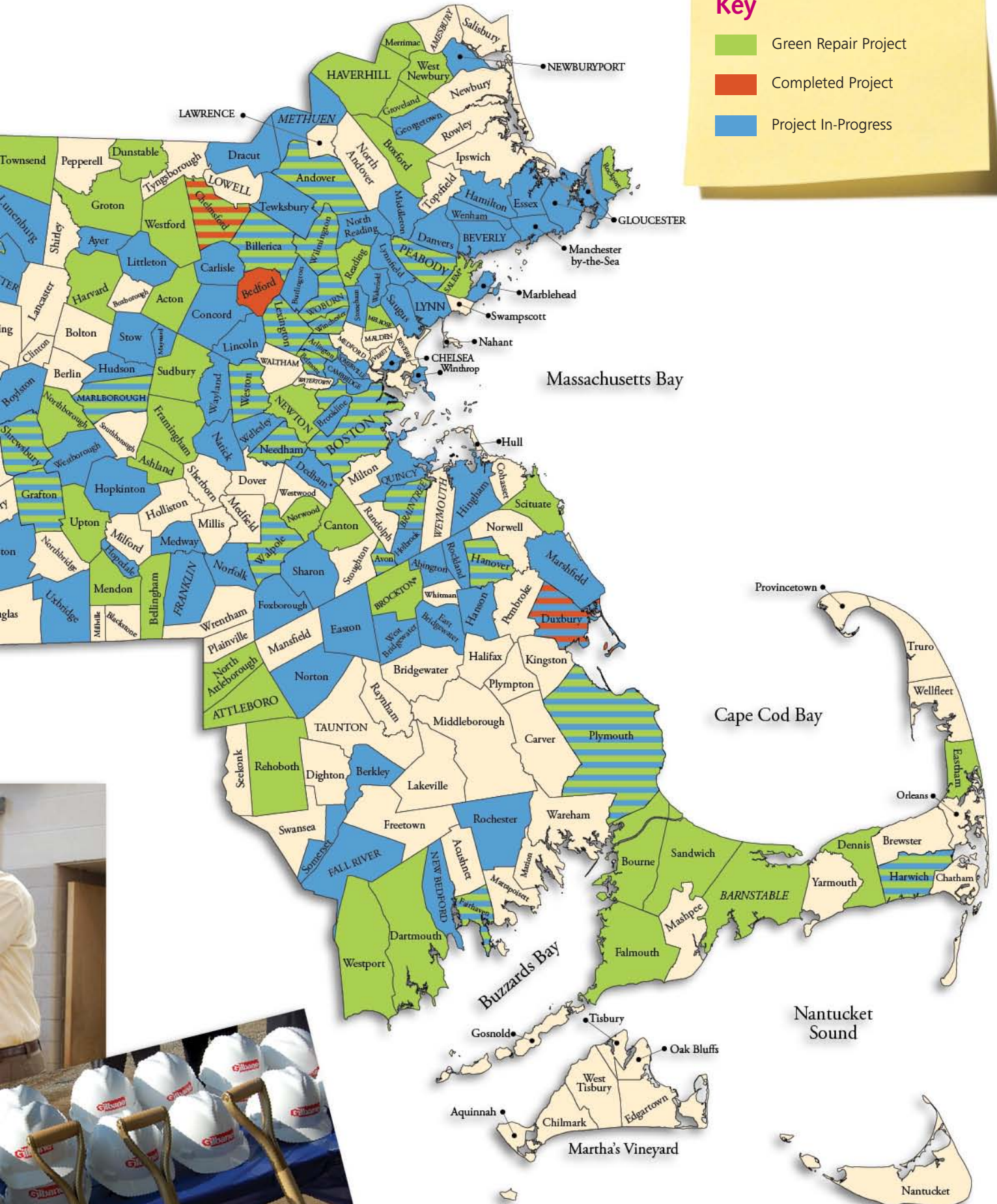
Center: Dr. Brian McDermott, Superintendent of the Berlin-Boylston Regional School District, leads a faculty band in a rendition of "I Feel Good" at the MSBA check presentation for Tahanto Regional High School.

Right: Woburn's Goodyear Elementary School Groundbreaking Ceremony.



Key

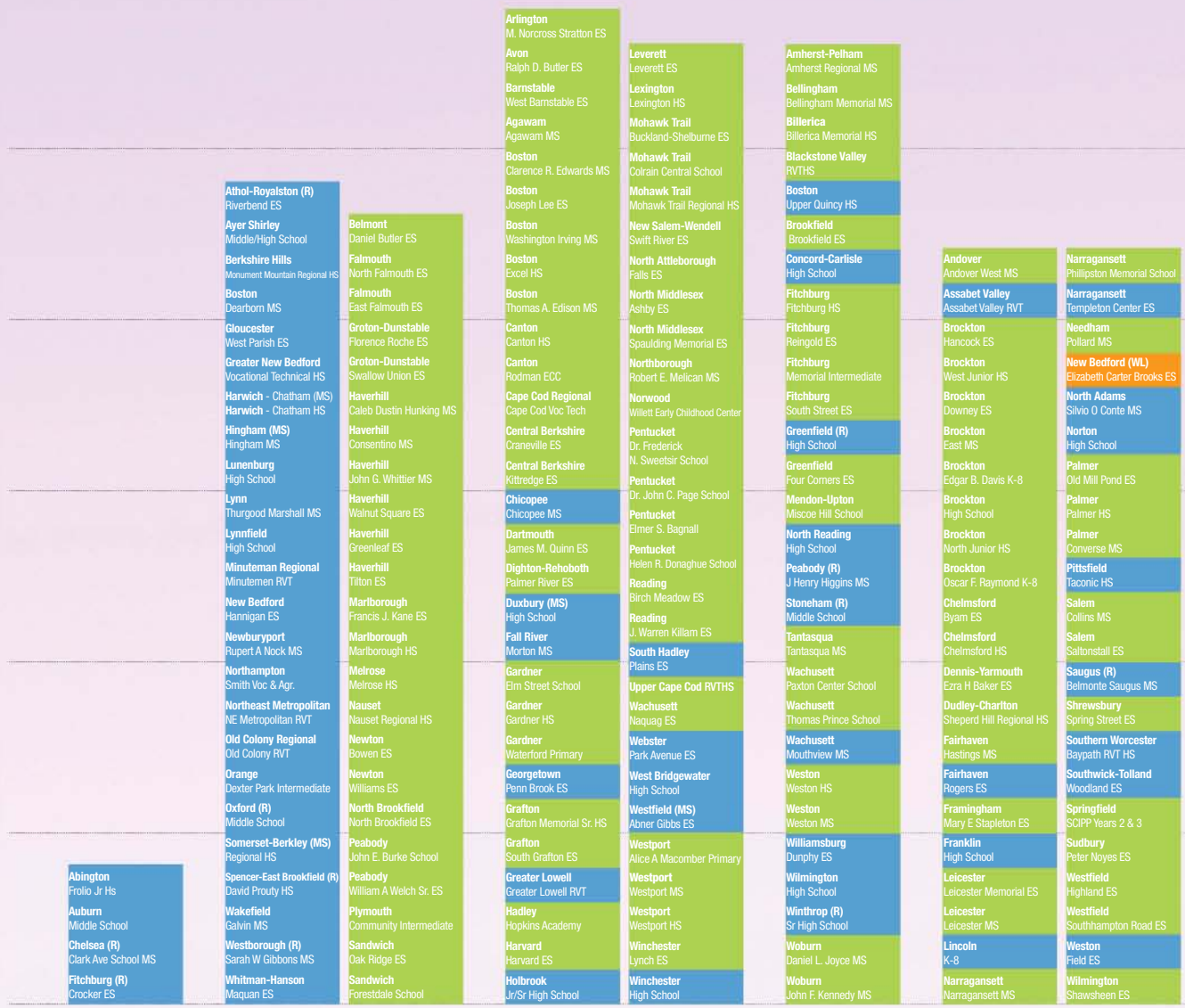
- Green Repair Project
- Completed Project
- Project In-Progress



PROJECT STATUS CHART AS OF DECEMBER 2010

Total Projects	302
New Program	124
Waiting List	13
Green Repair	138
Closeout/Audit Complete	27

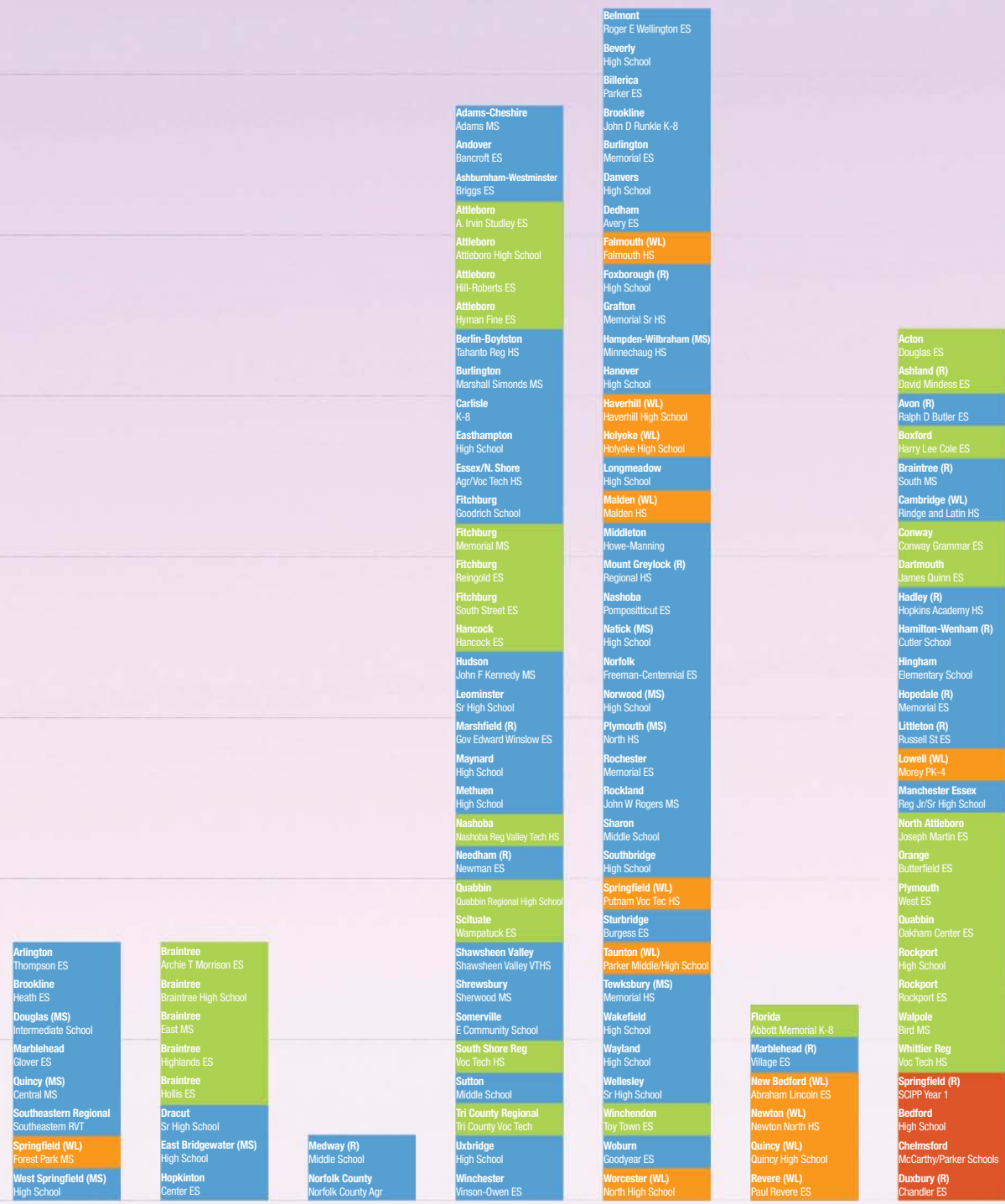
40
35
30
25
20
15
10
5



Local Clearance Voted in 2007/2008: 4
Local Clearance: 47
OPM Selection: 57
Designer Selection: 28
Feasibility Study: 44

Key

- New Program Projects
- Waiting List Projects
- Green Repair Projects
- Completed Projects



Preferred Schematic 8 Project Scope & Budget 8 Approved Project Vote Pending 2 Design Development 34 Construction 37 Building Completion 2010 6 Closeout/Project Complete 27

JOBS ANALYSIS

The MSBA is serving the Commonwealth inside the classroom and out. Projects funded by the MSBA are creating highly-skilled, well-paying jobs across the state.

Trades Represented on an Average Project

Bricklaying
Carpentry
Electrical
Ironworkers
Laborers
Masonry
Operational Engineering
Painting
Pipe Fitting
Plastering
Plumbing
Roofing
Sheet Metaling



\$1 million
in construction spending

5 employment
opportunities



1 school project **\$32.4 million**
in construction spending*

160 employment
opportunities



MA school projects bid in 2010

\$1.07 billion
in estimated
construction spending

5,350 employment
opportunities

**Average construction spending on 2010 school projects.*

This analysis is based on:

- Estimated construction costs for new construction, addition/renovation, and repair projects with estimated 2010 bid dates;
- Weekly payroll counts from actual school construction projects;
- Counts from across all trades in a typical school construction project; and
- On-site hours that do not include multipliers for ancillary jobs, off-site work, or support staff.



The roof of Walpole's Bird Middle School which was funded in part through the Green Repair Program.

GREEN REPAIR PROGRAM

In March 2010, the MSBA officially launched the Green Repair Program. This new program is for the repair or replacement of roofs, windows, and/or boilers in public school facilities that are otherwise structurally, functionally, and educationally sound. In August, all districts were invited to submit Statements of Interest for potential Green Repair Program funding. The MSBA received more than 180 SOIs from over 90 Districts.

The main goals of the Green Repair Program are to improve learning environments for children and teachers, reduce energy use, and generate energy cost savings for districts. These upgrades will make the buildings more sustainable and energy efficient.

The Green Repair Program provides a new opportunity to apply sustainable standards to specific building systems. Schools in the Green Repair Program will be required to follow the "Stretch Code" prescriptive requirements.

It is expected that all projects in the Green Repair Program will produce energy savings and will incorporate sustainable maintenance practices.

Districts eligible for the Green Repair Program will be encouraged to secure additional energy conservation resources from other sources (such as utility conservation programs) and will be expected to allocate savings from reduced energy consumption to improved routine and capital maintenance practices.

The Green Repair Program will provide immediate benefits to districts by enabling the MSBA to both expedite and broaden its participation in repair projects, thereby maximizing the impact of this program. The MSBA has pre-qualified designers and Owner's Project Managers to streamline and advance the process to ensure that all projects are completed in a timely manner.

DESIGNER SELECTION PANEL

Bernard Feldstein

AIA Emeritus, Chair

Michael L. McKimney

P.E., Vice Chair

Gordon Borek

P.E.

Karl Brown

AIA, Senior Architect, MSBA

Joseph Buckley

P.E., Chief Engineer, MSBA

Katherine P. Craven

Executive Director, MSBA

James H. Crissman

FAIA

Holly McClanan

J.D., Associate General Counsel, MSBA

Leo F. Peters

P.E., DEE, American Council of Engineering Companies of MA designee

David Squire

Public Member

Charles N. Tseckares

FAIA, Principal, CBT/Childs Bertman Tseckares, Inc., Boston Society of Architects designee

Ken Wexler

Chairman of Elaine Construction Co., Inc., Associated General Contractors of MA designee

OPM REVIEW PANEL

Francis X. Callahan

President, Massachusetts Building Trades Council, AFL-CIO

Dominic D'Eramo

P.E., FACEC

Thomas J. Flynn

Executive Director, New England Regional Council of Carpenters

Bernard Feldstein

AIA Emeritus

Mary A. Gately

Director of Market Services, Associated General Contractors of Massachusetts

Michael J. Lambert

Director of Design and Construction Services, DCAM Office of Planning, Design and Construction

Michael McNally

President, Maverick Construction

The Honorable

Michael Sullivan

Marketing Director, Sullivan Insurance and Real Estate; Former Mayor, City of Lawrence, MA

The Honorable

Jack Yunits

Senior Vice President, The Liberty Square Group; Former Mayor, City of Brockton, MA

Katherine P. Craven

Executive Director, MSBA

Mary Pichetti

Director of Capital Planning, MSBA

OPM REVIEW PANEL

Protecting the Taxpayers' Investment

The MSBA's Owner's Project Manager Review Panel was formed to assist school districts with the selection of Owner's Project Managers ("OPMs") that will provide the highest quality OPM services. An OPM works as a consultant from the feasibility study and design phases through the completion of the project and must be completely independent from the designer, general contractor, and any sub-contractors involved in the project at all times. Pursuant to state law, a district must procure an OPM if construction costs are estimated to be \$1.5 million or more.

In Fiscal Year 2010 the OPM Review Panel:

- Approved 30 firms for projects
- Pre-qualified OPM firms for work on Green Repair projects

DESIGNER SELECTION PANEL

Encouraging Sustainability and Efficiency

The creation of the Designer Selection Panel ("DSP") was a major reform of the school building construction process, aimed at ensuring that school districts receive the highest quality design services. The MSBA's DSP, which includes the participation of local officials associated with a project, is authorized to select designers, to provide feasibility study and design services in connection with MSBA funded school construction projects with an estimated construction cost of \$5 million or more.

In Fiscal Year 2010 the DSP:

- Selected designers for 17 projects
- Reviewed 202 designer applications
- Conducted 27 project interviews
- Conducted 22 informational interviews
- Selected designers for 21 projects in the Green Repair Program



Katherine Craven signs a ceremonial check to the Town of Reading for the renovation project at Reading High School.

PRO-PAY OVERVIEW

The “pay-as-you-build” Progress Payment System (“Pro-Pay”) is one of the most innovative and meaningful reforms instituted by the MSBA. The MSBA reimburses districts for eligible project costs during construction. After a community enters into a project funding agreement with the MSBA and submits project costs that have been incurred and paid locally, the MSBA audits the submitted invoices and reimburses the district for its share of eligible project costs, typically within 15 days of receiving a complete reimbursement request.

The major benefits of the reformed payment process are:

- Communities avoid having to borrow the MSBA’s share of project costs, which reduces both the amount of debt on the local books and interest costs related to financing.
- Communities receive the full amount of the MSBA’s share of project costs during construction and the close-out audit. No longer do they have to wait 20 years to receive their full grant.
- The MSBA is auditing projects as they are built, avoiding the many-year delay between project completion and final cost reimbursement.
- Consistent, predictable payments allow communities to better manage their cash flow.

The MSBA’s web-based Pro-Pay system allows districts to enter cost information and submit requests for reimbursement electronically. This system gives districts:

- The ability to enter and manage budgets that are compatible with the MSBA process (Feasibility Study, Project Funding Agreement and Funding Agreement based on bid budgets).
- Streamlined and simplified cost categories (chart of accounts).
- The ability to receive reimbursement for eligible construction costs quickly, usually within 15 days.

AUDIT UPDATE

Since November 2004, the MSBA has diligently audited \$14 billion in project costs, greatly reducing the audit backlog that existed under the former program. As of June 30, 2010, 760 audits of the 800 audit backlog have been substantially completed, saving the taxpayers of Massachusetts approximately \$1 billion in project related costs and an additional \$2.9 billion in avoided interest costs.



Did you know?
As of December 31, 2010, the MSBA has reimbursed Districts **\$1.9 billion** through the Pro-Pay system.

FINANCIAL OVERVIEW 2010

For Fiscal Year 2010, the MSBA's primary funding sources are the portion of the Commonwealth's state-wide sales tax revenue dedicated to the MSBA, interest, and grant income.

The primary component of the MSBA's expenditures for fiscal year 2010 was grant payments to cities, towns, and regional school districts. These grant payments totaled approximately \$818.3 million. The other major component of the MSBA's expenditures resulted from the \$290.7 million expended on debt service and related costs from debt obligations issued by the MSBA.

According to data maintained under the former program and furnished to the MSBA, at the end of fiscal year 2004, the Commonwealth was reimbursing cities, towns, and regional school districts for 728 previously approved projects, with the Commonwealth's estimated share of the borrowing and construction costs for these projects totaling approximately \$5.1 billion. In addition, approximately 428 school projects were maintained on a waiting list for funding ("Waiting List projects"), with the Commonwealth's estimated share of the borrowing and construction costs for these projects totaling

approximately \$5.5 billion. The amounts the MSBA will ultimately fund for approved eligible project costs will be determined through an audit of the completed project conducted by the MSBA. These audits may increase or decrease the project cost estimates and will determine the actual amount to be reimbursed.

At the end of fiscal year 2010, the MSBA's estimated remaining liability totaled approximately \$635 million for Waiting List projects and approximately \$2.3 billion for Prior Grant projects. The MSBA expects to fund its remaining share of approved eligible project costs for Waiting List projects over the next several years upon completion of an audit of each project. The MSBA expects to fund its remaining share of approved eligible project costs for Prior Grant projects according to the schedule that was established by the Department of Education which continues through fiscal year 2023.

***The information above was derived from the MSBA's audited financial statements for the fiscal year ending June 30, 2010 and the Official Statement for the Massachusetts School Building Authority's Dedicated Sales Tax Bonds, 2010 Series A. This information is provided for general information purposes only and is not intended to be the basis of, and should not be relied upon in making, an investment in the MSBA's Bonds. The information set forth above is dated as of a certain date and has not been updated since that date, and the MSBA disclaims any duty to provide an update of any information contained in this section.*

FINANCIALS 2010

REVENUES		(IN THOUSANDS) 2010
Dedicated Sales Tax		605,228
Other Income		42,368
Total Revenues		647,596
EXPENDITURES		
Grant payments to Cities, Towns, and Regional School Districts		818,374
Administration		8,377
Debt Service and Cost of Issuance		290,763
Total Expenditures		1,117,514
Fund Balance		(469,918)
ASSETS		
Cash, Cash Equivalents and Other Assets		955,689
Funds held by Bond Trustee		598,501
Sales Tax due from the Commonwealth		53,142
Total Assets		1,607,332
LIABILITIES		
Accounts Payable and Other Liabilities		2,271
Grants payable to Cities, Towns and Regional School Districts		2,714,133
Value of Waiting List "Commitment" Projects		362,300
Outstanding Authority Debt and Accrued Interest		4,801,973
Total Liabilities		7,880,677
Net Assets		(6,273,345)
WAITING LIST AND PRIOR GRANTS PROJECT SUMMARY		
Value of Outstanding Estimated Waiting List Grants		(937,312)
Value of Outstanding Estimated Prior Grants		(2,813,307)
Total Amount of Grants		(3,750,619)
Waiting List Grants Paid		302,112
Prior Grants Paid		487,971
Total Amount of Grant Payments/Audited Adjustments During FY 2009		790,083
Estimated Remaining Waiting List Grants		(635,200)
Estimated Remaining Prior Grants		(2,325,336)
Total Amount of Estimated Remaining Grant Payments		(2,960,536)



Massachusetts School Building Authority

Funding Affordable, Sustainable, and Efficient Schools in Partnership with Local Communities

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