



# Northeast Metro Tech Construction Project

Community Info Session | 01.19.2022



# AGENDA

**1**

**Project Background & Common Online Questions**

**2**

**Cost/MSBA Grant Information**

**3**

**Ch. 70 Assessments**

**4**

**Voting Information**

1

# Project Background



## **NEMT Mission Statement:**

Believing that all students are capable of learning, Northeast Metropolitan Regional Vocational School – through the integration of the efforts of the communities, parents, administration, faculty, students, and staff – is committed to supplying to its students a rigorous academic and career/ technical education in an open, diverse and supportive environment.”

# MSBA 2015 Workforce Needs Report

- Funded by MSBA
- Research collected/analyzed by Dukakis Center for Urban & Regional Policy  
MAVA and 72 vocational school administrators input

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# MSBA 2015 Workforce Needs Report

## Report Highlights:

- **Aging workforce:** Number of replacement workers expected to double net new job positions
- Majority of expected job openings in MA will require no more than a vocational education or a community college associate's degree
- At present rates, the Commonwealth's vocational schools are projected to meet **only 23% percent of expected demand** for production and construction workers.
- While various regions of the state have vocational schools that seem to be positioned well to meet their regions' projected occupational openings, **there are other areas of the state including the City of Boston, the Metro North Region, Metro Southwest, and the Cape & Islands where more attention needs to be paid to increasing the capacity of vocational schools to meet projected job needs.**



# The road so far/project milestones

2019	2020	2021	2022
Project manager selected	Architect selected Feasibility study launched to explore design/construction options	Feasibility study completed Final design/construction option selected (new build) Construction manager selected Schematic/preliminary design of selected option completed	Vote to approve funding of construction 01.25.22



# Feasibility study + final selection

Matrix of Options <i>DRAFT</i>										
Updated: <i>DRAFT 7.22.2020</i>		Families of Conceptual Options								
Families of Options:			A	B		C			D	
		MSBA Required	Renovation	Add/Reno		New Construction On-Site			New Construction Off-Site	
Enrollment		Base Repair	A.1	B.1	B.2	C.1	C.2.1	C.3.1	C.2.A	?D.1?
a.	1,250 Students	doesn't address any educational deficiencies	A.1a	B.1a	B.2a	C.1a	C.2.1a	C.3.1a	C.2.Aa	D.1a
b.	1,400 Students	X	A.1b	B.1b	B.2b	C.1b	C.2.1b	C.3.1b	C.2.Ab	D.1b
c.	1,600 Students	X	A.1c	B.1c	B.2c	C.1c	C.2.1c	C.3.1c	C.2.Ac	D.1c
d.	1,660 Students	X	A.1d	B.1d	B.2d	C.1d	C.2.1d	C.3.1d	C.2.Ad	D.1d
e.	1,722 Students	X	A.1e	B.1e	B.2e	C.1e	C.2.1e	C.3.1e	C.2.Ae	D.1e

**Selected  
option =**

**New  
construction  
on existing  
school site  
for 1,600  
students**





C.2

C.3

B.2

Addition/  
Renovation

C.1

New  
Construction

Breakheart Reservation

NORTH



# Why was the C.3 option selected?

**C.3: New construction for 1,600 students on existing school site**



**Best supports NEMT ed plan goals**



**Best separation from Breakheart Reservation traffic**



**Least disruption to existing school operations**



**Addresses long-term facility deficiencies**



**Most ideal to create a new access road from Farm St.**



**Best value of 30+ construction options studied**



# FRONT ENTRY





# EVENTS ENTRANCE





# VIEW FROM EXISTING SCHOOL



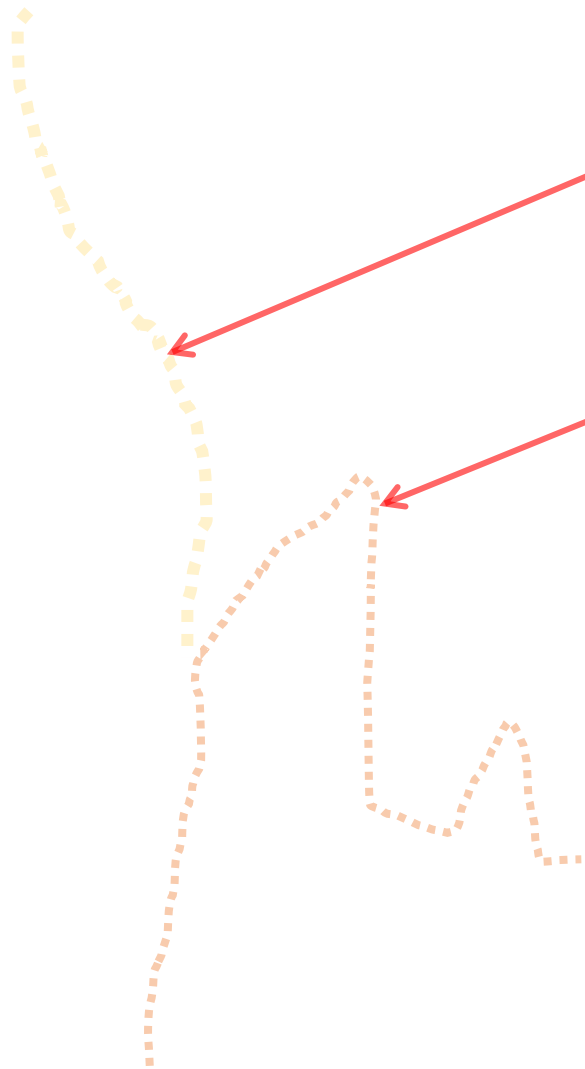


# SITE PLAN



PROGRESS 6/3/2020





Existing trail to be preserved

Proposed new accessible  
elevated boardwalk







# Overall project schedule

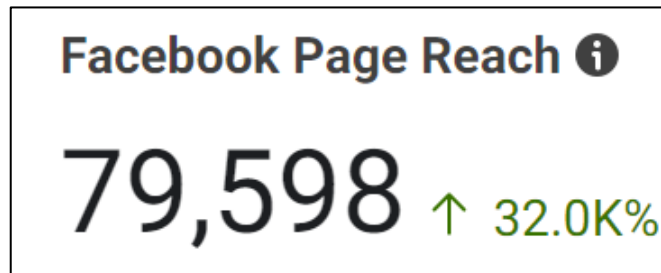
- ❖ MSBA Board of Directors Meeting: 8/25/2021
- ❖ Popular Vote to Occur on 01/25/2022
- ❖ Submit DD Package to MSBA: May/June 2022
- ❖ Submit 60% CD Package to MSBA: January/February 2023
- ❖ Submit 90% CD Package to MSBA: May 2023
- ❖ Submit 100% CDs to MSBA: targeting August 2023
- ❖ **New School Opens: 2025-2026 school year**
- ❖ Abate/Demolish Exist. School, Construct Athletic Fields/Final Parking: Late 2026



# Community outreach & approvals

*Since the MSBA invited the District to conduct a Feasibility Study in April of 2019, the District has held the following meetings related to the project:*

- ❖ (18) School Building Committee Meetings.
- ❖ (23) Public Meetings (School Committee Meetings, Wetlands Conservation Meetings).
- ❖ (12 )Community Forums specific to the project to discuss project updates.
- ❖ (22+) meetings with; town managers, city mayors, city councils, finance committees, and town meetings (some towns-multiple times) providing updates on the design, budget, and estimated local shares.
- ❖ Outreach to all 12 Historical Commissions, Rotary Clubs, and Chambers of Commerce from each District member community.
- ❖ Dedicated Project Website.
- ❖ Dedicated Project Facebook/Instagram pages with weekly updates/posts



2

# Cost Information

# Construction option costs (1600 enrollment)



- ❖ **Option B.2 Addition/Renovation- \$284,606,678.** Multiple phases resulting in disruption to educational delivery due to extent of construction over many years. Does not address education plan – 21<sup>st</sup> Century Model. Confined to same approximate sprawling, unsafe and inefficient footprint. Temporary construction costs do not provide long-term value.
- ❖ **Option C.1 New Construction (Behind Existing)- \$317,408,333.** Cost almost identical to preferred option but intrusive construction. Suboptimal building layout to deliver education plan. Limited in land usage due to Wetlands. Temporary construction costs do not provide long-term value. Results in many windowless, hillside-facing educational spaces.
- ❖ **Option C.2 New Construction (Football Field)- \$308,663,274.** Cost is 3% less than C.3 but is a much more intrusive construction option. Most important – Suboptimal building layout to deliver education plan. Limited in land usage due to Wetlands. Will also result in an increase to current traffic issues on site and at Farm Street intersection. All sports programs displaced for entirety of project.
- ❖ **Option C.3 New Construction (Current Option)- \$317,422,620.** Enables construction to occur without impacting current school operations. Ideal building layout to deliver education plan, energy efficient layout, . New access road to alleviate traffic issues. Construct required playing fields for all athletic programs, etc.





C.2

C.3

B.2

Addition/  
Renovation

C.1

New  
Construction

Breakheart Reservation

NORTH



# Construction option costs (1600 enrollment)

SOFT COSTS	Feasibility Study	\$1,790,305
	Project Team (OPM, Architect/Engineers, CM Preconstruction)	\$29,888,005
	Owner Contingency	\$4,002,079
	Construction-Related Soft Costs (Utility Fees, Permits, Testing, Moving, HazMat/Geotech Consultants, etc.)	\$11,684,639
	<b>Subtotal</b>	<b>\$47,365,028</b>
CONSTRUCTION COSTS	Construct New School (Substructure, Shell, Interiors, Services (MEP), Equipment/Furnishings)	\$146,329,106
	Demolition & Abatement	\$3,702,853
	Site Preparation (Clearing, Site Demo, Excavation, Grading, Dewatering, etc.)	\$12,235,063
	Site Improvements (New roadway/signal, parking Lot curb/paving/guardrails, Landscaping, Athletic Fields \$4.9M)	\$12,583,194
	Site Utilities (Civil, Mechanical, Electrical)	\$10,137,218
	Outbuildings	\$4,219,132
	Design/Pricing Contingency (\$13.4M) and Escalation (\$18.2M)	\$31,597,340
	Subcontractor Bonds, CM Insurance	\$7,251,618
	CM Fee (\$4.2M), Staffing/General Requirements (\$16.7M), and Contingency (\$5.4M)	\$26,352,068
	Owner Construction Contingency	\$15,650,000
	<b>Subtotal</b>	<b>\$270,057,592</b>

**TOTAL BUDGET = \$317,422,620**



# Total MSBA Reimbursement Breakdown

\$317,422,620	Total project budget with contingencies
\$243,907,541	<b>CONCEPTUAL</b> MSBA reimbursable amount (76.84%) <b>IF all project costs were reimbursable</b>
\$140,851,919	<b>ACTUAL</b> agreed upon maximum MSBA reimbursable amount (44.4%) Due to cost caps and ineligible project costs
\$103,055,622	Difference between <b>CONCEPTUAL</b> reimbursement and <b>ACTUAL</b> reimbursement amounts





# Cost caps & ineligible costs breakdown

<b>\$66,282,895</b>	<b>Construction cost per SF exceeds \$360/SF cap (plus eligible abatement/demo). Grant reduced for ineligible square feet included within design for District Admin, Health/PE, Dining, Custodial, Bank, and other spaces exceeding MSBA Guidelines</b>
<b>\$24,114,467</b>	<b>Site costs exceed the MSBA limit – eligible site costs limited to 8% of direct building cost</b>
<b>\$15,998,213</b>	<b>Owner Contingency amounts exceed the MSBA caps</b>
<b>\$14,689,743</b>	<b>Pro-rated construction mark-ups for above MSBA site cost cap and for ineligible building SF (markups include design/pricing/GMP contingencies, CMR fees, bonds, insurance &amp; escalation)</b>
<b>\$6,976,500</b>	<b>Costs exceed MSBA FF&amp;E/Technology caps of \$1,200/student each (no difference in MSBA cap for elementary or vocational HS)</b>
<b>\$4,825,480</b>	<b>Ineligible OPM &amp; Designer fees. Due to ineligible building SF and new MBSA caps limiting OPM &amp; A/E Fees to \$500/SF basis</b>
<b>\$1,229,859</b>	<b>“Categorically Ineligible” project costs for legal fees, moving, asbestos abatement</b>
<b>\$134,117,157</b>	<b>Total of above ineligible costs</b>
<b>\$103,055,622</b>	<b>Total AFTER the 76.84% MSBA reimbursement is applied</b>





# Cost management

Item	Est. Savings	Description
Student Enrollment Selection (Range of 1250 – 1722 students authorized by MSBA)	~\$20M	<ul style="list-style-type: none"><li>- MSBA design enrollment range of 1250-1722 students due to existing waitlist and expected increased interest.</li><li>- 5 Options studied: 1250, 1400, 1600, 1660, and 1722 students.</li><li>- Middle option of 1,600 students selected to manage costs.</li><li>- PSR total estimated project cost of 1722 students: ~\$20M higher</li></ul>
Increased MSBA Reimbursement Rate (non-incentives)	~\$24.75M	District engaged and worked with legislators to increase MSBA reimbursement rate for project from 63.34% to 76.84% of eligible costs. This was realized from December 2020 PSR submission to August 2021 Schematic Design submission to MSBA.
Increased MSBA Reimbursement Rate: Incentive Points	~\$6.56M	District awarded 3.58 total incentive points by MSBA: <ul style="list-style-type: none"><li>- 1.58 incentive points for exceptional maintenance practices</li><li>- 2 incentive points for meeting Green Building Design criteria</li></ul>
Further MSBA PS&B Negotiations	~\$1.2M	Prior to attending August 2021 MSBA Board Meeting, the project team worked with the MSBA to reduce ineligible square footage and eligible MSBA Project costs by almost \$1.2M.
Schematic Design Cost Estimate Value Management Efforts	~\$22M	See next slide for examples

Other efforts: Consolidate building footprint, permitting fees, CM selection/preconstruction services



# Schematic design phase estimating value management (VM)

Example VM efforts from Schematic Design Construction Cost Estimating:

Item	Amount	Notes
Reduce Locker Room Building Size	<b>\$823k</b>	Athletic-related
Reduce Sports Field Lighting to Multisport only	<b>\$553k</b>	Athletic-related
Reduce bleachers by 50%	<b>\$624k</b>	Athletic-related
Other Site & Athletic VM	<b>\$1.25M</b>	Remove some curbing, simplify dugout structure / turf, reduce roadway thickness, etc.
Simplification of architectural / structural design	<b>\$4.8M</b>	NON-EDUCATIONAL ONLY. Revise phenolic panels to painted surface or tile, eliminate overhangs, simplify lighting and ceilings, etc.

# Cost of construction

<http://info.massschoolbuildings.org/TabPub/TableauCostData.aspx>



- ❖ 2012 Avg. Cost Per Square Foot (High Schools): \$310
- ❖ 2012 MSBA Reimbursement Cost per Square Foot (Eligible Costs): \$275
- ❖ 2022 Projected Cost per Square Foot (Traditional High Schools): \$619, Northeast Metro is \$630 (1% above average)
- ❖ 2022 MSBA Reimbursement Cost per Square Foot (Eligible Costs): \$360

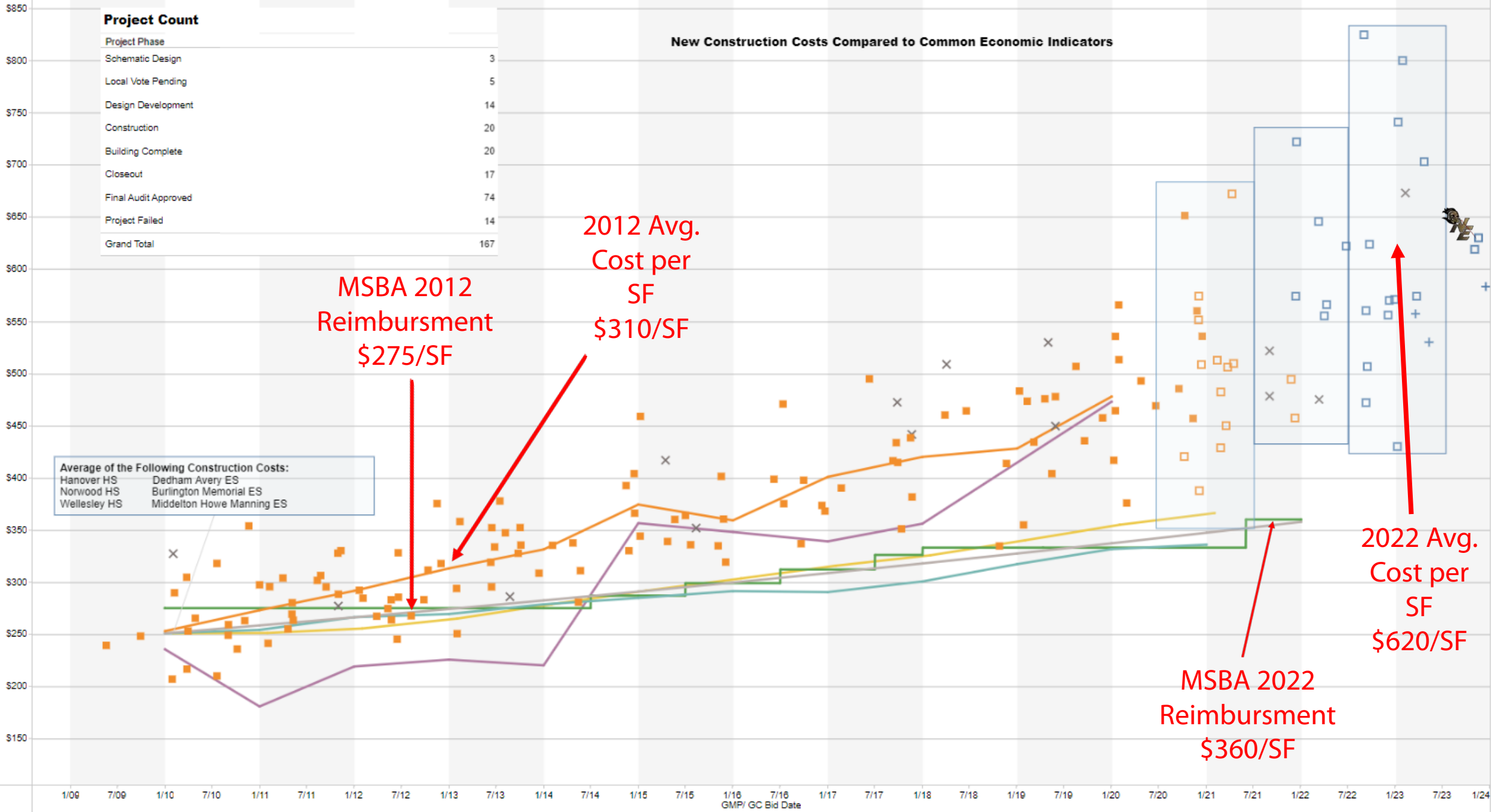
# Project Count

## Project Phase

Schematic Design	3
Local Vote Pending	5
Design Development	14
Construction	20
Building Complete	20
Closeout	17
Final Audit Approved	74
Project Failed	14
Grand Total	167

## New Construction Costs Compared to Common Economic Indicators

Construction Cost Per Square Foot





# MSBA recent project cost per square foot

**Waltham High School\***  
**\$722/SQ.FT.**

**Boston Arts Academy**  
**\$672/SQ. FT.**

**Northeast Metro\***  
**\$630/SQ.FT.**

**Fall River Diman Regional\***  
**\$619/SQ.FT.**

**Bristol Plymouth\***  
**\$574/SQ.FT.**

\* = Vocational Technical Education School



3

# Calculating Chapter 70 local contribution requirements and state aid

# Goal of the Chapter 70 formula

- To ensure that every district has sufficient resources to meet its foundation budget spending level, through an equitable combination of local property taxes and state aid.

The updated formula includes three parameters to be specified in each year's general appropriations act

- In the FY22 budget, these are specified as:
  - Total state target local contribution = 59%
  - Effort reduction = 100%
  - Minimum aid = \$30 per pupil



There are 6 factors that work together to determine a district's Chapter 70 aid

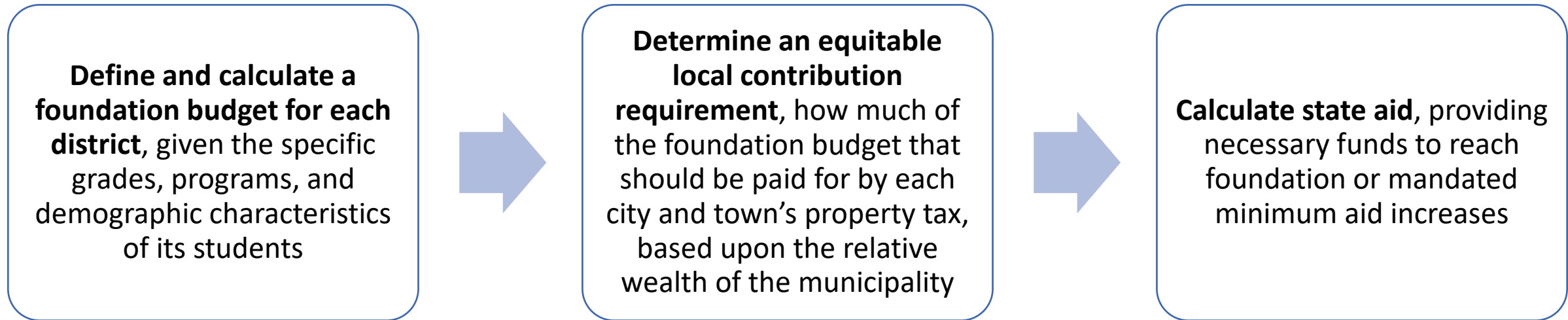
### Foundation Budget

- Enrollment
- Wage Adjustment Factor
- Inflation

### Local Contribution

- Property value
- Income
- Municipal Revenue Growth Factor

# There are three primary steps in determining each district's Chapter 70 aid



Local Contribution + State Aid = a district's net school spending (NSS) requirement  
This is the minimum amount that a district must spend to comply with state law

# Each district's foundation budget is calculated by multiplying the number of pupils in 13 enrollment categories by cost rates in 11 functional areas

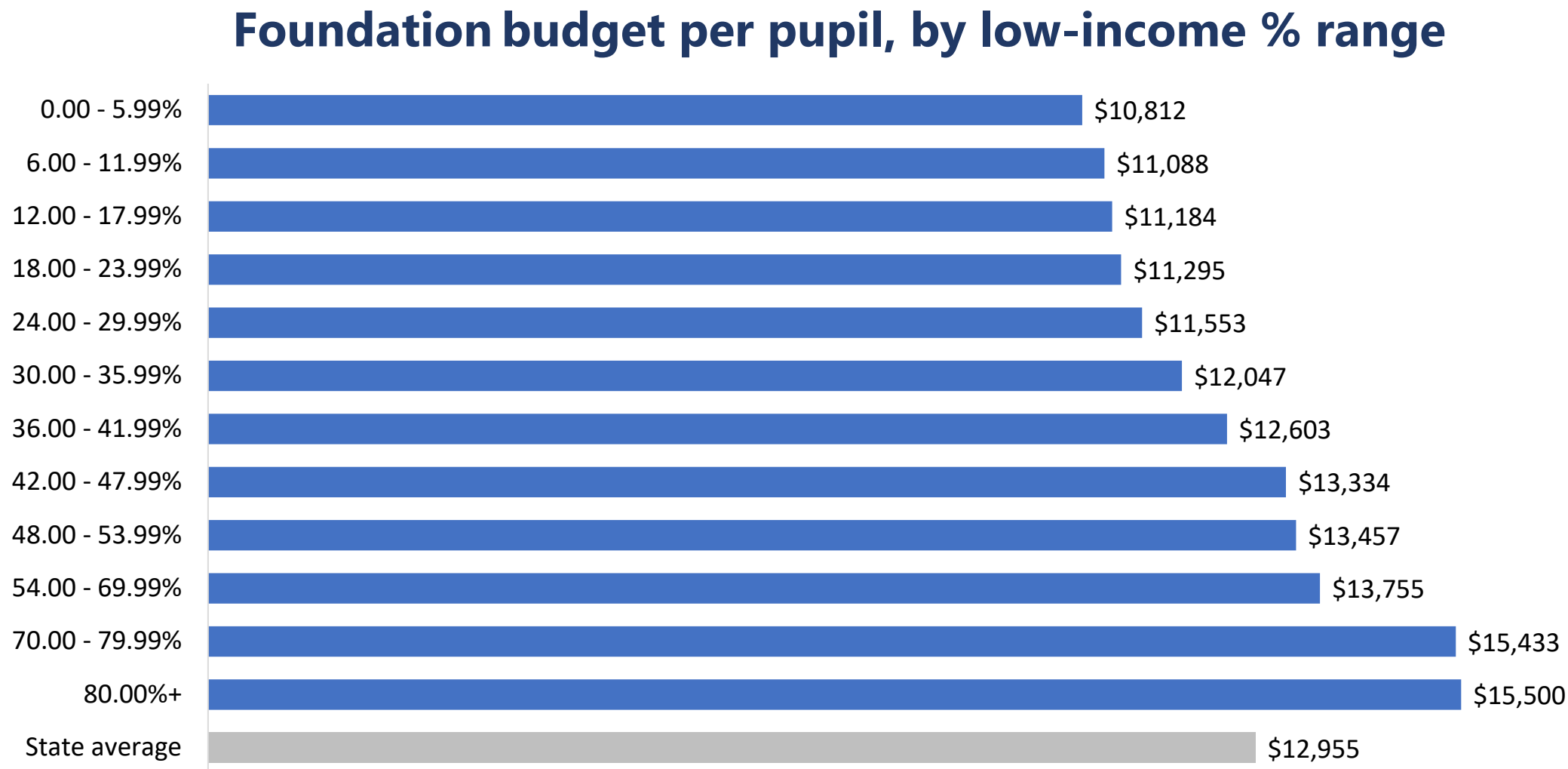
## FY22 Chapter 70 Foundation Budget

### 331 Westport

	Base Foundation Components							Incremental Costs Above the Base						14
	1	2	3	4	5	6	7	8	9	10	11	12	13	
	Pre-school	----- Kindergarten ----- Half-Day	Full-Day	Elementary	Junior/ Middle	High School	Vocational	Special Ed In-District	Special Ed Tuitioned-Out	English learners PK-5	English learners 6-8	English learners High School/Voc	Low income	TOTAL
<b>Foundation Enrollment</b>	<b>41</b>	<b>0</b>	<b>102</b>	<b>557</b>	<b>388</b>	<b>403</b>	<b>0</b>	<b>56</b>	<b>15</b>	<b>13</b>	<b>3</b>	<b>2</b>	<b>441</b>	<b>1,471</b>
1 Administration	8,310	0	41,348	225,791	157,284	163,364	0	156,672	45,160	1,235	300	171	26,707	826,341
2 Instructional Leadership	15,008	0	74,677	407,796	284,066	295,048	0	0	0	2,162	524	300	126,536	1,206,119
3 Classroom & Specialist Teachers	68,819	0	342,417	1,869,843	1,146,214	1,750,765	0	516,977	0	15,130	3,669	2,100	1,235,228	6,951,163
4 Other Teaching Services	17,650	0	87,823	479,583	240,482	207,940	0	482,694	690	2,162	524	300	0	1,519,848
5 Professional Development	2,722	0	13,549	73,997	55,876	56,275	0	24,938	0	618	150	86	59,923	288,133
6 Instructional Materials, Equipment & Technology*	9,961	0	49,561	270,641	188,525	313,300	0	21,767	0	1,544	374	214	9,186	865,073
7 Guidance & Psychological Services	5,508	0	27,409	149,677	130,415	164,263	0	0	0	926	225	129	50,018	528,570
8 Pupil Services	1,991	0	9,913	81,188	92,383	221,263	0	0	0	309	75	43	259,908	667,073
9 Operations & Maintenance	19,111	0	95,084	519,235	392,121	394,900	0	175,010	0	3,705	899	514	0	1,600,578
10 Employee Benefits/Fixed Charges*	23,942	0	119,126	650,537	471,773	440,842	0	198,286	0	3,397	824	471	199,808	2,109,006
11 Special Education Tuition*	0	0	0	0	0	0	0	0	428,766	0	0	0	0	428,766
<b>12 Total</b>	<b>173,023</b>	<b>0</b>	<b>860,908</b>	<b>4,728,289</b>	<b>3,159,139</b>	<b>4,007,960</b>	<b>0</b>	<b>1,576,344</b>	<b>474,615</b>	<b>31,186</b>	<b>7,563</b>	<b>4,329</b>	<b>1,967,314</b>	<b>16,990,670</b>
13 Wage Adjustment Factor	100.0%													
*The wage adjustment factor is applied to underlying rates in all functions except instructional equipment, benefits and special education tuition.														
14 Low income percentage	32.3%													
15 Low income group	6													
<b>Foundation Budget per Pupil</b>														<b>11,550</b>
English learner foundation budget as % total foundation budget														0.3%
Low-income foundation budget as % total foundation budget														11.6%

All of your students are counted in categories 1–7; special education, English learner, and low-income costs are treated as costs above the base and are captured in 10–13

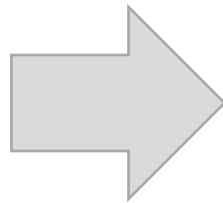
# Foundation budgets vary based on student needs



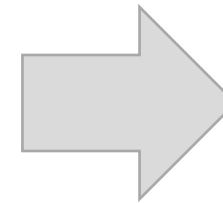
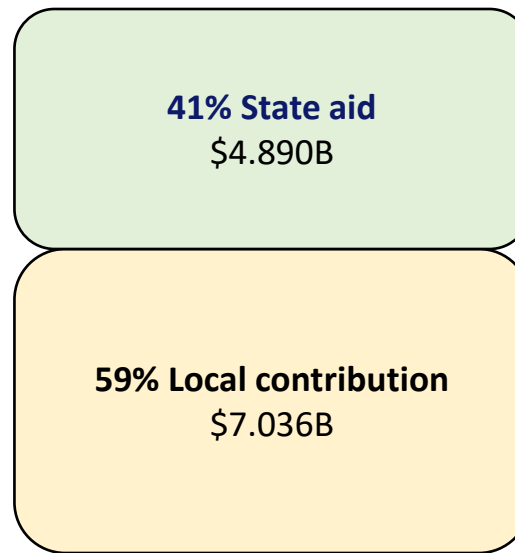
Note: Chart excludes vocational and agricultural districts.

# Determining each municipality's target local share starts with the local share of statewide foundation

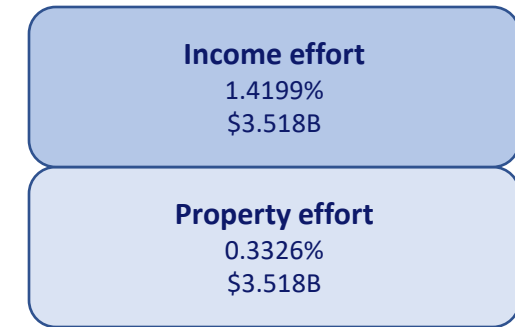
Calculate statewide foundation budget



Determine target local share of statewide foundation



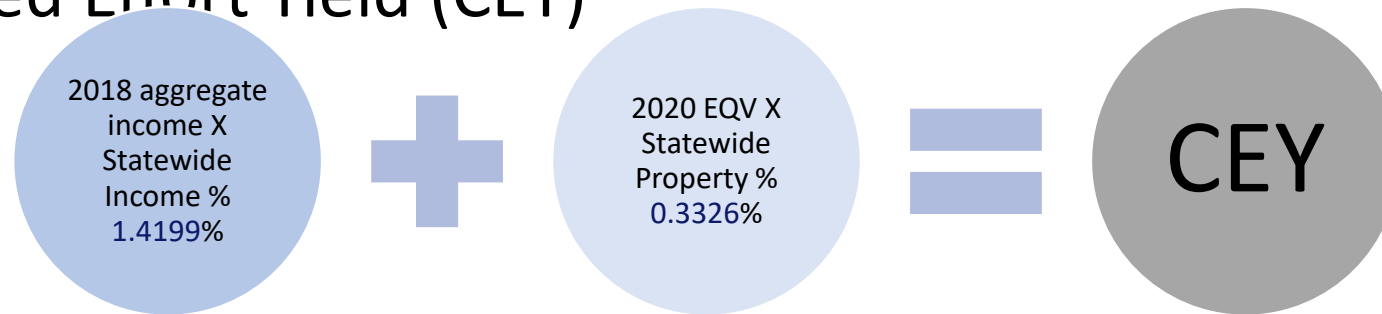
Statewide, determine percentages that yield ½ from property and ½ from income



Property and income percentages are applied uniformly across all cities and towns to determine the **combined effort yield** from property and income.

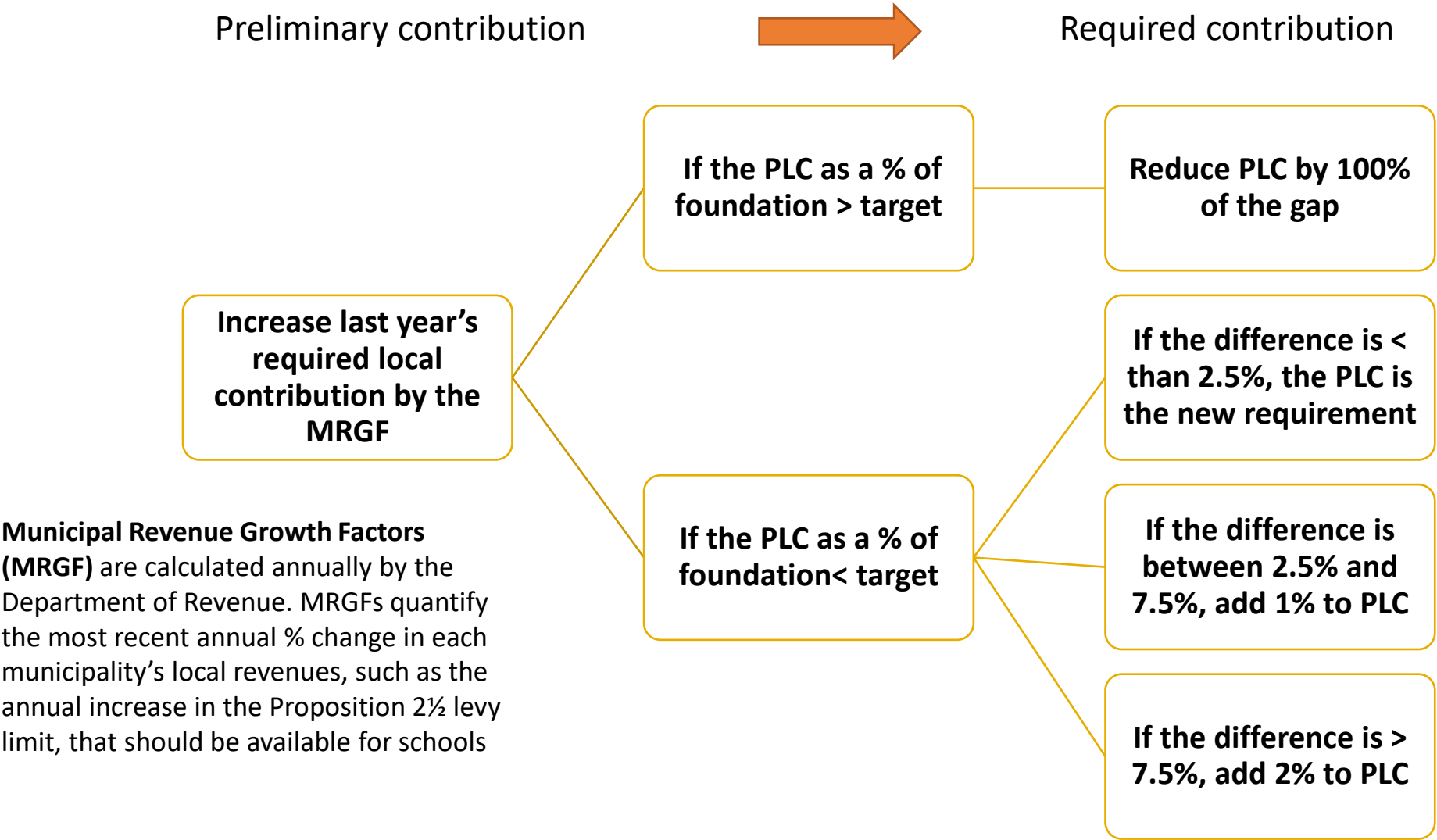
An individual municipality's target local share is based on its local property value, income, and foundation budget

- The sum of a municipality's local property and income effort equals its Combined Effort Yield (CEY)



- Target Local Share = CEY/Foundation budget (calculated at the city/town level)
  - Capped at 82.5% of foundation (162 municipalities or 46% are capped)

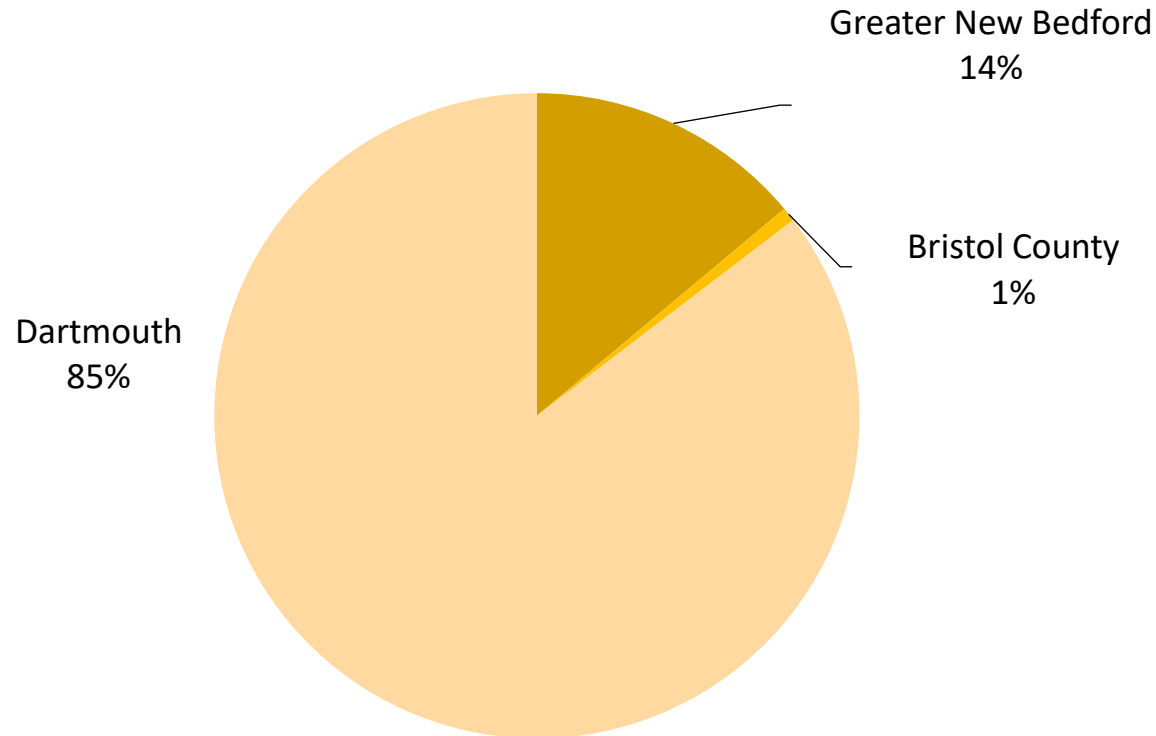
Next the formula calculates each municipality’s preliminary local contribution (PLC) and makes adjustments relative to target to determine the required local contribution (RLC)



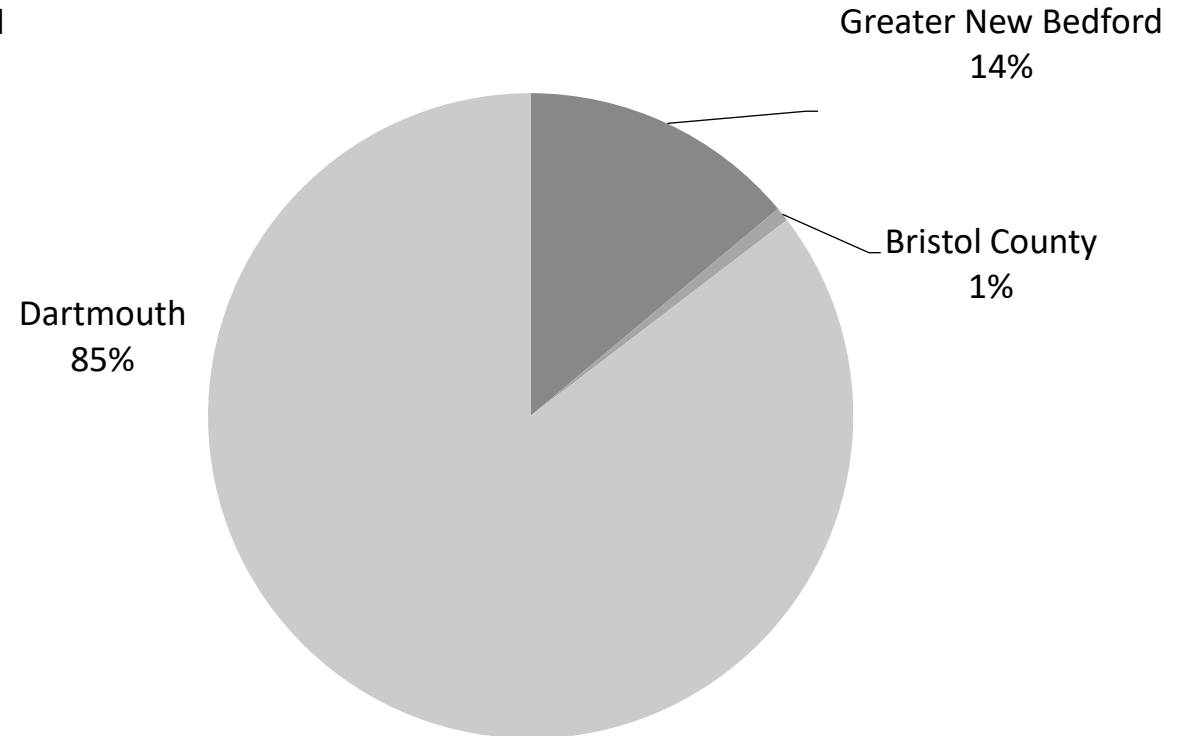
Once a city or town's required local contribution is calculated, it is allocated among the districts to which it belongs

## Town of Dartmouth

**Foundation budget = \$45.0M**



**Required local contribution = \$37.1M**





# Foundation aid provides additional funding for districts to spend at their foundation budgets

$$\text{Foundation budget} - \text{Required local contribution} = \text{Foundation aid}$$

- Start with prior year's aid
- Add together the prior year's aid and the required local contribution
- If this year's foundation aid exceeds last year's total Chapter 70 aid, the district receives the amount needed to ensure it meets its foundation budget

**(1) Foundation budget**

**(3) Foundation aid increase**

**Prior year's aid**

**(2) This year's required local contribution**

# Calculating Chapter 70 aid: Districts are held harmless to previous aid levels and guaranteed at least a \$30 per pupil increase

- Districts are held harmless to the previous year's level of aid
- 249 districts receive minimum aid increases of \$30 per pupil over FY21

## FY22 Chapter 70 Summary

625 Bridgewater Raynham

### Aid Calculation FY22

#### Prior Year Aid

1 Chapter 70 FY21	22,716,693
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#### Foundation Aid

2 Foundation budget FY22	60,696,670
3 Required district contribution FY22	37,575,602
4 Foundation aid (2 - 3)	23,121,068
5 Increase over FY21 (4 - 1)	404,375

#### Minimum Aid

6 Minimum \$30 per pupil increase	163,380
7 Minimum aid amount (if line 6 - line 5 > 0, then line 6 - line 5, otherwise 0)	0

#### Subtotal

8 Sum of 1,5,7	23,121,068
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#### Minimum Aid Adjustment

9 Minimum aid adjustment	23,266,232
10 Aid adjustment increment (if line 9 - line 8 > 0, then line 9 - line 8, otherwise 0)	145,164

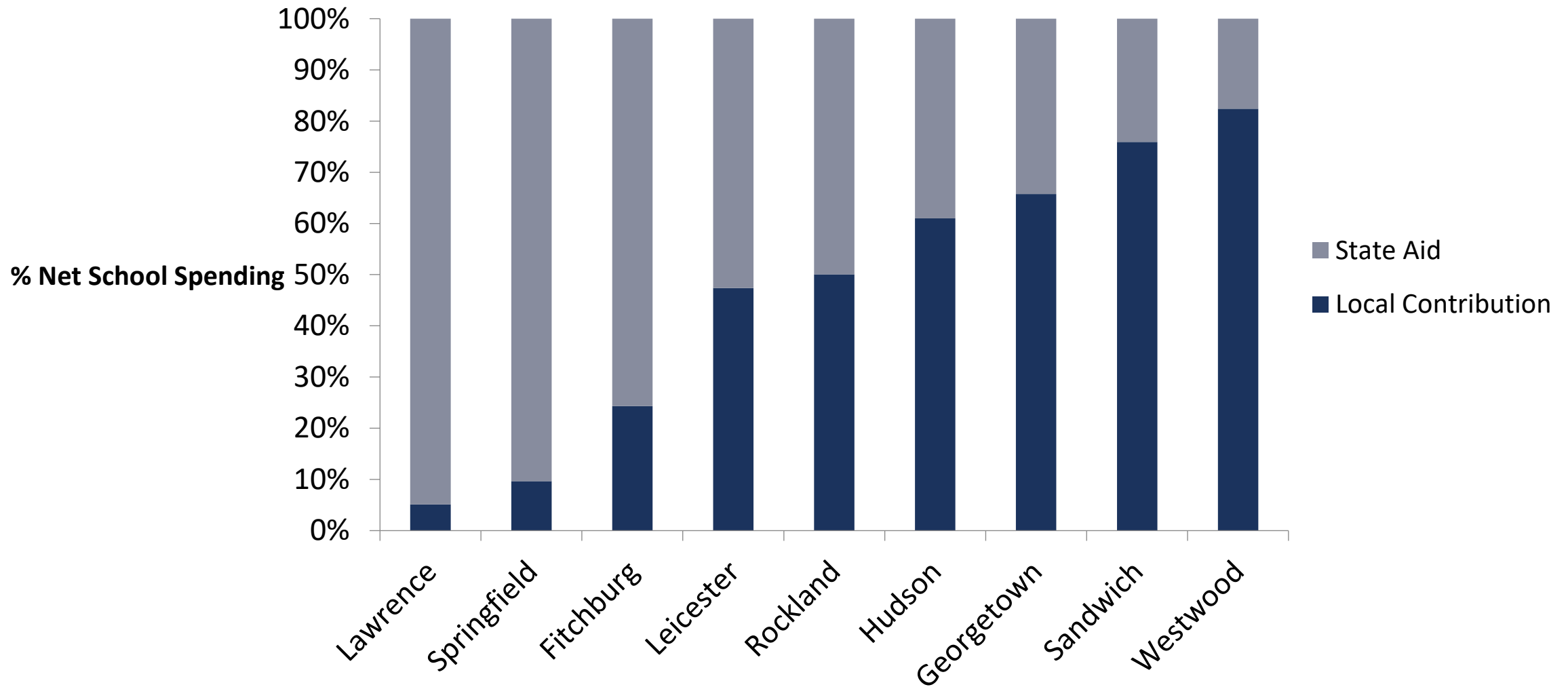
#### Non-Operating District Reduction to Foundation

11 Reduction to foundation	0
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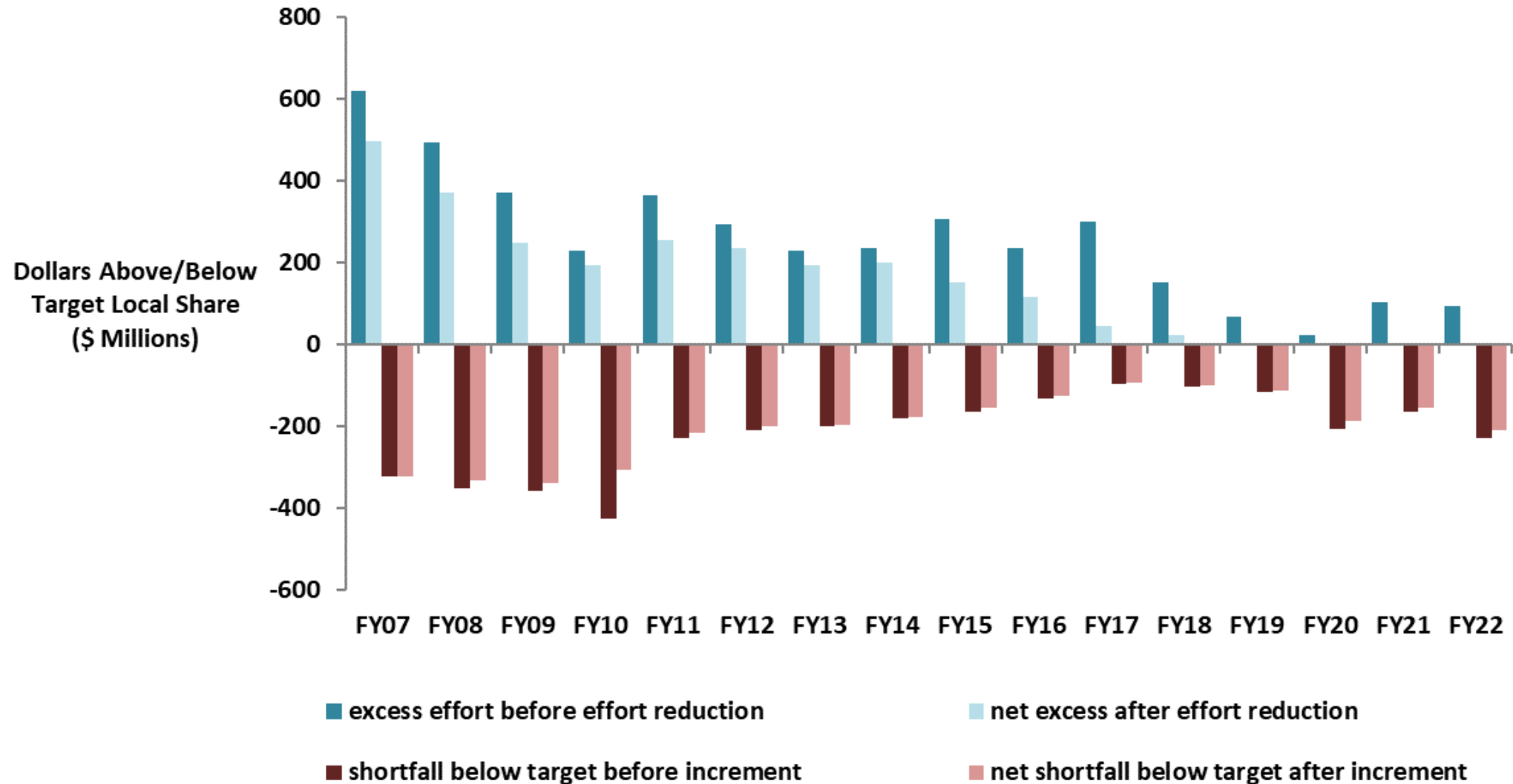
#### FY22 Chapter 70 Aid

12 Sum of 1,5,7,10 minus 11	0
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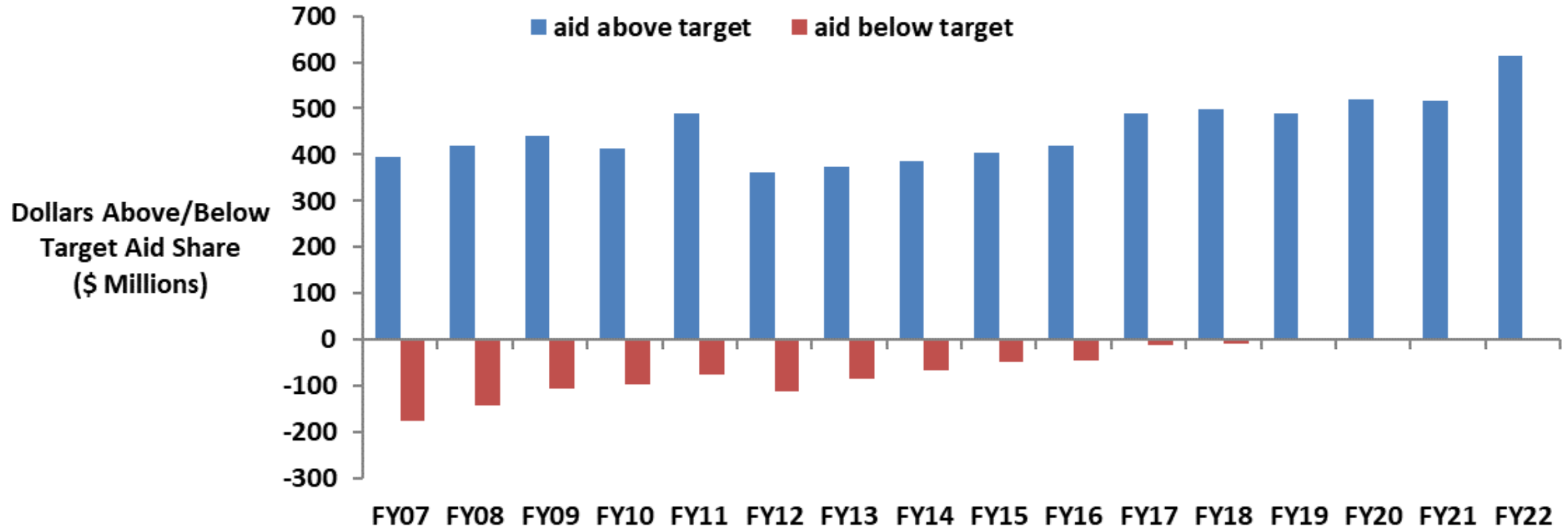
# Districts receive different levels of Chapter 70 aid because their municipality's ability to pay differs



# Changes to local contribution calculations started in FY07 have eliminated required excess effort and reduced effort shortfalls



There are no longer any districts funded below target, while above target aid has increased



# QUESTIONS?

**Rob O'Donnell, Director of School Finance**  
**Rob Hanna, State Aid Programs Manager**

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✉ Robert.F.O'Donnell@mass.gov	☎ 781.338.6512
✉ Robert.Hanna@mass.gov	☎ 781.338.6525



4

# Voting Information



# Your vote counts! Vote date Tue 01.25.22

## YES VOTE

1. **Accepts \$140.8M in funding assistance from the MA School Building Authority**
2. **District share is \$176.6M (each Town/City pays same amount per student enrolled)**
3. **Adds 3 new programs and increases enrollment 25%**
4. **Construction complete in 2026, minimal disruption to school operations**

## NO VOTE

1. **Declines \$140.8M in grants**
2. **May cost District ~\$130M+ for immediate building code and accessibility upgrades (likely no MSBA funding assistance)**
3. **No new programs or increased enrollment**
4. **Construction complete ~2031, construction occurs in active school**



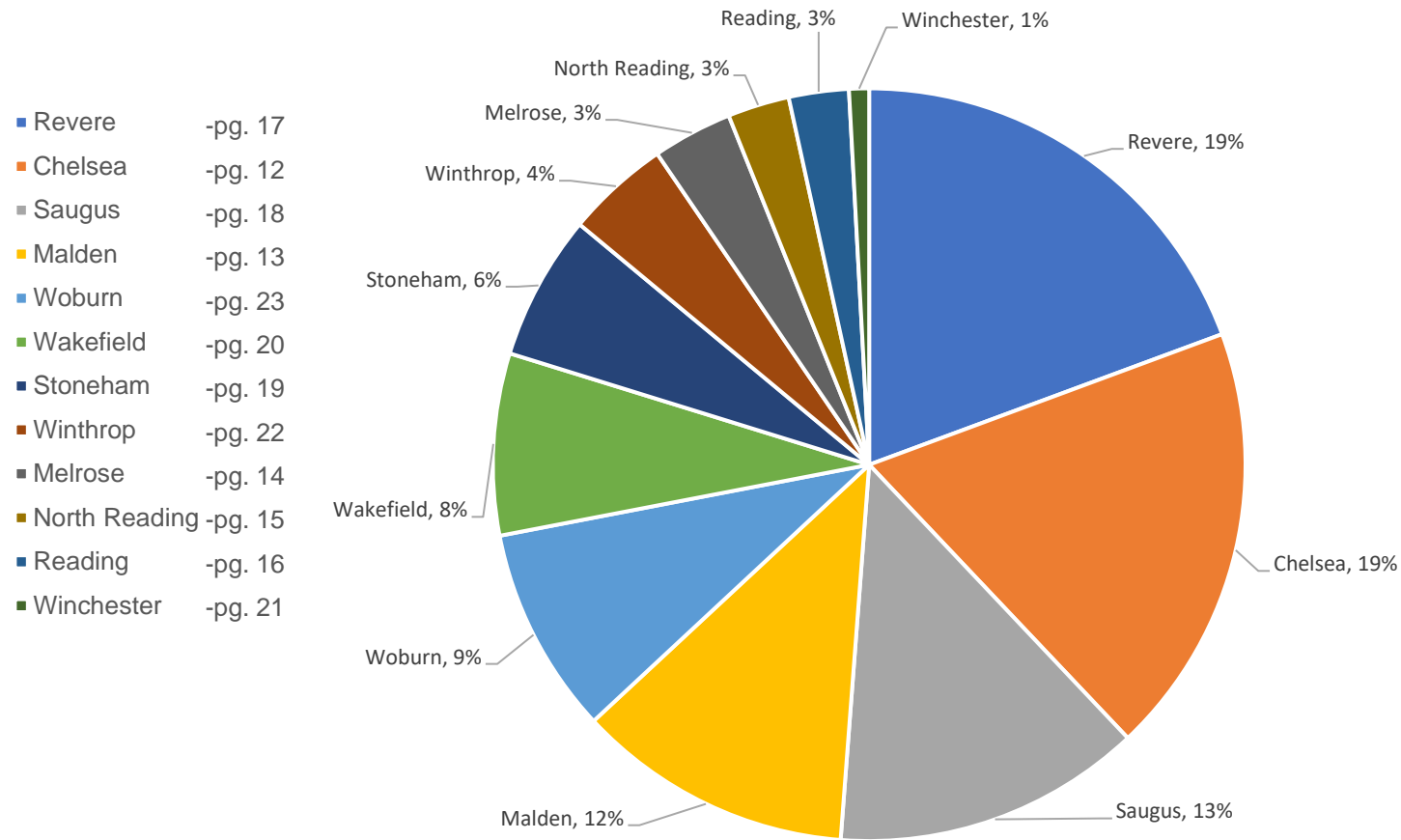


# Polling locations as recommended by clerks

<b>Chelsea</b>	<b>Chelsea City Hall</b>	<b>500 Broadway, Chelsea</b>
<b>Malden</b>	<b>The Senior Center Auditorium</b>	<b>7 Washington Street, Malden</b>
<b>Melrose</b>	<b>Middle School Gym Complex</b>	<b>90 Melrose Street, Melrose</b>
<b>North Reading</b>	<b>St. Theresa's Church</b>	<b>51 Winter Street, North Reading</b>
<b>Reading</b>	<b>Reading Memorial High School Hawkes Field House</b>	<b>62 Oakland Road, Reading</b>
<b>Revere</b>	<b>St. Anthony's Church (rear entrance)</b>	<b>250 Revere Street, Revere</b>
<b>Saugus</b>	<b>Saugus Senior Center</b>	<b>466 Central Street, Saugus</b>
<b>Stoneham</b>	<b>Stoneham Town Hall</b>	<b>35 Central Street, Stoneham</b>
<b>Wakefield</b>	<b>Galvin Middle School</b>	<b>525 Main Street, Wakefield</b>
<b>Winchester</b>	<b>Winchester Town Hall</b>	<b>71 Mt. Vernon Street, Winchester</b>
<b>Winthrop</b>	<b>Old Middle School Gym</b>	<b>151 Pauline Street, Winthrop</b>
	<b>Robert DeLeo Senior Center</b>	<b>35 Harvard Street, Winthrop</b>
	<b>O'Connell Hall</b>	<b>9 Golden Drive, Winthrop</b>
<b>Woburn</b>	<b>Old Wyman Elementary School</b>	<b>Main Street and Eaton Avenue, Woburn</b>



## Member Municipalities: Enrollments & Proration of Debt Service





## Member Municipalities: Enrollments & Potential Local Share as of Sept. 9, 2021

Town/City	Chelsea	Malden	Melrose	North Reading
Students at Northeast 10/1/2020	238	152	44	34
Local Share of New Northeast Metropolitan	18.58%	11.87%	3.43%	2.65%
Share of Total Project Costs @ \$317,422,920	58,974,732	37,664,534	10,902,892	8,424,962
Share of Local Project Costs @ \$176,570,701	32,805,485	20,951,402	6,064,880	4,686,498

Town/City	Reading	Revere	Saugus	Stoneham
Students at Northeast 10/1/2020	33	248	170	80
Local Share of New Northeast Metropolitan	2.58%	19.36%	13.27%	6.25%
Share of Total Project Costs @ \$317,422,920	8,177,169	61,452,661	42,124,808	19,823,439
Share of Local Project Costs @ \$176,570,701	4,548,660	34,183,867	23,432,490	11,027,054

Town/City	Wakefield	Winchester	Winthrop	Woburn
Students at Northeast 10/1/2020	100	11	57	114
Local Share of New Northeast Metropolitan	7.81%	0.86%	4.45%	8.90%
Share of Total Project Costs @ \$317,422,920	24,779,299	2,725,723	14,124,200	28,248,401
Share of Local Project Costs @ \$176,570,701	13,783,817	1,516,220	7,856,776	15,713,552



# Thank you!

Questions?