



**STATE COLLEGE AREA SCHOOL DISTRICT  
NEW PARK FOREST MIDDLE SCHOOL**

Proposal for Construction Management Services

OCTOBER 3, 2025





**Massaro**  
CM SERVICES, LLC

120 Delta Drive  
Pittsburgh, Pennsylvania

**POINT OF CONTACT:**



**Anthony Didiano**

**412.588.0554**

**[adidiano@massarocg.com](mailto:adidiano@massarocg.com)**

October 3, 2025

Randy Brown  
Finance and Operations Officer  
State College Area School District  
240 Villa Crest Drive  
State College, PA 17350

RE: State College Area School District Request for Proposal (RFP) for Construction Management Services

Dear Randy:

Thank you for the opportunity to submit our proposal for construction management services for the New Park Forest Middle School for State College Area School District

Massaro CM Services (MCMS) has a long and successful history with the State College Area School District (SCASD) and Crabtree Rohrbaugh & Associates (CRA) beginning in 2014 with preconstruction and construction services for the high school. Since then, we have had the privilege to work with SCASD at Radio Park Elementary, Corl Street Elementary, Spring Creek Elementary, and Memorial Field.

Since successful completion of these projects, MCMS has over 25 people working out of our Port Matilda office and have a fulltime presence in the State College area. Our proposed staff consists of many of the same individuals who worked with SCASD on the above referenced projects. **An addition to our staff is James Williams who was a building code inspector, and his expertise and experience with code review and requirements will be very beneficial to your project working with Centre Region Cod Administration (CRCA).**

MCMS attributes our success to our builder's mentality. Because we know how to build, we have the expertise to lead the project team. **To emphasize this point, in the past ten (10), all of our projects have finished safe, on time, and within budget, and many of these projects are the same size and scope as the SCASD projects.** Complimentary to our builder's mentality, we point you to sections in our proposal that outline The Massaro Way, our lean and integrated approach to delivering highly successful projects.

We look forward to the opportunity to interview and further discuss in more detail how we can help SCASD make your project a tremendous success.

Thank you for your time and consideration.

Sincerely,  
MASSARO CONSTRUCTION MANAGEMENT SERVICES, LLC



Nancy L. Rounsley  
Project Executive

# TABLE OF CONTENTS

STATE COLLEGE AREA SCHOOL DISTRICT  
NEW PARK FOREST MIDDLE SCHOOL

## SECTION

- 1 COMPANY OVERVIEW
- 2 EXPERIENCE
- 3 PROJECT TEAM
- 4 MANAGEMENT PLAN
- 5 REFERENCES
- 6 INSURANCE
- 7 FEE



# SECTION 1

COMPANY OVERVIEW



**SECTION 1**  
**FIRM OVERVIEW**



**FIRM INFORMATION**

LEGAL NAME OF COMPANY	Massaro Construction Management Services, LLC
ADDRESS OF OFFICE	120 Delta Drive, Pittsburgh, Pennsylvania 15238
TELEPHONE   FAX	412.963.2800   412.406.8505
POINT OF CONTACT	Anthony Didiano, Business Development
YEARS PROVIDING CM SERVICES	21

**CM FIRM OFFICERS**



**Vice President**  
Massaro CM Services  
Kevin Nestor



**President**  
Massaro CM Services  
Steven Massaro

**CONSTRUCTION GROUP ORGANIZATION**



MASSARO CM SERVICES HAS MANAGED OVER  
**130 PROJECTS**

IN THE PAST 10 YEARS

➤ **61** K-12 PROJECTS since 2004

➤ **MORE THAN \$1.4 billion** in K-12 construction value

➤ **Achieved zero school schedule disruption**

**95%**

OF PROJECTS HIT SUBSTANTIAL  
COMPLETION DATE ON TIME.

# SECTION 1 - FIRM OVERVIEW



## FIRM OVERVIEW - MASSARO CM SERVICES

**Massaro Construction Management Services, LLC** was formed in response to the growing need to have a construction manager bring a builder's approach to public projects, and we've been providing CM services in Pennsylvania for the past **21 years**. Our staff is made up of project managers, estimators, site managers and project coordinators. With our extensive experience serving the region as a general contractor, we are able to create a mutually beneficial environment for the entire project team. It is our commitment to the builder's mentality that allows us to facilitate successful projects for the owner as well as the contractors who work on your project.

Massaro Construction Management Services, LLC's goal is to use our experience and expertise to give our clients the best opportunity for success. It is with our unequalled knowledge of planning, design and construction that we are able to guide owners through these critical processes and provide timely information to allow owners to make informed decisions.

We provide our clients with a wide range of programming, preconstruction, and construction services. With our experience in the building industry along with our diverse staff of architects, engineers, estimators, seasoned project managers and field staff, we deliver the highest quality of service focused on our clients' needs.

## AGENCY CONSTRUCTION MANAGEMENT

As the owner's agent, the construction manager provides consulting services from the project's inception through owner occupancy. Whether our clients have past experience in the design and building process or are having their first introduction to the world of construction, our staff will ensure the efficient and accurate execution of the design and construction contracts. Our basic services provided under Agency Construction Management include:

## PROGRAM MANAGEMENT

Once an owner has identified a need, we work with them to establish programming scope, preliminary project budget, schedule, and to assist in the bid process. Our goal is to bring together a project team that sees all stakeholders focused on the end result—a successful project.

## DESIGN PHASE

With a cohesive team in place, our estimators and preconstruction team work with the designer and the client to develop the documents. We will perform constructability reviews, monitor schedules and revise construction estimates in parallel with the progression of the design. As the construction documents evolve we will develop phasing plans for student occupied buildings, perform value engineering, develop bidder interest, and construct schedules to ensure that the project is clearly and concisely conveyed to the bidding public.

## CONSTRUCTION PHASE

As the project transitions into the construction phase, our supporting construction staff will consist of a full-time site manager, safety coordinator, and a project manager. We will continue to champion the interests of our client through clear communication, accurate information, and timely documentation. We use the online project management software, Procore, to monitor all construction activities and track all project documents. This allows all stakeholders instant access at any time to all pertinent information. Our efforts will include coordination of day-to-day construction activities, monitoring compliance of schedules and quality assurance. We will review applications for payment and compile closeout documentation. In the event of a change order, our team will determine the validity of the change, establish a fair cost and make a recommendation for owner action.

Above all, our construction management process will focus on the daily safety of all students, staff and faculty to separate them from the HVAC renovation work with the least possible interruption

## CONSULTING PRECONSTRUCTION PHASE SERVICES

In today's market, establishing accurate construction estimates is as difficult as it has ever been. The success of your project depends heavily on the ability to establish accurate and comprehensive construction estimates. We know and understand construction costs because we are in the market every day buying materials, negotiating subcontracts and placing work.

Our professionals can also work with the design team and owner to develop comprehensive site logistic plans, constructability reviews, phasing recommendations, and schedules.

# SECTION 1 - FIRM OVERVIEW

## OWNER'S REPRESENTATION

Working as an owner's advocate, our professionals will bridge the gap between the owner, design team, contractors, and other involved parties. As a project advisor we will provide the owner with the necessary project information so that all ownership decisions are based on facts. Our project management experience and hands-on approach enables us to ensure that the owner's best interests are safeguarded from the conceptual design through occupancy.

**Figure 1-2. Ground Breaking Ceremony**

Photo of the groundbreaking ceremony at Avonworth Middle and High School



**Figure 1-3. Ribbon Cutting Ceremony**

Photo of the ribbon cutting ceremony at Avonworth Middle and High School



# SECTION 2

EXPERIENCE



## SECTION 2

### EXPERIENCE

#### RELEVANT EXPERIENCE

Massaro CM Services (MCMS) has a proven history of successfully delivering large, complex K-12 projects for the State College Area School District. Our relationship with SCASD spans multiple major assignments, including the \$117 million State College Area High School renovation and new construction project (700,000 SF) completed in 2019. This transformative project required phased construction in an occupied campus of over 2,400 students, coordination of eight prime contractors, and the seamless integration of career and technical education facilities, performing arts spaces, and athletic venues, all while maintaining uninterrupted school operations.

Concurrently, Massaro managed the delivery of three elementary school projects—Corl Street, Spring Creek, and Radio Park—totaling nearly \$53 million in construction value and over 220,000 SF of new and renovated learning space. Each of these projects involved phased construction in active K-5 environments, with a strong focus on student and staff safety, careful logistics planning, and value-driven preconstruction oversight.

Our hands-on experience with SCASD, combined with a proven track record of delivering projects of comparable size, complexity, and value, uniquely positions MCMS to successfully deliver the Park Forest Middle School project.



# STATE COLLEGE AREA SCHOOL DISTRICT

HIGH SCHOOL - PHASE I AND II

State College, Pennsylvania



## OWNER CONTACT

State College Area School District  
Randy Brown  
Finance and Operations Officer  
State College, Pennsylvania  
814.231.1025

## ARCHITECT

Crabtree Rohrbaugh & Associates  
Jeff Straub  
Mechanicsburg, Pennsylvania  
717.458.0272

## CONTRACT TYPE

Agency Construction Management  
Full Preconstruction and Construction  
Phase Services

## PROJECT TYPE

New Construction | Renovation | K-12

## CONSTRUCTION VALUE

\$117,000,000

## START DATE

May 2015

## COMPLETION DATE

July 2019

## PROJECT SIZE

700,000 Square Feet

## CONSTRUCTION ESTIMATES

\$132,400,000

## ACTUAL BID TOTAL

\$117,023,100

Massaro CM Services was hired by the State College Area School District to provide agency construction management services for the district's high school renovation project. Renovations and additions to the occupied facility (2,400 students) started in Summer 2015 and were completed in July 2019. Phase I and II were completed in January 2018 and the District utilized the new classroom pods and renovated kitchen cafeteria during that time.

The project reconfigured the current campus to include the high school on the south side and the Athletics and Delta on the north side of Westerly Parkway. The High School South building includes classroom learning communities grouped off of a main hallway in each of the four educational pods. In addition the building includes the in house Career and Technology Center, which includes culinary arts, auto, agricultural sciences, health occupations and sports medicine labs.

The final completion of the high school included a new auditorium and black box theater and additional athletic spaces. The high school is attended by approximately 2,400 students on a daily basis and the project involved very close coordination to allow for school operations to be uninterrupted throughout the four years of construction.

Massaro CM Personnel:

Tim Jones - Project Manager

Dan Kiefer - Director of Preconstruction

Keith Smith - Site Manager

Gene Laratonda - Site Manager

Jon Herzig - Project Engineer

# STATE COLLEGE AREA SCHOOL DISTRICT

SPRING CREEK, RADIO PARK AND CORL STREET ELEMENTARY SCHOOLS

State College, Pennsylvania



Corl Elementary School



Spring Creek Elementary School



Radio Park Elementary School

Massaro was hired by the State College Area School District to provide agency CM services for its three elementary schools. All schools went through the same design and construction schedule and our team of five provided oversight on all three active construction sites. We focused on student/staff safety and utilized phased renovations tailored to classroom needs.

Corl Street is a K-5 project of 64,000 SF. The addition and renovations nearly doubled its existing square footage and provides a full service kitchen and separate gym and cafeteria spaces. Radio Park is an addition and renovation project that increases the building size to a total of 88,000 SF. This building houses K-5 and includes a new classroom addition that reconnects to the existing creating a new interior courtyard space. Spring Creek is a new construction of a K-5 building. This replaced two smaller buildings and was constructed adjacent to the Houserville K-2 school. This project boasts its interior "main street" theme, which is used to connect to the various grade level portions of the 2-story building. All projects were phased and occupied.

All three projects involved managing construction activities and ongoing classroom programs. Massaro led this process through preconstruction coordination and phasing plans.

Massaro CM Services Personnel:

- Kevin Nestor - Project Executive
- Nancy Rounsley - Project Manager
- Dan Kiefer - Director of Preconstruction
- Sydney Hixenbaugh - Project Manager
- Ryan Terrizzi - Site Manager
- Barry Fahnestock - Site Manager
- Matt Kendrick - Site Manager

## OWNER CONTACT

State College Area School District  
Curtis Johnson, Superintendent  
State College, Pennsylvania

## ARCHITECT

Crabtree Rohrbaugh & Associates  
Jeff Straub  
Mechanicsburg, Pennsylvania  
717.458.0272

## CONTRACT TYPE

Agency Construction Management

## PROJECT TYPE

New Construction|Renovation| K-12

## CONSTRUCTION VALUE

Corl - \$15,138,046  
Spring Creek - \$16,634,860  
Radio Park - \$21,132,272

## START DATE

December 2017

## COMPLETION DATE

August 2019

## PROJECT SIZE

Corl - 64,000 SF  
Spring Creek - 72,000 SF  
Radio Park - 88,000 SF

## CONSTRUCTION ESTIMATES

Corl \$14,700,000  
Spring Creek \$17,300,000  
Radio Park \$18,775,000

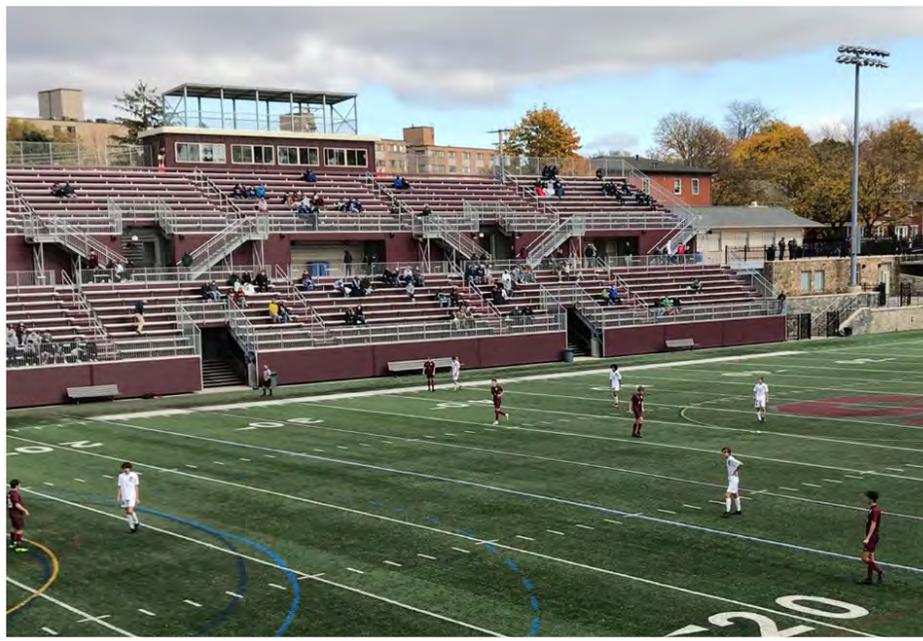
## ACTUAL BID TOTAL

Corl \$14,731,000  
Spring Creek \$16,268,000  
Radio Park \$20,599,000

# STATE COLLEGE AREA SCHOOL DISTRICT

## MEMORIAL FIELD RENOVATIONS

State College, Pennsylvania



### OWNER CONTACT

State College Area School District  
Ed Poprik  
State College, Pennsylvania  
814.231.1025

### ARCHITECT

Weber Murphy Fox, Inc.  
Anna Childe  
State College, Pennsylvania  
814.867.3508

### CONTRACT TYPE

Agency Construction Management

### PROJECT TYPE

Renovation | K-12 | Athletic Field

### CONSTRUCTION VALUE

\$11,656,300

### START DATE

April 2019

### COMPLETION DATE

August 2020

### PROJECT SIZE

3.93 acres

Massaro CM Services served as the construction manager for the construction phase of the State College Area School District's Memorial Field Improvements project, which revitalized one of the community's most historic athletic facilities. The project transformed the venue into a modernized stadium that supported student athletics and community events while maintaining its historic location in the heart of downtown State College. Improvements included the complete replacement of the west and east grandstands, installation of new locker rooms, restrooms, and concessions, as well as updated accessibility, circulation, and spectator amenities.

As construction manager, Massaro oversaw the phasing of work to minimize disruption to school operations and surrounding neighborhoods, while ensuring the safety of students, staff, and the community. The project team managed complex site logistics, coordinated with multiple stakeholders, and integrated sustainable building practices to deliver a facility that balanced modern performance standards with long-term durability. Through careful planning and execution, Memorial Field was successfully transformed into a state-of-the-art facility that now provides a safe, accessible, and inspiring environment for future generations of student-athletes and spectators.

Massaro CM Personnel:

Nancy Rounsley - Project Manager

Ryan Terrizzi - Site Manager

# CUMBERLAND VALLEY SCHOOL DISTRICT

MOUNTAIN VIEW MIDDLE SCHOOL

Mechanicsburg, Pennsylvania



Massaro CM Services was hired to provide agency construction management services for the Cumberland Valley School District's two new schools on a 100 acre shared site. The work included a substantial amount of grading on existing farmland. New utility services to the buildings included storm, sanitary and electric work.

The middle school consists of foundations, load bearing block walls, steel joists and deck, roofing and exterior masonry facades. It features new interior finishes for painting, flooring and full service cafeterias. The middle school features two PIAA tournament class basketball courts in the gymnasiums. The HVAC systems are four pipe systems with roof mounted units furnishing tempered air flows. New electrical systems are fed from new service entries from the Bali Hai Road duct banks. The middle school has landscaped courtyards between the educational unit wings that also serve as outdoor classroom areas for the students.

Massaro CM Services Personnel:

Kevin Nestor - Project Manager

Sydney Hixenbaugh - Project Manager

Dan Kiefer - Director of Preconstruction

Ryan Terrizzi - Site Manager

Matt Kendrick - Site Manager

## OWNER CONTACT

*Cumberland Valley School District*

*Mr. Michael Willis*

*Mechanicsburg, Pennsylvania 17050*

*717.697.8261*

## ARCHITECT

*Crabtree Rohrbaugh & Associates*

*Mr. Anthony Colestock*

*Mechanicsburg, Pennsylvania 17055*

*717.458.0257*

## CONTRACT TYPE

*Agency Construction Management*

*Full Preconstruction and Construction*

*Phase Services*

## PROJECT TYPE

*New Construction K-12*

## CONSTRUCTION VALUE

*\$45,195,000*

## START DATE

*December 2016*

## COMPLETION DATE

*May 2019*

## PROJECT SIZE

*242,407 sf*

## CONSTRUCTION ESTIMATES

*\$54,571,000*

## ACTUAL BID TOTAL

*\$45,195,300*

# CUMBERLAND VALLEY SCHOOL DISTRICT

EAGLE VIEW MIDDLE SCHOOL AND GREEN RIDGE ELEMENTARY

Mechanicsburg, Pennsylvania



Massaro Construction Management Services was chosen by the Cumberland Valley School District to provide construction management services for additions and renovations to Eagle View Middle School and Green Ridge Elementary.

Both projects are occurring simultaneously with continuous construction throughout the school years. The Eagle View Middle School project includes alterations and renovations to 116,000 square feet of the existing building and addition of 150,000 square feet. The Green Ridge Elementary School projects includes alterations and renovations to 68,000 square feet of the existing building and additions of 75,250 square feet.

The new construction of the middle and elementary schools will be one and two-story masonry load bearing walls and low slope roof. The estimated construction cost for both projects is \$125,000,000.

Both projects include extensive improvements and replacements to their MEP/FP systems that include HVAC systems, units, duct distribution systems and controls; new plumbing and fire protection systems; new electrical services, new lighting and life safety systems as well as revisions and new equipment to their food service/ kitchen areas.

Massaro CM Personnel:

Kevin Nestor - Vice President  
Sydney Hixenbaugh - Project Manager

Ivan Pticek - Site Manager  
Jodi McCullough - Site Manager

## OWNER CONTACT

Cumberland Valley School District  
Mr. Michael Willis  
717.697.8261

## ARCHITECT

Crabtree Rohrbaugh & Associates  
Mr. Anthony Colestock  
717.458.0257

## CONTRACT TYPE

Agency Construction Management

## PROJECT TYPE

Additions and Renovations  
K-12

## START DATE

July 2024

## COMPLETION DATE

January 2027

## PROJECT SIZE

Combined  
225,250 SF - Additions  
184,000 SF - Renovations

## CONSTRUCTION VALUE

\$125,000,000

# AVONWORTH SCHOOL DISTRICT

## MIDDLE AND HIGH SCHOOL RENOVATION PROJECT

Pittsburgh, Pennsylvania



Avonworth Area School District hired Massaro CM Services to act as its construction manager to oversee the district's middle/high school renovation project.

The renovation and expansion project included grades 6 - 12. The renovation consisted of 12,500 square feet and an expansion of 16,500 square feet to consist of new classrooms and a new entry. Additional HVAC improvements were completed including the change of all pneumatic controls to DDC controls, some replacement RTU units and uninvent systems, and a new chiller. Additionally the boilers were reconditioned.

The project demanded a very detailed construction phasing plan that manages classroom adjustments, ensures student safety, and has the least impact on the curriculum. A detailed site logistic plan was also developed to coordinate all bussing, parent drop off, faculty/staff parking with construction activities and personnel.

*"Having Massaro as our Construction Manager for our project was instrumental in ensuring the project was completed on time and within budget. Having Jonah on-site daily was critical. He worked side-by-side daily with our staff to ensure work was done correctly and to the school district's desires. Nancy was essential to the project as she held contractors accountable and problem-solved to meet the district's best interest."*

- Dr. Jeff Hadley  
Superintendent of Schools  
Avonworth School District

### OWNER CONTACT

Avonworth School District  
Ms. Jen Sheridan  
Director of Fiscal Management and Support Services  
304 Josephs Lane  
Pittsburgh, PA 15237  
412-369-8738

### ARCHITECT

IKM  
11 Stanwix Street  
Suite 2200  
Pittsburgh, PA 15222  
412-281-1337

### CONTRACT TYPE

Agency Construction Management  
Full Preconstruction and Construction Phase Services

### PROJECT TYPE

K-12

### START DATE

Summer 2023

### COMPLETION DATE

January 2025

### PROJECT SIZE

16,500 sf New Construction  
12,500 sf Renovation

### CONSTRUCTION ESTIMATES

\$26,520,000

### ACTUAL BID TOTAL

\$25,169,000

# TRINITY AREA SCHOOL DISTRICT

## TRINITY MIDDLE SCHOOL ADDITIONS AND ALTERATIONS

Washington, Pennsylvania



The Trinity Area School District hired Massaro CM Services to act as its construction manager to oversee the renovation and additions project at Trinity Middle School. The project consists of two major additions, a 106,658 SF, three-story intermediate school and a 27,900 SF athletic addition. It also includes phased renovations in the 140,500 SF of the existing building including MEP upgrades and corresponding site improvements.

The project had eight (8) phases with six (6) areas in a fully occupied school. Additionally, although the existing building is a middle school, many sports activities for the high school take place on the campus requiring detailed coordination of construction activities including major site improvements to not interfere with high school athletic schedules associated to the field and rifle range.

The new intermediate school has three levels and features a centralized innovation project classroom to support the STEAM curriculum. The school design includes both classrooms, advanced learning classrooms, and a media center that features a second story outdoor learning patio. The overall planning focused on providing individual classroom instruction as well as flexible learning spaces.

Massaro CM Services Personnel:

Dan Kiefer - Director of Preconstruction

Nancy Rounsley - Senior Project Manager

Gene Laratonda - Site Manager

Lisa Riccardi - Project Coordinator

Kevin Nestor - Vice President, CM Services

### OWNER CONTACT

*Trinity Area School District*

*Mr. Aaron Scott, Director of Facilities*

*50 Park Avenue*

*Washington, PA 15301*

*724-223-2000*

### ARCHITECT

*DRAW Collective*

*Mr. Dan Engen, Principal*

*470 Washington Road*

*Pittsburgh, PA 15228*

*412-561-7117*

### CONTRACT TYPE

*Agency Construction Management*

*Full Preconstruction and Construction*

*Phase Services*

### PROJECT TYPE

*K-12*

### CONSTRUCTION VALUE

*\$59,402,955*

### START DATE

*Summer 2022*

### COMPLETION DATE

*Summer 2024*

### PROJECT SIZE

*93,841 sf of New Construction*

*33,540 st of Renovation*

### CONSTRUCTION ESTIMATES

*\$49,000,000*

### ACTUAL BID TOTAL

*\$57,881,000*

# BETHEL PARK SCHOOL DISTRICT

## NEW ELEMENTARY SCHOOL PROJECT

Bethel Park, Pennsylvania



UNDER CONSTRUCTION: As of October 2025

### OWNER CONTACT

James Walsh, Ed.D.  
Superintendent  
Bethel Park School District  
301 Church Road  
Bethel Park, PA 15102

### ARCHITECT

DRAW Collective  
Cassi Renniger, RA  
470 Washington Rd  
Pittsburgh, PA 15228

### CONTRACT TYPE

Agency Construction Management

### PROJECT TYPE

K-12

### START DATE

January 2024

### COMPLETION DATE

August 2026

### PROJECT SIZE

280,000 SF new construction on a  
58 acre with an existing school

### CONSTRUCTION ESTIMATES

\$102,619,000

### ACTUAL BID TOTAL

\$108,832,000

The Bethel Park School District is constructing a new elementary center and closing their existing five elementary schools as well as its 5-6 middle school. Target completion is August of 2026. The new three story elementary building is approximately 280,000 square feet and will be built on a newly acquired 58 acre plot of land located adjacent to the district's Neil Armstrong Middle School.

The estimated \$103 million project includes a new access road from Kings School Road to the campus and extensive site work to accommodate the building and the necessary parking, playgrounds, and driveways.

The new 280,000 square foot elementary school will house 1,800 students from grades K-5. The new school will provide new state of the art class rooms, STEM centers, gymnasium, aux gymnasium, media center, kitchen/cafeteria, music classrooms and a 575 seat LGI / performing arts theatre.

#### Massaro CM Services Personnel:

Dan Kiefer - Director of Preconstruction

RC Schultz - Site Manager

Bernie Ackerman - Site Manager

Lisa Riccardi - Project Coordinator

Kevin Nestor - Vice President, CM Services

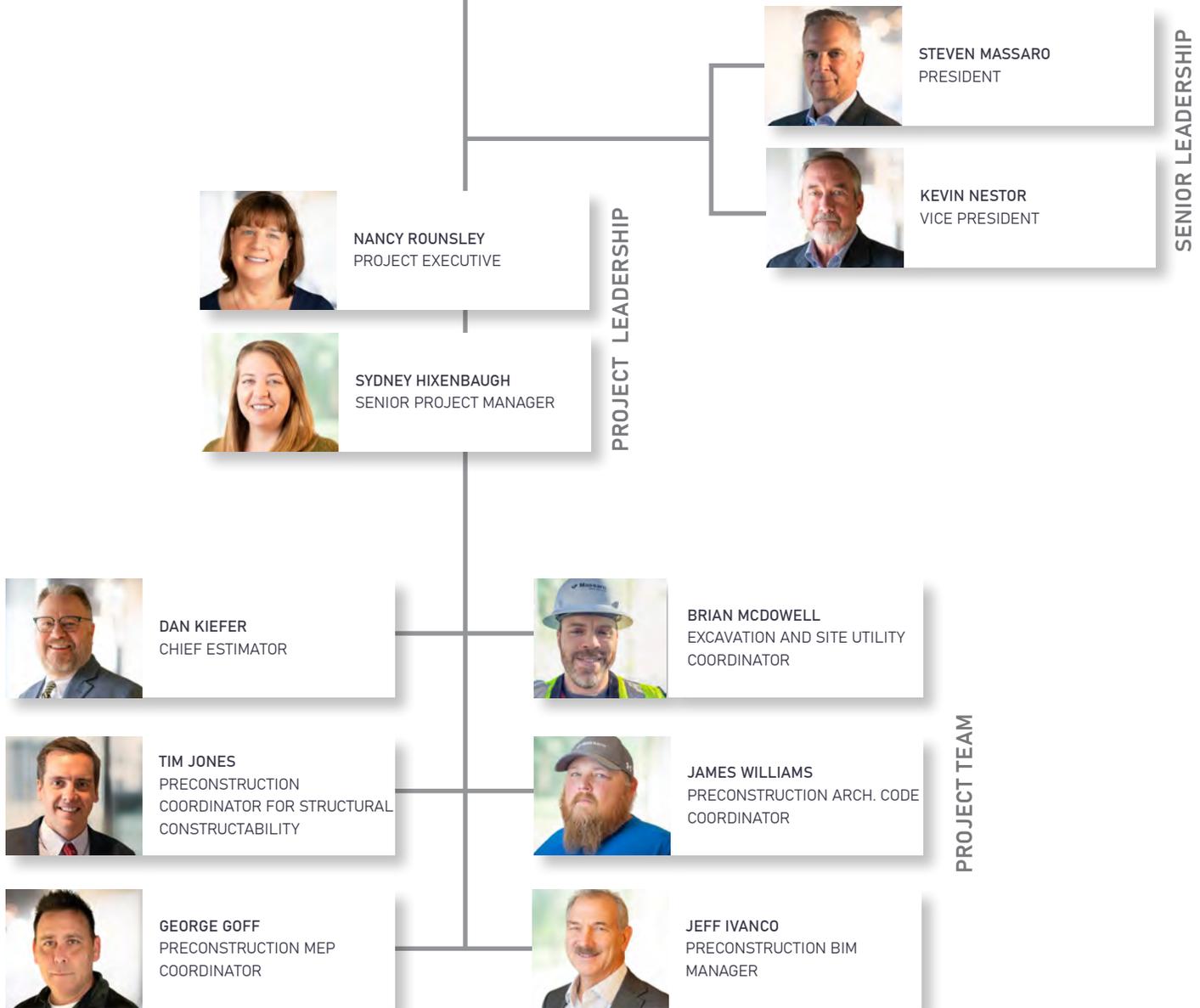
# SECTION 3

PROJECT TEAM



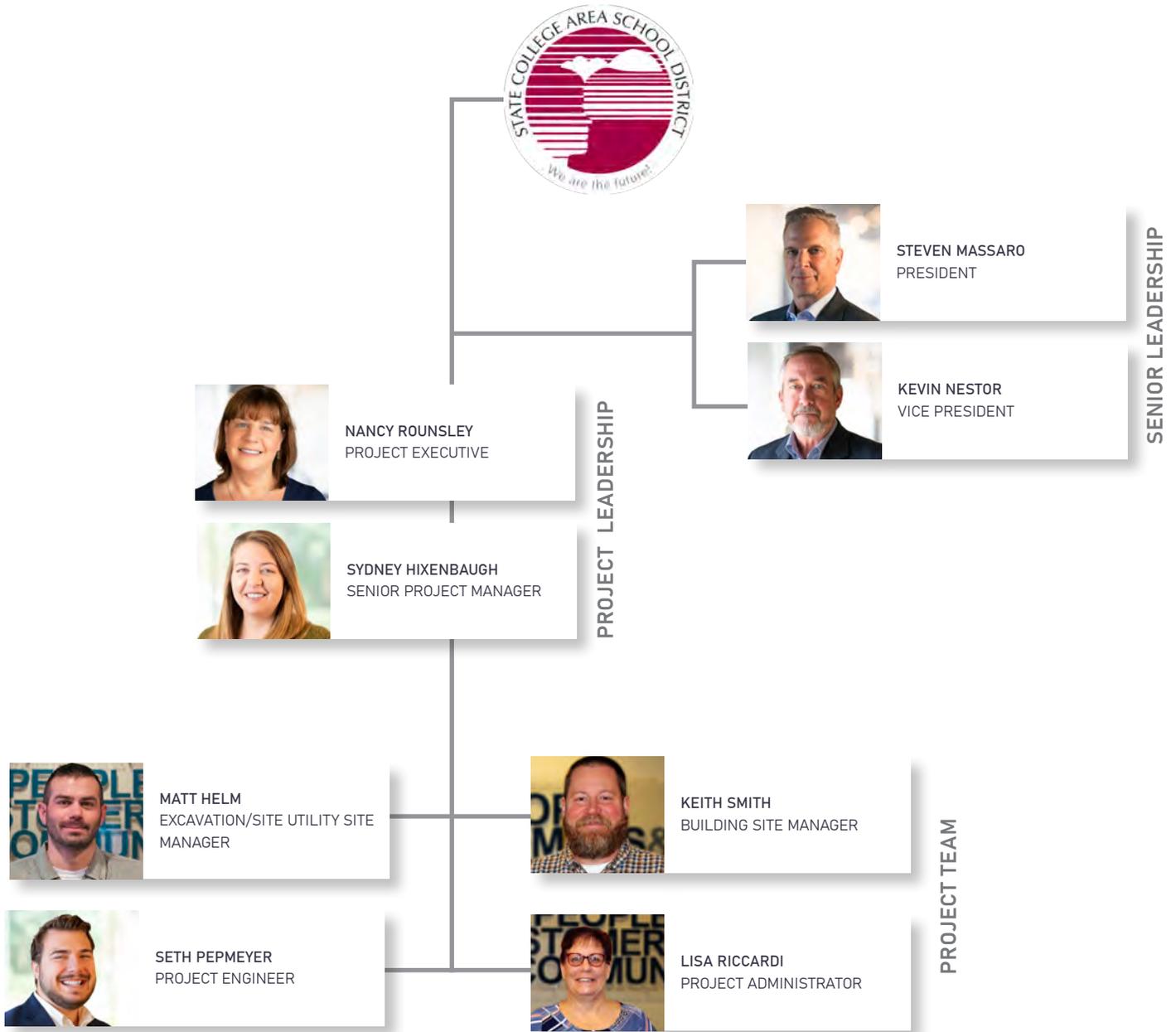
# SECTION 3 - PROJECT TEAM

## PRECONSTRUCTION



# SECTION 3 - PROJECT TEAM

## CONSTRUCTION





# NANCY ROUNSLEY

PROJECT EXECUTIVE

Nancy joined Massaro CM Services in 2008 and has since worked on projects in the K-12, higher education, government, and commercial arenas. Nancy is an established project executive with detailed experience working with project teams to effectively develop and manage very collaborative preconstruction and construction projects. She has the ability to understanding owners' requirements, maintain quality control and always puts safety first. Nancy is a true leader in the education market.

## QUALIFICATIONS | EDUCATION

- Industry Experience since 2004
- Massaro Experience since 2008
- The Pennsylvania State University
- Bachelor of Architectural Engineering - 1991

## QUALIFICATIONS | EDUCATION

- OSHA 10-Hour
- OSHA 30-Hour

## RELEVANT EXPERIENCE



Large Scale School Construction



K-12 Education



New Construction



Major Sitework



Renovations Occupied Spaces



Renovations



MEP and Infrastructure



City and Government

## PROJECT EXPERIENCE

*State College Area SD*

*Elementary Schools*

*State College, Pennsylvania*

*\$117,000,000*

*Franklin Regional SD*

*Primary School Renovation*

*Murrysville, Pennsylvania*

*\$16,325,762*

*Franklin Regional SD*

*Intermediate School Construction*

*Murrysville, Pennsylvania*

*\$33,527,334*

*Trinity Area SD*

*Middle School Renovations*

*Washington, Pennsylvania*

*\$59,402,955*

*Bethel Park SD*

*Replacement High School*

*Bethel Park, Pennsylvania*

*\$73,000,000*

*Avonworth SD*

*Middle /High School Renovation*

*Pittsburgh, Pennsylvania*

*\$26,520,000*

*Fox Chapel Area*

*School District - High School*

*Pittsburgh, Pennsylvania*

*\$50,000,000*

*Kiski Area SD*

*North Washington Elementary*

*Apollo, Pennsylvania*

*\$20,392,609*

*Plum Borough SD*

*Elementary Reconfiguration*

*Plum Borough, Pennsylvania*

*\$27,000,000*

*Frazier SD*

*New Pre-K-8 School*

*Perryopolis, Pennsylvania*

*\$18,000,000*

*Blackhawk School District*

*New Middle School,*

*Gymnasium Addition*

*and High School Renovations*

*Chippewa, Pennsylvania*

*\$34,000,000*

*Ringgold Area School District*

*High School Cafeteria*

*Renovations and Additions*

*New Eagle, Pennsylvania*

*\$5,000,000*

*Pennsylvania State University*

*Henderson Projects Phases I & II*

*Biobehavioral Health and Human*

*Development*

*University Park, Pennsylvania*

*\$74,928,000*

*Quaker Valley School District*

*Recreation Fields at Bell Acres*

*Sewickley, Pennsylvania*

*\$5,000,000*

## PROJECT ROLE

As senior project executive, Nancy's project responsibilities include the following:

- Nancy will be your main point of contact
- Responsible for customer satisfaction and overall success of the project
- Manage the construction schedule with the owner and prime contractors
- Evaluate and review all changes in the work and diligently manage cost control and risk planning
- Oversee the submittal process
- Administer the quality assurance program
- Establish and maintain daily and weekly relations and communication with all project stakeholders
- Lead owner/architect and prime contractor coordination meetings
- Monitor and manage the owner's monthly financial tasks relative to the prime contracts
- Oversee the construction close-out phase



# SYDNEY HIXENBAUGH

## SENIOR PROJECT MANAGER

Sydney joined Massaro CM Services in 2015. She is an established project manager with detailed experience working with project teams to effectively develop and manage very collaborative K12 preconstruction and construction projects. Sydney also holds project team coordination meetings with prime contractors, the owner, and design professionals. She also supports the site manager for all administration work.

### QUALIFICATIONS | EDUCATION

- Industry experience since 2013
- Massaro experience since 2015
- The Pennsylvania State University
- Bachelor of Architectural Engineering/ Construction Mgt.

### QUALIFICATIONS | CERTIFICATIONS

- OSHA-30 Hour
- Site Emergency Procedures
- P-6 Critical Path Scheduling
- Procore Construction Mgt.
- BlueBeam
- Revit Architectural Models

### RELEVANT EXPERIENCE



K-12 Education



Large Scale Construction



Occupied Campus Environment



Renovations



Project Manager Experience



Major Sitework



MEP and Infrastructure



Public Works

### PROJECT EXPERIENCE

State College Area SD Spring Creek Elementary State College, Pennsylvania \$18,800,000	Penn Hills Entrepreneurship Charter School Penn Hills, Pennsylvania \$10,000,000	Penn State University Room 211 Complex Renovation, Wartik Laboratory University Park, Pennsylvania \$1,000,000
State College Area SD Radio Park Elementary State College, Pennsylvania \$23,600,00	Central Greene County SD Waynesburg High School Waynesburg, Pennsylvania \$4,000,000	Robinson Township New Police Station Pittsburgh, Pennsylvania \$4,000,000
State College Area SD Curl Street K-5 Renovations State College, Pennsylvania \$14,700,000	DuBois Area School District Wasson Elementary School DuBois, Pennsylvania \$14,423,000	Penn State University Women's Volleyball Locker Room Renovation University Park, Pennsylvania \$450,000
Cumberland Valley SD Winding Creek Elementary Mechanicsburg, Pennsylvania \$22,000,000	DuBois Area School District Oklahoma Elementary School DuBois, Pennsylvania \$12,500,000	Hershey Medical Center Benner Pike Office State College, Pennsylvania \$450,000
Cumberland Valley SD Mountain View Middle School Mechanicsburg, Pennsylvania \$45,195,000	Penn State University Materials Research Lab University Park, Pennsylvania \$18,000,000	

### PROJECT ROLE

As co-project manager, Sydney's project responsibilities include the following:

- Provide preconstruction phase team support for front end specification, schedule, constructability reviews and bidding
- Evaluate and review all changes in the work and manage cost control and risk planning
- Oversee the submittal process, RFIs, meeting minutes and change events through Procore management software.
- Establish and maintain weekly relations and communication with owner, architect, and prime contractors
- Lead owner/architect and prime contractor coordination meetings and documentation
- Monitor and manage the owner's monthly financial tasks relative to the prime contracts as well as the change management process and monthly reporting process
- Oversee the construction close-out phase and documentation for the owner
- Coordinate prime contractor project schedule and updates



# DAN KIEFER

CHIEF ESTIMATOR

Dan Kiefer joined Massaro in 2004 to facilitate the development of an Agency Construction Management division. During Dan's tenure at Massaro he has acted in several roles including director of preconstruction, business development and senior project manager. Through his various assignments, Dan has gained extensive experience in preconstruction services. His ability to work with the owners and the project design team allows him to lead the team to provide accurate estimates and comprehensive construction documents. Dan has worked directly with the proposed Massaro team members on most all of the projects listed below.

## QUALIFICATIONS | EDUCATION

- Industry experience since 1984
- Massaro experience since 2004
- University of Pittsburgh/BA/ Architectural Studies

## QUALIFICATIONS | EDUCATION

- OSHA 10-Hour
- PA Certified EMT

## PROFESSIONAL AFFILIATIONS

- Forbes Road Career Technology Center Advisory Board
- Murrysville Medic 1 Volunteer
- Make-A-Wish Volunteer

## RELEVANT EXPERIENCE



Large Scale Construction



Preconstruction Estimating



K-12 Education



Major Sitework



New Construction



Renovations



MEP and Infrastructure



City and Government

## PROJECT EXPERIENCE

*State College Area SD*

*High School*

*State College, Pennsylvania*

*\$117,000,000*

*Beaver Area School District*

*Phase III Improvements*

*Beaver, Pennsylvania*

*\$4,000,000*

*Plum Borough School District*

*Pivik Elementary*

*Plum Borough, Pennsylvania*

*\$14,093,000*

*State College Area SD*

*Radio Park Elementary*

*State College, Pennsylvania*

*\$23,600,00*

*Bethel Park School District*

*Replacement High School*

*Bethel Park, Pennsylvania*

*\$70,595,000*

*North Allegheny School District*

*Bradford Woods Elementary,*

*Marshall Elementary and*

*Marshall Middle Schools*

*Pittsburgh, Pennsylvania*

*\$20,030,000*

*State College Area SD*

*Corl Street K-5 Renovations*

*State College, Pennsylvania*

*\$14,700,000*

*Bethel Park School District*

*New Elementary School*

*Bethel Park, Pennsylvania*

*\$108,832,000*

*North Allegheny SD*

*Franklin Elementary*

*Additions & Renovations*

*Pittsburgh, Pennsylvania*

*\$26,000,000*

*Cumberland Valley SD*

*Winding Creek Elementary*

*Mechanicsburg, Pennsylvania*

*\$22,000,000*

*Penn-Trafford School District*

*High School renovations*

*Harrison City, Pennsylvania*

*\$21,441,000*

*North Allegheny SD*

*McKnight Elementary*

*Pittsburgh, Pennsylvania*

*\$16,000,000*

*Cumberland Valley SD*

*Mountain View Middle School*

*Mechanicsburg, Pennsylvania*

*\$45,195,000*

*Avonworth School District*

*Primary Center*

*Pittsburgh, Pennsylvania*

*\$22,460,000*

## PROJECT ROLE

As chief estimator, Dan's project responsibilities include the following:

- *Develop and maintain design phase and responsibility matrix for precon assignments*
- *Develop and manage design phase milestone schedule review tasks*
- *Manage estimating process for construction design documents*
- *Work with design professionals to develop front end specifications*
- *Manage constructability review process to improve the design documents*
- *Manage bid phase process*
- *Site managers and project managers during the start of the construction phase*
- *Assist CM team with change event cost review/verification during construction*



# TIM JONES P.E., LEED® AP BD+C

PRECON COORDINATOR FOR STRUCTURAL CONSTRUCTABILITY

Tim joined Massaro in 2010 and is a highly valued project manager. Prior to employment with Massaro, Tim worked as a structural design engineer and maintains his professional engineering license. He has also served as the lead project manager on a host of large-scale healthcare and higher education projects with complex logistics on occupied campuses. He is experienced in providing leadership for both the preconstruction and construction phases, all while maintaining the highest level of customer service available in the industry.

## EDUCATION

- Industry experience since 2004
- Massaro experience since 2010
- Pennsylvania State University
- BS/Masters of Architectural Engineering

## QUALIFICATIONS | CERTIFICATIONS

- Professional Engineer, Commonwealth of PA
- LEED® AP
- OSHA 30-Hour
- First Aid/CPR/AED
- Aerial Lift Operator
- Permit Required Confined Space Rescue

## RELEVANT EXPERIENCE



New Construction



Renovations



Multi-Family Housing



Healthcare Experience



Major Sitework



Project Management Experience



Large Scale Construction



MEP and Infrastructure

## PROJECT EXPERIENCE

*State College Area*

*School District - Memorial Field*

*State College, Pennsylvania*

*\$14,000,000*

*WVUMedicine*

*Jackson Hospital*

*Renovation and Addition*

*Ripley, WV*

*\$27,500,000*

*Atlantic Aviation*

*CBP Office Fit-out*

*Pittsburgh, Pennsylvania*

*\$2,300,000*

*State College Area*

*School District - High School*

*State College, Pennsylvania*

*\$121,000,000*

*Lifepoint*

*BHF Youngstown*

*Youngstown, Ohio*

*\$34,209,353*

*Robinson Township*

*New Police Station*

*Pittsburgh, Pennsylvania*

*\$4,000,000*

*Carnegie Mellon University*

*Frew Street Utilities*

*Pittsburgh, Pennsylvania*

*\$3,300,000*

*Lifepoint*

*IRF Youngstown*

*Youngstown, Ohio*

*\$34,741,816*

*Allegheny County*

*Courthouse Roof Replacement*

*Phase 2*

*Pittsburgh, Pennsylvania*

*\$10,000,000*

*Pennsylvania State University*

*Henderson Project Phase I*

*Biobehavioral Health Building*

*University Park, Pennsylvania*

*\$34,000,000*

*Lifepoint Health*

*Conemaugh Memorial Medical*

*New Building D*

*Johnstown, Pennsylvania*

*\$62,000,000*

*North Allegheny SD*

*Franklin Elementary*

*Pittsburgh, Pennsylvania*

*\$23,467,000*

*Pennsylvania State University*

*Henderson Project Phase II*

*HHD Building*

*University Park, Pennsylvania*

*\$45,000,000*

*Pittsburgh Parking Authority*

*Ninth & Penn Parking Garage*

*Demolish Existing Garage &*

*Replace with New Garage*

*\$25,000,000*

*North Allegheny SD*

*McKnight Elementary*

*Pittsburgh, Pennsylvania*

*\$15,360,000*

## PROJECT ROLE

As precon coordinator for structural constructability, Tim's project responsibilities include the following:

- Participate in the pre-construction meetings
- Responsible for the structural component of the constructability review
  - Deep foundations
  - Foundations
  - Super-structure
  - Retaining walls
- Assist in any value engineering if necessary
- Assist with milestone schedule
- Assist with site logistics development



# KEITH SMITH

BUILDING SITE MANAGER

Keith began in the construction industry in 1981 as a carpenter and quickly developed into a lead site manager for educational, medical, and commercial projects. Keith joined the Massaro team in 2012 to be assigned as the lead site manager for multiple complex projects. As project manager, Keith is responsible for coordinating the construction effort of the owner's contractors, monitoring adherence to site safety procedures, site logistics, and quality assurance throughout the construction process. Keith is focused on achieving the highest level of project success possible.

## PROJECT EXPERIENCE

<i>The Pennsylvania State University Job Order Contract Project Manager Multiple Project at PSU University Park, Pennsylvania \$30k - \$3,000,000</i>	<i>State College Area School District High School State College, Pennsylvania \$117,000,000</i>	<i>Crawford County AVTS Renovations Meadville, Pennsylvania \$10,000,000</i>
<i>The Pennsylvania State University Materials Research Laboratory University Park, Pennsylvania \$16,000,000</i>	<i>DuBois Area School District Wasson Elementary School DuBois, Pennsylvania \$14,400,000</i>	<i>Barberton School District Barberton Elementary East Barberton, Ohio \$15,500,000</i>
<i>The Pennsylvania State University Henderson Projects Phases I &amp; II Biobehavioral Health and Human Development University Park, Pennsylvania \$74,928,000</i>	<i>DuBois Area School District Oklahoma Elementary School DuBois, Pennsylvania \$12,500,000</i>	<i>SCI Benner New Inmate Housing Facilities Belleville, Pennsylvania \$200,000,000</i>
<i>The Pennsylvania State University Main Campus Steam Systems, Site Utility, and Roadway Improvements University Park, Pennsylvania</i>	<i>Ephrata School District High School Renovations Ephrata, Pennsylvania \$18,000,000</i>	<i>Lock Haven University Willis Health Professions and Facilities Building Renovation Lock Haven, Pennsylvania</i>
	<i>West Allegheny SD High School Renovations Imperial, Pennsylvania \$26,000,000</i>	

## QUALIFICATIONS | EDUCATION

- Industry experience since 1981
- Massaro experience since 2012
- Building Trades - Independent Contractor

## QUALIFICATIONS | CERTIFICATIONS

- OSHA-30 Hour
- CPR/First Aid
- Forklift Operator
- Aerial Work Platform
- AED
- Confined Space Training
- Certified in M-7 Gas Line, Preventing CSI-CDT
- Drone Operator

## RELEVANT EXPERIENCE



Interior Fit-out



Government Site Management Experience



New Construction



Renovations



MEP and Infrastructure



Demolition



Public Works



Major Sitework

## PROJECT ROLE

As building site manager, Keith's project responsibilities include the following:

- Lead the safety efforts throughout the duration of the project
- Responsible for customer satisfaction and overall success of the project
- Determine construction schedule and prepare regular updates for all project stakeholders
- Evaluate all changes in the work and diligently manage cost control
- Review and approve all submittals
- Administer quality assurance
- Establish and maintain relations and communication with all project stakeholders
- Manage all project finances
- Lead owner/architect and subcontractor meetings
- Coordination of all trades



# BRIAN MCDOWELL

## EXCAVATION AND SITE UTILITY COORDINATOR

Brian has been in the construction industry for more than 17 years and joined Massaro with a wealth of relevant commercial building experience. With a degree in civil engineering and training as an estimator, he has a great understanding of the construction process and is highly detail oriented. He has a strong focus on building relationships with owners and leading project teams to understand the importance of process, meeting milestones, maintaining budgets and delivering a successful project outcome on time.

### QUALIFICATIONS | EDUCATION

- Industry experience since 2008
- Massaro experience since 2025
- Pennsylvania College of Technology
  - B.S., Civil Engineering
  - A.A.S., Surveying

### CERTIFICATION

- ICRA

### PROJECT EXPERIENCE

<i>Penn State University Indoor Air Structure University Park, Pennsylvania \$ 8,846,818</i>	<i>Penn State University Job Order Contract Project Manager Multiple Project at PSU University Park, Pennsylvania \$30k - \$3,000,000</i>	<i>Legacy Truck Centers New Facility Sitework Brookville, Pennsylvania Williams Companies Compressor Station 535 Rebuild Sitework Wharton, Pennsylvania</i>
<i>Penn State University Jeffrey Field University Park, Pennsylvania \$6,107,211</i>	<i>West Branch Area School District Stadium Improvements Paving Morrisdale, Pennsylvania</i>	<i>PA Game Commission Winslow Hill Elk Viewing Area Benezette, Pennsylvania</i>
<i>Penn State University Manhole Replacement University Park, Pennsylvania \$1,300,000</i>	<i>UPMC Cole Memorial East Parking Lot Coudersport, Pennsylvania</i>	<i>Shell Appalachia Cowanesque River Water Withdrawal Westfield Twp, Pennsylvania</i>
<i>Penn State University Steam Tunnel Repair University Park, Pennsylvania \$30,000</i>	<i>City of DuBois Maple Ave Reconstruction DuBois, Pennsylvania</i>	<i>Bradford Area School District Bus Garage Lot Rebuild Bradford, Pennsylvania</i>

### RELEVANT EXPERIENCE



Project Manager



Interior Fit-out



Historic Renovations



Renovations



New Construction



Retail



MEP



Occupied Health Care

### PROJECT ROLE

As excavation and site utility coordinator, Brian's project responsibilities include the following:

- Lead the safety efforts throughout the duration of the project
- Responsible for customer satisfaction and overall success of the project
- Determine construction schedule and prepare regular updates for all project stakeholders
- Evaluate all changes in the work and diligently manage cost control
- Review and approve all submittals
- Administer quality assurance
- Establish and maintain relations and communication with all project stakeholders
- Manage all project finances
- Lead owner/architect and subcontractor meetings
- Coordination of all trades



# MATTHEW HELM

EXCAVATION/SITE UTILITY SITE MANAGER

Prior to graduating from Penn State, Matt began his career in construction in 2014. Because of his excellent communication and management skills, he has found success as a superintendent. Matt has worked on a variety of projects varying in size, scope and cost with a strong concentration on construction management and surveying. His project experience includes infrastructure and higher education projects. Through experience, Matt has gained extensive supervisory and management skills.

## QUALIFICATIONS | EDUCATION

- Industry experience since 2014
- Massaro experience since 2023
- Pennsylvania State University
  - B.S., Wildlife Science

## QUALIFICATIONS | CERTIFICATIONS

- OSHA 30 hour

## PROJECT EXPERIENCE

<i>Penn State University</i> <i>Manhole Replacement</i> <i>University Park, Pennsylvania</i> <i>\$1,300,000</i>	<i>Prior to joining Massaro:</i>  <i>Pennsylvania State University</i> <i>West Steam Tunnel 1</i> <i>University Park, Pennsylvania</i>
<i>Penn State University</i> <i>Steam Tunnel Repair</i> <i>University Park, Pennsylvania</i> <i>\$30,000</i>	<i>Pennsylvania State University</i> <i>West Steam Tunnel 2</i> <i>University Park, Pennsylvania</i>
<i>Penn State University</i> <i>Job Order Contract</i> <i>Superintendent</i> <i>Multiple Project at PSU</i> <i>University Park, Pennsylvania</i> <i>\$30k - \$3,000,000</i>	<i>Pennsylvania State University</i> <i>Liberty Arts Building Reno</i> <i>University Park, Pennsylvania</i>
<i>Centre County</i> <i>Centre Crest Senior Living</i> <i>Adaptive Reuse</i> <i>Bellefonte, Pennsylvania</i> <i>\$485,060</i>	<i>Pennsylvania State University</i> <i>Steam Manhole Replacement</i> <i>University Park, Pennsylvania</i>

## RELEVANT EXPERIENCE



Higher Education Experience



Government Site Management Experience



Public Works



Major Sitework



New Construction



Renovations



MEP and Infrastructure



Occupied Campus Higher-ed

## PROJECT ROLE

As excavation/site utility site manager Matt's project responsibilities include the following:

- *Manage the overall project safety*
- *Weekly planning coordination*
- *Coordinate prime contractors' activities related to schedule, quality control, and review materials and work-in-place to assure compliance with the contract documents*
- *Create and maintain all open contractor communication for subcontracts, submittals, and schedule coordination*
- *Maintain and update project record documents*
- *Lead "Pull Planning" sessions with the contractors*
- *Conduct and lead construction coordination meetings on-site*
- *Create and distribute meeting minutes from the construction coordination meetings*



# SETH PEPMEYER

## PROJECT ENGINEER

Seth has been working in the construction industry since graduating from Chatham University with a degree in interior architecture. He is an eager, team player gaining experience in working within multiple levels and across numerous industries within organizations. Seth began as an intern with Massaro CM Services later being hired on as a project engineer. His career thus far has focused on k-12 projects. Seth is well versed in quality control, maintaining site safety and understanding owners requirements.

### QUALIFICATIONS | EDUCATION

- Industry experience since 2018
- Massaro experience since 2024
- Chatham University
  - Bachelors of Science, Interior Architecture

### QUALIFICATIONS | CERTIFICATIONS

- OSHA 10
- CPR/First Aid

### PROJECT EXPERIENCE

<i>Norwin School District</i>	<i>Bethel Park School District</i>
<i>Knights Stadium Improvements</i>	<i>New Elementary School</i>
<i>North Huntingdon, Pennsylvania</i>	<i>Bethel Park, Pennsylvania</i>
<i>\$515,865</i>	<i>\$108,832,000</i>
<i>Norwin School District</i>	<i>Avonworth SD</i>
<i>Performing Arts Center</i>	<i>Middle /High School Renovation</i>
<i>North Huntingdon, Pennsylvania</i>	<i>Pittsburgh, Pennsylvania</i>
<i>\$160,960</i>	<i>\$26,520,000</i>
<i>Carlynton School District</i>	<i>Centre County</i>
<i>Carnegie Elementary</i>	<i>Centre Crest Senior Living Facility</i>
<i>Carnegie, Pennsylvania</i>	<i>Bellefonte, Pennsylvania</i>
<i>\$500,000</i>	<i>\$25,746,429</i>
<i>Trinity Area SD</i>	
<i>Middle School Renovations</i>	
<i>Washington, Pennsylvania</i>	
<i>\$59,402,955</i>	

### RELEVANT EXPERIENCE



Large Scale Construction



K-12 Education



New Construction



Sitework



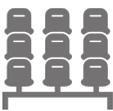
Public Works



Renovations



MEP and Infrastructure



Stadium Experience

### PROJECT ROLE

As project engineer, Seth's project responsibilities include the following:

- *Adhere and enforce safety standards*
- *Review submittals*
- *Manage RFIs and change orders*
- *Record and distribute meeting minutes*
- *Oversee the project scheduling*
- *Review and distribute blueprints & specifications*
- *Manage communications with owner, architect and subcontractors*
- *Facilitate permitting*
- *Assist with awarding subcontractor packages*
- *Coordinate the punchlist and close-out process*
- *Track expenditures and project costs*

# SECTION 4

## MANAGEMENT PLAN



## SECTION 4

# MANAGEMENT PLAN



### OUR APPROACH AND SCOPE OF SERVICES

Massaro CM Services (MCMS) approaches every K-12 project with the understanding that schools are not just buildings, but vital community assets. For the Park Forest Middle School project, we will apply the same tested processes that have been successfully implemented across SCASD's high school, delta program, and elementary school projects.

Our scope begins in preconstruction, where we focus on aligning design decisions with the district's conditions of satisfaction (COS). We then transition into construction with disciplined oversight, transparent communication, and careful coordination of multiple prime contractors.

Massaro employs Lean construction principles to minimize waste, maximize value, and promote continuous improvement. By involving SCASD, Crabtree Rohrbaugh & Associates, and all stakeholders early, we create shared goals and build trust that carries through the entire project lifecycle. Our management style is proactive and collaborative, ensuring that challenges are addressed before they escalate.

Our scope of services will include:

- Development and monitoring of the preconstruction and construction master schedule.
- Detailed cost estimating at each design milestone.
- Constructability reviews to identify coordination gaps and reduce potential change orders.

- Oversight and daily presence of on-site field staff.
- Management of prime contractor performance, safety, and compliance.
- Implementation of Procore for real-time project documentation, communication, and reporting.
- Close-out services, including punch list coordination, warranty review, and delivery of complete as-built records.

### SAFETY ABOVE ALL, BY ALL

Massaro's "Safety Above All, by All" slogan reflects our unwavering commitment to protecting everyone connected to a project. At its core, the message is simple: nothing is more important than ensuring the safety of students, staff, faculty, and visitors, as well as every worker on site.

Our team makes safety a daily priority by carefully planning, monitoring, and enforcing strict protocols. Just as important, we work closely with contractors to uphold the highest standards of safety planning and implementation—so that every individual goes home safely to their families at the end of each workday.

To create and maintain this culture, Massaro establishes clear and enforceable safety requirements within the project's front-end specifications, ensuring that safety is "purchased" in the bid documents. This approach guarantees that expectations are understood from the outset. Once construction begins, we reinforce this culture through rigorous daily monitoring, continuous training, and accountability measures.



## SECTION 4 - MANAGEMENT PLAN

### K-12 WORKER CLEARANCE MANAGEMENT

Massaro CM fully understands the critical importance of protecting all students from exposure to workers who may have prior issues, convictions, or other legal actions involving children. If SCASD requires full worker clearances for the Park Forest project, you can be confident that our proven process and extensive experience will provide the highest level of protection.

Our detailed front-end specifications in the bid documents place full responsibility on contractors to ensure that only properly cleared workers are present on site. In addition, Massaro's process, coordinated directly with SCASD's worker approval protocols, creates a multi-layered system of checks and reviews for every individual. This ensures complete compliance and peace of mind for the district.

Please refer to the chart below for a summary of our recent experience managing large volumes of worker clearances.

#### CHART OF EXPERIENCE MANAGING K12 WORKER CLEARANCES

(Act 33/34 PA Criminal; Act151 PA Child Abuse Act 114 FBI Fingerprinting; Act 24 Arrest/Conviction Form; Act 168 Misconduct/Abuse Form)

PROJECT NAME	YEAR	CLEARANCES PROCESSED	CLEARANCES REJECTED
CVSD - MOUNTAIN VIEW MS	2016	475	10
CVSD - WINDING CREEK ELEM.	2016	469	10
SCASD - CORL STREET ELEM	2016	345	9
SCASD - RADIO PARK ELEM	2016	399	3
SCASD - SPRING CREEK ELEM	2016	307	1
FRANKLIN REGIONAL - PRIMARY	2017	301	11
FRANKLIN REGIONAL - INTERMEDIATE	2017	304	13
NASD - FRANKLIN ELEMENTARY	2018	254	24
NASD - MCKNIGHT ELEMENTARY	2018	282	7
DASD - WASSON ELEMENTARY	2019	208	0
DASD - OKLAHOMA ELEMENTARY	2020	200	0
AVONWORTH HS/MIDDLE SCHOOL	2021	249	5
TRINITY MIDDLE SCHOOL ADDITION & RENO.	2021	415	18
BEAVER AREA SCHOOL DISTRICT - PHASE III	2021	NOT REQUIRED	NOT REQUIRED
BEAVER AREA SCHOOL DISTRICT - PHASE IV	2022	156	5
BEAVER AREA SCHOOL DISTRICT - ABATEMENT	2022	40	8
BEAVER AREA SCHOOL DISTRICT - PHASE V	2022	210	12
CGSD - WAYNESBURG HIGH SCHOOL	2022	143	7
CGSD - WAYNESBURG HIGH SCHOOL PHASE 2	2022	68	2
PENN HILLS SCHOOL FOR ENTREPRENEURSHIP	2023	196	4
BETHEL PARK NEW ELEMENTARY SCHOOL	2024	61	0
CUMBERLAND VALLEY SCHOOL DISTRICT	2024	124	6
<b>TOTALS</b>	<b>8 YEARS</b>	<b>5206</b>	<b>149</b>
<b>24 PROJECTS FOR 11 SCHOOL DISTRICTS</b>			

### QUALITY ASSURANCE AND ROOF WORK EXPERIENCE

Quality assurance is at the core of our management philosophy. During design, our team performs layered reviews of all documents to ensure that information is complete, coordinated, and consistent across trades. We focus on eliminating the types of discrepancies, such as missing tie-ins or unclear detail references, that could become changer orders. During construction, our QA/QC strategy is carried out through pre-installation meetings, daily inspections, and weekly progress reviews.

Roofing systems are among the most critical building components for long-term performance. MCMS has extensive experience managing roof scopes across SCASD projects, including occupied campuses where phased replacement and temporary weather protection were necessary. We carefully review manufacturer requirements, warranty conditions, and installation sequencing to ensure roofs meet both performance and durability expectations. For Park Forest Middle School, this will include proactive coordination of tie-ins, flashing details, and phasing so that the school remains weather-tight at all times.

## SECTION 4 - MANAGEMENT PLAN

### IN-HOUSE EXPERTISE

In addition to the core project team, MCMS will bring specialized in-house expertise to this project. These resources are available to SCASD as needed during preconstruction and construction to resolve technical issues quickly and reduce reliance on outside consultants. Our support team includes:

- Director of Safety – A full-time resource with advanced OSHA and Red Cross certifications, responsible for ensuring site-specific safety planning and monitoring.
- BIM Manager – Skilled in Revit and other design platforms, supporting design coordination, clash detection, and visualization for stakeholder decision-making.
- Soils and Structural Engineers – Providing technical input on foundations, site conditions, and structural systems.
- Mechanical Systems Specialists – Assisting with MEP/FP constructability, commissioning, and performance verification.

This interdisciplinary support ensures SCASD benefits from timely, informed input across all major systems.

### COST ESTIMATING

Cost control is one of the greatest concerns on large K-12 projects, and MCMS has developed a reliable estimating process to give owners confidence at every stage of design. Estimates are prepared by discipline (architectural/structural, mechanical, electrical, and sitework) and are reviewed in detail by our project team. Our approach is data-driven, using a combination of SCASD's historical project data, current market conditions, and regional bid results.

At each design phase, estimates are paired with value engineering and constructability recommendations. These are carefully developed to reduce costs without compromising scope or quality. For example, roofing systems may be evaluated for alternate assemblies or installation approaches that achieve durability and performance at a reduced cost. This transparent process allows SCASD to make informed decisions and maintain alignment with project budgets.

### CLAIMS AND DISPUTE RESOLUTION

MCMS' approach to claims and disputes is to prevent them before they arise. Our proactive constructability reviews, detailed

front-end specifications, and clear assignment of contractor responsibilities significantly reduce the potential for disputes. We are experienced in drafting bid documents that close loopholes and prevent ambiguity, minimizing opportunities for contractors to seek additional compensation after award.

When disputes do occur, MCMS' strength lies in documentation and transparency. Using Procore, we maintain contemporaneous records of daily activities, RFIs, submittals, meeting minutes, and change events. This ensures SCASD always has the evidence necessary to support a fair and timely resolution. Our history with SCASD and other districts shows that claims are minimized through this disciplined approach, and those that do occur are resolved without disruption to the project.

### PROJECT MANAGEMENT SOFTWARE

Procore is MCMS' standard project management platform and has been used successfully on all recent SCASD projects. Procore gives the entire project team, including SCASD, CRA, and all prime contractors, real-time access to critical project information. The system organizes submittals, RFIs, daily logs, change events, cost tracking, and photo documentation in a single centralized location.

Our team is highly proficient in deploying and managing Procore. This not only improves transparency but also reduces administrative delays, ensures all stakeholders are working from the most current information, and creates a permanent project archive for SCASD's future use. In our experience, the consistent use of Procore has been one of the most effective tools in reducing risk and improving communication on multi-prime K-12 projects.

### PROJECT SCHEDULE MANAGEMENT

The Park Forest Middle School project will require disciplined management of the Primavera P6 schedule, which is critical for coordinating multiple prime contractors. Massaro CM's team has extensive experience using this tool to benefit K-12 clients, ensuring that complex projects are delivered on time and with minimal disruption.

All of our project managers are proficient in developing, updating, and analyzing schedules in Primavera P6, and they are supported by a full-time, in-house scheduler. This depth of expertise allows us to create schedules that are both detailed and realistic, while also adaptable to changing project conditions.

We embed scheduling processes and compliance requirements directly into the front-end specifications of bid documents. This

## SECTION 4 - MANAGEMENT PLAN

guarantees that prime contractors take ownership of coordination and accountability for schedule adherence from day one. Effective schedule development begins with defining the overall scope, breaking it into detailed work activities, and integrating each contractor's responsibilities into a single, cohesive baseline schedule.

Our role is to rigorously review and confirm that logic ties, resource allocations, and critical paths are properly established so the schedule reflects a feasible sequence of work. Once construction begins, ongoing updates are essential to track progress, identify potential delays, and evaluate the impact of changes. Massaro collects input from each prime contractor and integrates it into the master schedule, typically reviewed monthly as a standing agenda item in Owner/Architect/Contractor (OAC) meetings.

For the Park Forest project, while the General Contractor will develop and manage the baseline schedule, Massaro's responsibility to SCASD remains unchanged: we will assist contractors with updates, thoroughly review the logic and progress, and provide SCASD with accurate monthly assessments of schedule status.

By maintaining schedule integrity through disciplined updating, reporting, and analysis, Massaro will give SCASD and all stakeholders clear visibility into project performance. Properly managed, Primavera P6 becomes an essential tool to drive coordination, mitigate risks, and keep the project on track and within budget.

### CONSTRUCTION PHASE MANAGEMENT EXPERIENCE RELATED TO LEED REQUIREMENTS

Massaro CM has numerous certifications for LEED, WELL, Passive Haus and the Living Building Challenge and has extensive experience on sustainable projects. We are experienced and qualified to manage and coordinate, the construction phase documentation and all final commissioning work as determined by the design professionals. A partial listing of some of our LEED certified projects is as follows:

- The Fred R Rogers Center – St. Vincent College Latrobe PA
- Gold Certification – First new construction project to achieve "Gold" certification in the Commonwealth of Pennsylvania
- Oglebay Hall & Ming Hsieh Hall – West Virginia University, Morgantown, WV – Leed Certified
- Foundation for Indiana University of Pennsylvania – Phase 1 – Indiana PA – LEED Certified

- Lamar Advertising Corporate Headquarter Pittsburgh, PA- LEED Certified
- Indiana University of PA – Northern Suites Residential Revival – Indiana PA – LEED Certified
- Foundation for Indiana University of PA – Ruddock Hall & Suites on Maple – Indiana PA – LEED Certified
- Massaro Construction Group Corporate Offices – Pittsburgh PA - LEED Certified

### STUDENT ENGAGEMENT

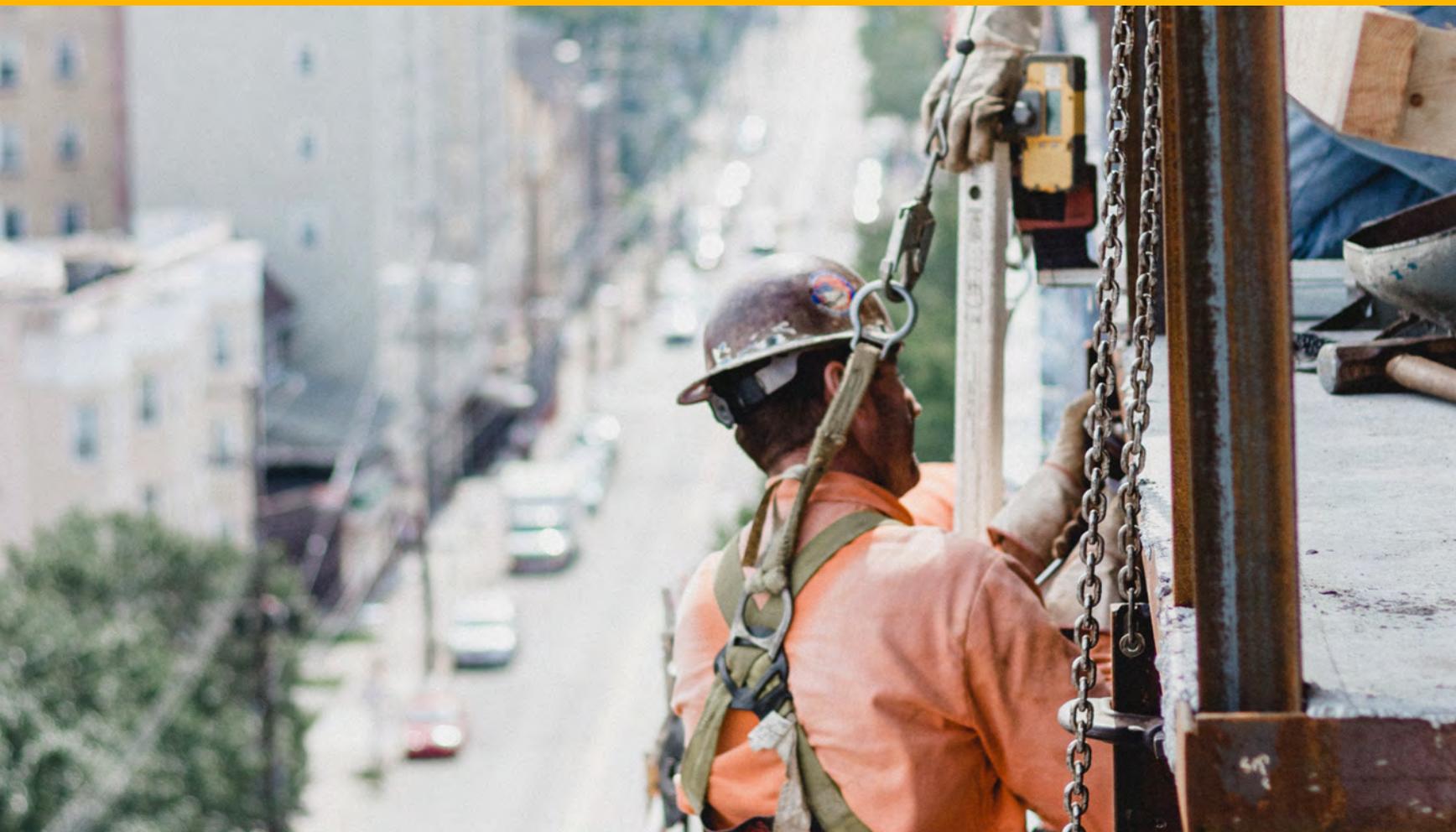
Massaro CM Services strongly believes that various components of a construction project provide unique hands on opportunities to engage the students to relate the construction work to their current classroom activities and to their future career goals. Whether it be considering college for engineering, architectural or trade schools, a construction project provides an excellent resource to expose the SCASD students to a close by and applicable learning experience

The planned Park Forest Middle School is made up of surveying, drawings, planning, mechanical systems, graphs and other math related aspects that can be presented to the students to share the construction experience occurring at their own school. During our work at the SCASD high school and renovated elementary school, our project team routinely conducted this engagement program to your students through:

- Classroom visits to present the construction work progress and discuss its use of math, drawings, IT systems and communications relatable to the student's curriculum.
- Conducting student job site tours lead by our site managers to instruct the attendees on the safety programs, architectural/structural work and the plumbing/electrical/ HVAC and life safety systems
- Conduct class room presentations on careers in the construction industry and the recommended educational/ trade school and work experience paths for students

# SECTION 5

REFERENCES



## SECTION 5

## REFERENCES



### REFERENCES

Dr. Jeff Hadley  
Avonworth School District  
Superintendent  
412.369.8738  
jhadley@avonworth.k12.pa.us

Aaron Scott  
Trinity Area School District  
Director of Facilities and Transportation  
724.223.2000 x6508  
ascott@trinityhillers.net

Michael Willis  
Chief Executive Officer  
Central Penn College  
(717) 443-2311  
michaelwillis@centralpenn.edu

James Walsh, Ed.D.  
Superintendent  
Bethel Park School District  
301 Church Road  
Bethel Park, PA 15102  
412.854.8402  
walsh.james@bphawks.org

John Franek, Jr.  
Centre County  
County Administrator  
420 Holmes Street  
Bellefonte, PA 16823  
814.355.6700  
jfranek@centrecountypa.gov

John Bechtel  
Pennsylvania State University  
Asst. VP, Design and Construction  
201 Old Main  
University Park, PA 16802  
814-865-7079  
jrb115@psu.edu

"Massaro CM Services, LLC exceeded all expectations on our construction project, delivering exceptional quality, meticulous attention to detail, and unparalleled professionalism every step of the way. Their dedication and expertise made the entire process seamless and the results truly outstanding."

Aaron Scott, Facilities Manager  
Trinity Area School District

# SECTION 6

INSURANCE







# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
10/1/2025

**THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.**

**IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).**

<b>PRODUCER</b> Alliant Insurance Services, Inc. 1501 Reedsdale Street, Suite 3005 Pittsburgh PA 15233	<b>CONTACT NAME:</b> Alliant Insurance Services, Inc.
	<b>PHONE (A/C, No, Ext):</b> _____ <b>FAX (A/C, No):</b> _____ <b>E-MAIL ADDRESS:</b> CSGPghCertRequest@alliant.com
<b>INSURED</b> Massaro Construction Management Services, LLC 120 Delta Drive Pittsburgh, PA 15238	<b>INSURER(S) AFFORDING COVERAGE</b>
	<b>INSURER A:</b> Berkley Regional Insurance Com
	<b>INSURER B:</b>
	<b>INSURER C:</b>
	<b>INSURER D:</b>
	<b>INSURER E:</b>

**COVERAGES**                      **CERTIFICATE NUMBER: 56222689**                      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: _____						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ _____ \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ _____ \$
A	<input type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR    Y <input checked="" type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED    RETENTION \$			BCS 8800739-10	3/1/2025	3/1/2026	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 _____ \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE    OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**  
Re: State College School District.  
  
State College School District and State College Area School District are included as Additional Insureds on a Primary and Non-Contributory basis as respects Excess Liability where required by written contract or agreement.

<b>CERTIFICATE HOLDER</b>  State College School District Attn: Randy L Brown, Finance and Operations Office 240 Villa Crest Drive State College PA 17350	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



# SECTION 7

FEE



# SECTION 7

## FEE PROPOSAL

Request for Proposal  
Construction Management Services

### CONSTRUCTION MANAGEMENT SERVICES

#### PROPOSAL FORM

Please submit this form indicating your fee for the scope of work as defined in the RFP.

The OWNER shall compensate the CONSTRUCTION MANAGER a Lump Sum Fixed fee of One Million, Eight Hundred, Eighty-One Thousand, Six Hundred Dollars (\$1,881,600.00) for Basic Services, during the Term of Service of this Agreement.

Progress payments for Basic Services for New Park Forest Middle School shall be made monthly in proportion to service performed in each phase of the projects. The compensation for each phase of service shall be as follows:

Construction Documents Phase – 4 month(s)	\$62,120.00
Bidding Phase – 0 month(s) <i>included in the above amount</i>	\$0.00
Construction Phase – 30 month(s)	\$1,819,480.00
TOTAL	\$1,881,600.00

Company: Massaro Construction Management Services, LLC

Printed Name: Steven Massaro, President

Signature: 

Date: 10/2/2025

**“I highly recommend Massaro Construction Management Services (MCMS) for any school construction or renovation projects. Nancy L. Rounsley, Senior Project Manager, and the entire MCMS team were exceptional during their work at Trinity Area School District. They completed the project early and under budget while prioritizing student and staff safety and accommodating our busy schedule. Their commitment to the District’s best interests was evident as they held contractors accountable, minimized change orders, and kept us well-informed with detailed presentations and regular updates. The professionalism and dedication of MCMS make them our top choice for future projects.”**

**- Dr. Michael P. Lucas  
Superintendent  
Trinity Area School District**



**Massaro**  
CM SERVICES, LLC

