

TOWN OF WELLESLEY



REPORTS TO THE SPECIAL TOWN MEETING

**TUESDAY, JUNE 5, 2018
7:00 P.M.**

**at the
MIDDLE SCHOOL AUDITORIUM
WELLESLEY MIDDLE SCHOOL**

**by the
ADVISORY COMMITTEE**

**and the
SCHOOL BUILDING COMMITTEE**

Please read this Report and bring it with you to Town Meeting.

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TOWN OF WELLESLEY



ADVISORY COMMITTEE LETTER

Special Town Meeting — Tuesday, June 5, 2018, 7:00 pm
Wellesley Middle School Auditorium

TERM ENDS 2018

Tom Fitzgibbons
Mike Hluchyj, Chair
Mark Kaplan, Vice Chair
Alena Poirier
Ria Stolle

TERM ENDS 2019

Jane Andrews
Rose Mary Donahue
Thomas Skelly, Vice Chair
Andrea Ward, Secretary

TERM ENDS 2020

Todd Cook
Mary Gard
Paul Merry
Lina Musayev
Betsy Roberti

To the Town Meeting Members of the Town of Wellesley:

May 23, 2018

A Special Town Meeting (STM) will convene on Tuesday, June 5, 2018, at 7:00 pm in the Wellesley Middle School Auditorium. All residents are welcome to attend. The proceedings may be viewed on Wellesley Media Corporation's Government Channel (Comcast Channel 8, Verizon Channel 40). The STM will also be live streamed at www.wellesleymedia.org/live-streaming.

I am writing on behalf of the Advisory Committee to provide you with an overview of the matters that this STM will address. The *Advisory Report* following this letter will discuss, in detail, Advisory's considerations and recommendations on the articles and related motions coming before this meeting.

This STM is to convene for the purpose of authorizing up to \$1 million in funding to conduct a feasibility study for options to replace the Hunnewell Elementary School at 28 Cameron Street. Feasibility is the first of three steps, each requiring Town Meeting approved funding, in a process that the Town follows for major capital projects. Following completion of the feasibility study, the Town will seek funding for design and, later, funding for construction. The construction costs, estimated to range between \$55 million and \$61.5 million depending on when construction begins, will also require a Town-wide debt exclusion vote.

The Town has embarked on major upgrades to its schools over the last two decades. Sprague and Bates were rebuilt in 2002 and 2004, respectively. The Middle School underwent a series of upgrades between 2006 and 2008, and this year's Annual Town Meeting approved design funding for steam pipe replacement and feasibility funding for projects that, when completed, will leave the Town with a "25-year school." The new High School was completed in 2012, and Fiske and Schofield were extensively renovated in 2015 and 2016. This leaves the Hardy, Hunnewell and Upham (HHU) elementary schools as the three remaining schools in need of extensive repairs, renovations, and/or replacement.

Problems at the three schools include:

- Heating systems, plumbing systems (including bathrooms), electrical systems, life safety/fire alarm systems, and windows beyond their useful life, resulting in frequent repairs, uneven heating and the constant threat of failure;
- Exterior envelopes (facades) in need of significant repairs;

- No sprinkler systems and combustible roof framing at Hardy and Upham;
- Lack of compliance with Americans with Disabilities Act (ADA);
- Modular classrooms being used well beyond their service life;
- Undersized classrooms not conducive to learning, with outdated finishes, cabinetry, lighting, doors and acoustical treatments;
- Lack of specialized spaces for delivery of services;
- One space used for gym, cafeteria and auditorium, which reduces time available for physical education classes and results in significant inefficiencies due to setup and changeover of the shared space; and
- Need to use hallways for storage and for one-on-one teaching space.

The School Committee (SC) has been looking into the HHU issue for some time. A complicating factor is that the school system is in a cycle of declining enrollment that supports the consolidation of elementary schools from seven to six. This has been extensively studied over the past six years, most recently by the HHU Master Planning Committee (HHU MPC), leading to a position adopted by the SC last year to replace Hunnewell—the only school that serves the southwest quadrant of the Town—and to replace either Upham or Hardy pending the results of a feasibility study. The HHU MPC recommended, and the SC agreed, that a third school would be rebuilt only if and when current enrollment trends were to reverse.

A further complication, though one that is of significant potential financial benefit to the Town, is that in December 2017 the Massachusetts School Building Authority (MSBA) invited the Town into a process that could lead to partial funding (approximately 31%) of the costs of rebuilding the Upham or Hardy elementary schools. Originally, the Warrant for this STM included Article 2, which sought to fund feasibility and schematic design for the building of an elementary school in partnership with the MSBA at either the Upham or Hardy sites. Although communications with the MSBA indicate that it is aware and supportive of the Town's plans to evaluate both Upham and Hardy as potential sites for the rebuilt school, the MSBA process contains certain criteria—including designating a specific school as the focus of the funding and mandating specific language in the warrant article used to obtain community funding for feasibility and schematic design—that have raised additional questions in recent weeks. The SC and Board of Selectmen (BOS), joint sponsors of Article 2, ultimately decided to withdraw Article 2 from this STM and take it up at a future STM, likely in October 2018, in order to allow additional time for dialogue with the MSBA and outreach to the community on the MSBA process.

The only substantive article before this STM, Article 3, seeks funding for a feasibility study for options to replace the Hunnewell Elementary School. This project will be funded entirely by the Town, will run separately from the Hardy-Upham MSBA project and, consistent with the standard Town process, will be managed by the School Building Committee (SBC). The proposed Hunnewell feasibility study will provide new and critical information, including the buildable options at the site and the possible timing for the project. Also included in this study will be educational programming needs; conceptual building designs; topography documentation; geotechnical, geoenvironmental, wetlands and hazardous materials investigations; and traffic and swing space considerations.

As discussed in the *STM Advisory Report* that follows, there is unanimous support by the Advisory Committee for moving forward with funding the feasibility study for the replacement of the Hunnewell Elementary School. This problem has been extensively studied over the last six years and the time has come to move forward to address the current building deficiencies for the benefit of our elementary school students and dedicated teaching staff.

I am thankful to my colleagues on the Advisory Committee, especially Jane Andrews, for their work on the *STM Advisory Report*. I am also appreciative of the citizens who attended the Public Hearing for this STM and voiced concerns and asked questions, as these were very helpful to the Advisory Committee. Finally, we should all be grateful to the members of the SC, School Administration, Facilities Management Department, HHU MPC, SBC and BOS for their tireless dedication and work to provide the Town with the proper school facilities required to offer the highest quality education to the children of Wellesley.

Sincerely,

Mike Hluchyj, Chair
Advisory Committee

ARTICLE 1. To see if the Town will vote to choose a Moderator and/or Town Clerk to preside over said meeting and to receive reports of Town officers, boards and committees, including the Report of the Advisory Committee; or take any other action in relation thereto.

Board of Selectmen

Advisory expects no motion under this Article.

~~**ARTICLE 2.** To see if the Town will vote to appropriate, borrow or transfer from available funds, the sum of \$2,500,000 (TWO MILLION FIVE HUNDRED THOUSAND DOLLARS), or any other sum, to be expended under the direction of the School Building Committee and the Permanent Building Committee for a feasibility study and schematic design of the Ernest F. Upham School located at 35 Wynnewood Road, Wellesley, MA for which feasibility study and schematic design the Town may be eligible for a grant from the Massachusetts School Building Authority. The MSBA's grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any costs the Town incurs in connection with the feasibility study in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town and, for the purpose of meeting such appropriation, to authorize the Town Treasurer, with the approval of the Board of Selectmen, to borrow said sum in accordance with Chapter 44, Section 7(1) of the Massachusetts General Laws, or any other enabling authority and to issue bonds or notes of the Town therefor, and that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of the issuance of such bonds or notes, may be applied to payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount to be borrowed to pay such cost by a like amount; or to take any other action in relation thereto.~~

Board of Selectmen and School Committee

The Board of Selectmen voted on May 14, 2018 to remove this Article from the Warrant.

ARTICLE 3. To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow \$1,000,000.00 (ONE MILLION DOLLARS), or any other sum, to be expended under the direction of the School Building Committee, for a feasibility study of the Hunnewell School located at 28 Cameron Street including architectural and engineering services and all associated costs related to the renovation, reconstruction, addition, consolidation or replacement of the Hunnewell School and, for the purpose of meeting such appropriation, to authorize the Town Treasurer, with the approval of the Board of Selectmen, to borrow said sum in accordance with Chapter 44, Section 7(1) of the Massachusetts General Laws, or any other enabling authority and to issue bonds or notes of the Town therefor, and that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of the issuance of such bonds or notes, may be applied to payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount to be borrowed to pay such cost by a like amount; or take any other action in relation thereto.

Board of Selectmen and School Committee

Introduction

Through this Article, the School Committee (SC) and the Board of Selectmen (BOS) seek Town Meeting approval to borrow up to \$1 million for architectural services to conduct a feasibility study for options to replace the Hunnewell School at 28 Cameron Street. This feasibility study represents one step in moving forward the Hardy, Hunnewell and Upham (HHU) elementary school projects that have been under discussion in the Town for many years.

Initially, under Article 2, the SC and BOS had sought approval to borrow up to \$2.5 million to conduct a feasibility study and schematic design to address the needs of the Upham School, likely by building a new school at either the Upham or the Hardy site, with partial funding from and in collaboration with the Massachusetts School Building Authority (MSBA). However, given questions that arose in the weeks leading up to this Special Town Meeting (STM) about the details of the MSBA process and requirements, and the need to address community concerns around the inability to specifically name the Hardy School in the Article 2 warrant language, both the SC and BOS voted to delay the Article 2 request until a future STM, potentially in early October 2018. The delay will give the SC and BOS the opportunity to engage in additional communication with and outreach to the community on the MSBA process and to complete the MSBA's Eligibility Period enrollment requirements before a fall STM.

Although the only issue before this STM is the request for funding the feasibility study at Hunnewell, the Advisory Committee, like the SC and BOS, believes it is critical to provide some background on the larger HHU context in order to assist Town Meeting and the community in their understanding of the issues.

Building Deficiencies

The need for extensive repairs, renovations, and/or replacement at each of the three Hardy, Hunnewell and Upham elementary schools has been well documented over the past decade. Shortly before the completion of the new High School in 2012, the SC began a program of addressing the capital needs at the Town's elementary schools and the Middle School. As a result of this program, described in more detail below, the Middle School has undergone a series of renovations, including projects approved at this spring's ATM, that, when completed, will leave the Town with a "25-year school." Of the seven elementary schools in Town, two had already been fully rebuilt (Sprague in 2002 and Bates in 2004) and two others were extensively renovated (Fiske and Schofield in 2015 and 2016).

Serious building deficiencies exist at each of the remaining three elementary schools. The Hunnewell School was built in 1938, with additions in 1957 and 1995 and the installation of two modular classrooms in 1993. The gym is one-third of the MSBA standard size for a gym, and the sprawling floor plan layout makes for difficult student transitions during the school day. The Hardy School was built in 1924, with additions in 1925 and 1957 and the installation of four modular classrooms in 1993 and 1997. The Upham School was built in 1957, with an addition in 1967 and the installation of two modular classrooms in 1993.

Problems at the three schools include:

- Heating systems, plumbing systems (including bathrooms), electrical systems, life safety/fire alarm systems, and windows beyond their useful life, resulting in frequent repairs, uneven heating and the greater threat of shutdown;
- Exterior envelopes (facades) in need of significant repairs;
- No sprinkler systems and combustible roof framing at Hardy and Upham;
- Lack of compliance with Americans with Disabilities Act (ADA);
- Modular classrooms being used well beyond their service life;

- Undersized classrooms not conducive to learning, with outdated finishes, cabinetry, lighting, doors and acoustical treatments;
- Lack of specialized spaces for delivery of services;
- One space used for gym, cafeteria and auditorium (the “cafe-gym-atorium”), which reduces time available for physical education classes and results in significant inefficiencies due to setup and changeover of the shared space;
- Inadequate storage space;
- Need to use hallways for storage and for one-on-one teaching space;
- Lack of properly sized, secured and air-conditioned IT/Data rooms; and
- Significant seismic and structural strengthening required for any major renovation.

Elementary Enrollment and School Size

Since 2009, there has been a noticeable decline in Wellesley’s elementary school population. The recent peak elementary enrollment of 2,481 students occurred in 2008-09; the current 2017-18 enrollment is 2,209 students. This is a decline of 272 students or 11% in less than ten years. The School Department projects that elementary enrollment will continue to decline, with current projections of 2,156 for 2018-19, 2,066 for 2019-20 and 2,010 for 2020-21.

Outside consultants have confirmed this trend. To supplement the School Department’s annual enrollment projections, the Town contracted with the nationally-recognized demographic consulting firm, Cropper GIS, in March 2013 to develop forecasts based on Wellesley’s demographics, historical trends and real estate activity. Additionally, under the auspices of the HHU Master Planning Committee (HHU MPC) (described below), the Town hired FutureThink in 2016, and that firm’s work further confirmed the observed downward trend.

The number of 40B projects currently proposed in the Town has raised concerns about the possibility of large numbers of additional new students. The School Department and the SC are closely watching developments, but based on continued demographic trends in Wellesley and across Massachusetts, they do not anticipate that these developments alone will substantively impact enrollment planning. Both the Cropper and the FutureThink analyses evaluated real estate trends and contemplated the possibility of future increased housing density and its likely effect on the school population. The Cropper and FutureThink reports are available on the Town’s website at: www.wellesleyma.gov/1104/HHU-Master-Plan-Committee-Report-and-Doc

For 2017-18, the Town’s total elementary population is 2,209, divided among 109 classrooms in the seven schools as follows:

Bates	372 students in 18 classrooms (19 classroom capacity)
Fiske	298 students in 16 classrooms (18 classroom capacity)
Hardy	295 students in 15 classrooms (15 classroom capacity)
Hunnewell	248 students in 12 classrooms (15 classroom capacity)
Schofield	377 students in 18 classrooms (18 classroom capacity)
Sprague	383 students in 18 classrooms (19 classroom capacity)
Upham	236 students in 12 classrooms (12 classroom capacity)
TOTAL	2,209 STUDENTS IN 109 CLASSROOMS

A central recommendation of the HHU MPC, which the SC adopted, was support for building schools with 19 classrooms each. This size allows for three classrooms per grade with one extra classroom to provide flexibility for unusual enrollment fluctuations within the school’s boundaries. The HHU MPC also endorsed 400 students or fewer as a maximum school size. The 18 or 19 classroom school has therefore been designated as the norm or “right size” for the

district. All of the elementary school principals have endorsed this school size as well, believing that it is large enough to provide flexibility for student placement and a critical mass of teachers at each grade level, yet small enough to foster a strong sense of community and a “neighborhood school” ethos.

The HHU MPC and, later, the SC endorsed the initial building of two (rather than three) schools given the declining enrollment trends and the significant cost of building, operating and maintaining a third school. The HHU MPC recommended, and the SC agreed, that a third school should be built only if and when elementary enrollment exceeds 2,350 on a trending basis and/or the current school configurations are limiting educational needs. At this tipping point of 2,350, the average size for the six schools would be 391.

The BOS has discussed and endorsed these HHU MPC recommendations as well.

Key Steps in the Development of the HHU Projects before April 2017

As noted above, the SC in 2012 began a comprehensive program to address the capital needs at the Town’s elementary schools and the Middle School. Outlined below are the process and steps that have been taken with respect to the Hardy, Hunnewell and Upham Schools since 2012.

2012 SMMA “Conditions Assessment and Feasibility Study”

The SC chose the architectural firm of Symmes, Maini, McKee and Associates (SMMA) to conduct a comprehensive “Conditions Assessment and Feasibility Study” of the capital needs of all seven of the elementary schools and the Middle School. This was funded as part of a \$200,000 capital project in FY12. In the fall of 2012, SMMA presented its findings through an online database.

2012 School Facilities Master Plan Task Force (SFMP)

In September 2012, the SC formed the School Facilities Master Plan Task Force (SFMP) to review the information from the SMMA study, to identify short- and long-term capital needs, to prioritize the projects, and to develop a multi-year implementation and funding plan.

2013 School Facilities Committee (SFC)

The SFC was formed to carry forward the work of the SFMP. In a report to the December 2013 STM, the SFC noted that the Hardy, Hunnewell and Upham Schools have such complex architectural needs that it would be challenging to address their programmatic and operational deficiencies through renovation alone. The SFC recommended further study of possible scenarios for the three schools. The December 2013 STM appropriated \$90,000 for the SFC to engage SMMA to continue master planning and to develop several different scenarios for addressing the needs of the three schools.

The March 2015 Annual Town Meeting approved an additional \$50,000 for a refined Geographic Information System (GIS) enrollment analysis, refined traffic analysis, and consideration of the timing and phasing of any major renovations, reconstructions or consolidations of the three schools.

2015 School Facilities Committee Recommendation

In the fall of 2015, the SFC recommended that the Town build a new 24-classroom school at the Upham site (behind the current Upham), renovate and expand Hunnewell, and close Hardy. It also recommended that the Town borrow funds for a feasibility study to move this project forward.

January 2016 HHU Parent Advisory Committee (PAC)

Taking the SFC recommendation as a starting point for community discussion, the SC formed the HHU Parent Advisory Committee (PAC) to investigate and discuss further the information and reports that the SFC used as a basis for its recommendation. The group included representatives from all seven elementary schools, plus the Preschool at Wellesley Schools (PAWS) program. The PAC was divided on the SFC recommendation as presented, although 10 of the 15 members voted to support some form of consolidation from three to two schools, subject to further study.

The SC decided not to proceed with the request for the feasibility study originally recommended by the SFC. Instead, the SC requested further funding for traffic and enrollment studies to be decided by a new HHU advisory committee. The 2016 Annual Town Meeting voted an additional \$200,000 for further traffic, enrollment and other studies related to the question of whether to renovate, rebuild or consolidate the HHU schools.

April 2016 – March 2017 HHU Master Planning Committee

In April 2016, the SC and BOS formed the HHU MPC to develop a master plan recommendation to the SC, the BOS and the Town.

The HHU MPC consisted of 18 members: six representatives from school districts/neighborhoods; five at-large representatives with experience in architecture, engineering, market analysis and Town government; and seven representatives of Town boards and staff. An Upham parent and a Hardy parent served as co-chairs of the HHU MPC.

The HHU MPC conducted extensive meetings, public forums and a Town-wide survey. It oversaw a new enrollment study by FutureThink, further site review and cost estimates of scenarios by the architectural firm SMMA, a public outreach survey and forums by consultants from the Ciccolo Group, and a traffic study of scenarios by the BETA Group.

In March 2017, the HHU MPC voted on three motions encapsulating its master plan recommendations:

Motion #1: That the SC undertake a feasibility study to build new 19 section schools at Hardy, Hunnewell and Upham, but that funding for the design and construction of the third school should occur only if elementary enrollment reaches or appears likely to exceed 2,350 students on a trending basis and/or the current school configurations are limiting educational needs. This motion passed 13-1.

Motion #2: That the first new HHU school be built at Hardy. This motion failed 6-12.

Motion #3: That the first new HHU school be built at Upham. This motion passed 12-6.

The vote on Motion #1 reflected the thinking of the HHU MPC on both enrollment and school size. Two 19-section schools would provide three sections (or classrooms) per grade with one extra as a buffer for enrollment fluctuations. One member of the HHU MPC was in support of schools with 21 sections.

The HHU MPC recommended that one of the two schools be the Hunnewell School as it is the only school that serves the southwest quadrant of the Town.

Motion #1 also defined an enrollment “trigger” at which the Town would build a third school. The HHU MPC chose the figure of 2,350 students on a trending basis, as that would keep the

average size of the six schools below 400. The HHU MPC believed that a maximum size of 400 students per school is appropriate.

The split vote on Motions #2 and #3 on whether to build the first school at Hardy or Upham reflected a variety of concerns and opinions, which were discussed at length at the HHU MPC meeting of March 9, 2017 and can be viewed at wellesleymedia.org under “HHU Meetings.”

Those MPC members who voted to build at Upham found the following issues to be central:

- The benefit of returning to the redistricting map in place before Sprague opened in 2002;
- The equity of having three schools north of Route 9 and three south of Route 9, given that this boundary divided students almost equally;
- Concerns about queuing on Weston Road and related traffic problems;
- Concerns about safety with children crossing Route 9; and
- More flexibility for the design and construction of a new school on the larger Upham lot.

Those MPC members who voted to build at Hardy found the following issues to be central:

- The benefit of building in the most densely populated area of Town;
- The value of preserving the walk-to-school culture prevalent in the Hardy neighborhood;
- The desire to preserve the forest and ledge at Upham; and
- The \$5 million cost and disruption of blasting the ledge at Upham.

The HHU MPC also discussed whether additional capacity in a seven-school scenario could be used to accommodate the PAWS program. The School Department and SC expressed their determination to maintain the PAWS program in a single location for educational reasons, rather than distributing the PAWS program across multiple elementary schools.

The HHU MPC produced a detailed final report in March 2017, which is included as Appendix A of this *Advisory Report*. It can also be found on the Town website at www.wellesleyma.gov/1104/HHU-Master-Plan-Committee-Report-and-Doc. Also located here are the studies of enrollment, traffic, site review and public opinion that are referenced in the HHU MPC Report.

School Committee Actions from Spring 2017 to the Present

The SC deliberated on the recommendations of the HHU MPC and voted unanimously on May 23, 2017 to adopt a Hardy, Hunnewell and Upham Facilities Project Position Statement. Some of the key positions adopted by the SC included:

- Maintain the neighborhood school model;
- Rebuild two schools, rather than opt for simple renovations;
- Build Hunnewell and either Hardy or Upham;
- Build the third school if elementary enrollment passes 2,350 on a trending basis;
- Build 19-classroom schools with three classes per grade that meet MSBA standards;
- Make no decision whether to build at Hardy or Upham, but look to the subsequent feasibility process to guide that decision;
- Commit to retain control of the building and land of any closed school for eventual reuse as a K-5 school;
- Request feasibility study funds for all three schools; and
- Together with the BOS, create a School Building Committee (SBC).

The SC revised the May 23, 2017 Position Statement on Hardy, Hunnewell and Upham Schools at its meeting on May 8, 2018 to reflect some changes necessitated by the potential

collaboration with the MSBA. The updated language includes clarification that the Hunnewell project will be executed and funded solely by the Town, while a Hardy-Upham project with the MSBA will require state involvement with the potential for partial state funding. The full text of the revised Position Statement can be found in Appendix B of this *Advisory Report*.

In addition to issuing its Position Statement on HHU, the SC, together with the BOS, formed the SBC in June 2017. Working under the guidance of the SC and the BOS, the SBC is charged with overseeing the building process through feasibility study, schematic design, design development, and construction. In accordance with Article 14 of the Town bylaws, the Permanent Building Committee (PBC) will assume day-to-day responsibility for managing design and construction starting with schematic design and will work jointly with the SBC similar to the process used for the design and construction of the High School.

The current SBC membership, expanded to 18 members in April 2018, follows the model required by the MSBA for school building committees. The SBC is composed of:

- Two members of the SC: Sharon Gray and Matt Kelley
- Superintendent of Schools: David Lussier
- Incoming Assistant Superintendent for Finance and Operations: Cynthia Mahr (non-voting)
- Principals of Hardy, Hunnewell and Upham Schools: Charlene Cook, Ellen Quirk and Jeffery Dees (all non-voting)
- Two members of the BOS: Jack Morgan and Tom Ulfelder
- Executive Director or designee: Meghan Jop, Assistant Executive Director
- One member of the PBC: Matt King, Chair, PBC
- Facilities Management Director or designee: Steve Gagosian, Design and Construction Manager
- One member of the Advisory Committee: Jane Andrews
- Three community members with experience in construction, architecture or engineering: Joubin Hassanein, Ryan Hutchins and Jose Arias Soliva
- Two community members with Town government experience: Virginia Ferko, former Advisory Committee Chair, and Heather Sawitsky, former Town Moderator and former Advisory Committee Chair

MSBA Invitation and Process

Since 2013, the SC had hoped that the MSBA would partner with the Town in the construction or renovation of one or more of the three elementary schools. The Town believes that the MSBA could provide up to 31% base reimbursement on Wellesley school projects. The SC submitted Statements of Interest (SOI) annually to the MSBA for each of the HHU schools between 2014 and 2017. Each time the Town submitted multiple SOIs, it was required to designate one SOI as the “priority” by MSBA regulations. In its spring 2017 SOI submissions, the SC and BOS, after extensive discussion, designated Upham as the “priority.” Before 2017, the MSBA did not invite any of the three schools into its grant program.

In August 2017, the MSBA contacted the Town and requested a Senior Study site visit. The site visit, which included all three HHU schools, took place on August 23, 2017. During the site visit and throughout its interactions with the MSBA, the SC has indicated its intention to build a new school at Hunnewell, and to evaluate both the Hardy site and the Upham site as the location for a second, consolidated school. In December 2017, the MSBA invited the Town into the “Eligibility Period,” the first step in its grant program after SOI submission, for the Upham School.

The MSBA invitation has led the SC to divide the HHU project into two tracks. The first track addresses the steps required to move forward, in partnership with the MSBA, on a new school at either Hardy or Upham. Article 2 of the Warrant for this STM – subsequently removed from the Warrant and postponed to a future STM – represented the initial funding steps required by this Hardy-Upham, MSBA partnership track. The second track addresses the steps required for the Town, working independently of the MSBA, to construct a new Hunnewell School. The initial funding steps for this track are reflected in Article 3 of the Warrant for this STM and are described in more detail below.

Advisory believes that some understanding of the first, or Hardy-Upham track, is important for context, even if funding for that track is not at issue in Article 3 or this STM. The MSBA has a very prescriptive process for building projects in which it partners with school districts. There are eight steps in the process, each of which requires documentation and sign-off by the MSBA before proceeding to the next step. Further description of the process can be found on the MSBA website at massschoolbuildings.org. The eight MSBA modules are:

- Module 1 – Eligibility Period
- Module 2 – Forming the Project Team
- Module 3 – Feasibility Study
- Module 4 – Schematic Design
- Module 5 – Funding the Project
- Module 6 – Detailed Design
- Module 7 – Construction
- Module 8 – Completing the Project

The Hardy-Upham Project is currently in Module 1, the Eligibility Period, which began on April 2, 2018 and must be completed no later than December 28, 2018. Key steps in the Eligibility Period include submission of the following to the MSBA:

- Initial Compliance Certification
- Formation of a SBC
- Completion of Educational Profile
- Enrollment Projections
- Certification of a design enrollment
- Summary of the District's existing maintenance practices
- Confirmation of community authorization and funding for feasibility and schematic design
- Execution of the MSBA's standard Feasibility Study Agreement

In keeping with the MSBA requirement that community authorization and funding for feasibility and schematic design be confirmed during the Eligibility Period, the BOS and SC had put forward Article 2 of the Warrant for this STM. At the Advisory Committee's public hearing on May 2, 2018, residents and Advisory members raised questions concerning the language of Article 2 and whether that language, as well as the broader MSBA process, would allow consideration of the Hardy site as a replacement for Upham, the school identified as the priority during the most recent SOI submissions and the school formally invited into the MSBA process. Although the SC's communications with the MSBA following the public hearing confirmed the SC's view that the MSBA will support the consideration of alternative sites for a consolidated school, the SC and BOS voted on May 14, 2018 to postpone Article 2 to a subsequent STM, potentially in October 2018. The additional time will allow the SC to engage in further dialogue with the MSBA on these questions, to reach agreement with the MSBA on enrollment projections, and to conduct community outreach and education about the project and the MSBA process.

So long as Town Meeting approves funding for feasibility and schematic design and completes all the other steps in the Eligibility Period prior to December 28, 2018 – the conclusion of the Eligibility Period – the Hardy-Upham project can proceed to Modules 2-4 of the MSBA process. Approval of funding at an early fall STM would potentially allow the MSBA to move the Town into the next phases of the project at its late October or December Board meeting. While the Town has every expectation of working in partnership with the MSBA to completion of the project, Town Meeting's approval of funding for feasibility studies and schematic design would not commit the Town in any way to work with the MSBA. If the Town and the MSBA were to reach an impasse at any point in the process, the Town could choose to proceed with the project on its own without MSBA funding.

The Hunnewell Project Overview (Article 3)

In parallel to the funding that will be sought at a future STM for feasibility studies and schematic design for the Hardy-Upham MSBA project, the SC and BOS are asking this STM to appropriate \$1 million for a feasibility study for the construction of a new school at the current Hunnewell site. This project will be funded entirely by the Town, will run separately from the Hardy-Upham MSBA project and, consistent with the typical Town process, will be managed by the SBC. Unlike the Hardy-Upham MSBA project, there will be no schematic design included in this initial part of the project. After the Hunnewell feasibility study is complete, Town Meeting will separately consider and potentially approve any design funds and, subsequently, any construction funds.

The SBC, with the full support of the SC and BOS, has already initiated the process of selecting an Owner's Project Manager (OPM) and designer for this feasibility study and engaging them contingent upon funding by this STM. Putting out the Request for Qualifications (RFQs) in advance of the STM enables the SBC to properly gauge the level of interest among qualified professionals and allows the work to get started as quickly as possible once funding becomes available.

At their May 14, 2018 meetings, both the SC and the BOS unanimously reaffirmed their intention to move Article 3 forward at this STM. The boards reiterated their belief that the Hunnewell feasibility study would provide new and critical information, including the buildable options at the site and the possible timing of the project. Additionally, they (1) confirmed that the "shelf life" of the feasibility study would be substantial, meaning the information gleaned would still be relevant even if construction were not to begin until after completion of the Hardy-Upham project and (2) indicated that postponing the start of the Hunnewell feasibility study until after a fall STM could cause potential problems and delays due to weather and ground freezing, as well as possibly necessitate cancelling and restarting the RFQ process that, as noted above, is already underway.

As described in more detail in the SBC Report included on page 16 of this *Advisory Report*, the Hunnewell feasibility study would include educational programming needs and resulting space requirements; conceptual building designs; documentation of topography; geotechnical, geoenvironmental, wetlands and hazardous materials investigations; and traffic and swing space considerations, among others.

Primary challenges for this feasibility study will be the buildable lot size and identification of viable swing space. The ability to identify independent swing space will determine whether the Hunnewell project could move forward before the Hardy-Upham project is complete; otherwise the Hunnewell project would most likely need to wait until the Hardy-Upham project is complete.

so that either the “old Hardy” or the “old Upham” could be used for swing space. Some initial ideas considered for possible solutions to the need for swing space have included:

- Creative design which would allow building on the Hunnewell site while concurrently running the existing school;
- Adding temporary modular classrooms at other schools with limited, temporary redistricting that minimizes disruption to school communities; and
- Leasing external space. Despite many attempts over the past several years, the Town has been unable to find a viable space that could be leased for swing space. Most recently, the SBC evaluated possible lease and construction “fit-up” of the former St. Paul’s School; however, this would require significant renovations to meet ADA and other code requirements, estimated to cost between \$4.7 million and \$7.3 million and add two years to the Hunnewell project schedule.

Tentative Timeline (under optimal conditions):

March 2019	Feasibility study completed
Fall 2019	Town Meeting vote for design/bidding funds
Fall 2019	Design & permitting begin
February 2021	Design, permitting, bidding complete
April 2021	Town Meeting vote for construction funding
April 2021	Debt Exclusion (town-wide vote)
May 2021	Construction begins
December 2022	Construction complete
September 2023	New Hunnewell School opens

Estimated Project Costs

Owner’s Project Manager	\$200,000
Basic Architectural Services	\$250,000
Cost Estimating	\$30,000
Traffic Assessment	\$40,000
Topographical Survey	\$45,000
Wetlands Flagging	\$20,000
Hydrant Flow Test	\$5,000
Hazardous Materials	\$20,000
Geotechnical	\$20,000
Geoenvironmental	\$20,000
Demographics Consultant	\$30,000
Parking Garage Consultant	\$20,000
Swing Space Study	\$50,000
Board Presentations	\$15,000
Community Presentations	\$15,000
Subtotal	\$780,000
Feasibility Contingency (15%)	\$117,000
Feasibility Subtotal	\$897,000
Project Contingency	\$103,000
TOTAL	\$1,000,000

The Hunnewell feasibility funds would be borrowed within the levy, most likely for a five-year term.

Anticipated Taxpayer Impact for Both Projects

Estimated project costs are a key output of feasibility studies. Until feasibility studies are completed for both the Hunnewell project and the Hardy-Upham project, the Town will not have reliable cost estimates that are based on a thorough analysis of specific scenarios. For the Town-Wide Financial Plan and the analysis presented in this Report, the Finance Department has produced very rough estimates using figures provided by SMMA and the Facilities Management Department (FMD) during the HHU MPC process and adjusting them for additional cost escalation based on the project timelines.

For the Hunnewell project, the ultimate costs will be heavily impacted by whether a path can be found to construct the new school without having to wait for the new Hardy or new Upham to be built so that the Hunnewell students can be educated in the “old Hardy” or the “old Upham” during the reconstruction. If such a path cannot be found, then under the “Late Hunnewell Scenario,” although the Hunnewell feasibility study will be completed in March 2019, design work will not begin until approximately January 2023 and construction would not be completed until approximately April 2026. Assuming cost escalation of 3.5% annually, total cost would be approximately \$61.5 million.

By contrast, if a path can be found to move directly from feasibility to design and construction, then under the “Early Hunnewell Scenario,” construction of the new school might be completed by December 2022 at an approximate cost of \$55 million. The BOS and SC believe that the potential savings of \$6.5 million and the ability to move students into the new building three years earlier provide powerful incentives to conduct the Hunnewell feasibility study as soon as possible and to challenge the designers and SBC to find creative solutions that allow early construction.

For the Hardy-Upham project, spending is projected to start in May 2019 with construction of the school completed in July 2024. Costs are very roughly estimated at \$58 million. MSBA reimbursement is expected to be about 31% of costs or \$18 million so that the net cost to the Town is estimated at approximately \$40 million.

The “Early Hunnewell Scenario” (\$55 million) combined with the estimated Hardy-Upham project cost net of the expected MSBA reimbursement (\$40 million) leads to a very rough estimated cost of \$95 million for both projects. The peak impact on the median tax bill would be \$619 in FY24.¹

The “Late Hunnewell Scenario” (\$61.5 million) combined with the estimated Hardy-Upham project cost net of the expected MSBA reimbursement (\$40 million) leads to a very rough estimated cost of \$101.5 million for both projects. The peak impact on the median tax bill would be \$644 in FY27.

If the Town were ultimately to proceed with the Hardy-Upham project and not receive MSBA reimbursement, the median tax bill would be increased in both scenarios, with the peak impact being an additional increase of \$122 in FY24. That effect would gradually decline as the debt is retired, but the impact in FY35 would still be an additional increase of \$87.

¹ For context, the actual median tax bill (i.e., the tax bill for a home valued at \$1,051,000) is \$12,559 in FY18.

Advisory Considerations

The Advisory Committee applauds the efforts of the many individuals who have been instrumental in bringing the Hardy, Hunnewell and Upham projects to readiness for feasibility studies. Advisory particularly recognizes the work of the HHU MPC in establishing the present framework for Town consideration of these projects. After careful study and a thorough public process, the HHU MPC recommended that the Town initially rebuild only two of the three HHU schools and defined an enrollment trigger for construction of the third school. Similarly, the HHU MPC identified 19-classroom elementary schools as optimal for the district. The SC in turn adopted both of these recommendations in its Position Statement and the BOS endorsed them as well. Advisory understands that HHU project decisions going forward will be shaped by the goal of consolidating from the present three elementary schools to two 19-section elementary schools.

Advisory recommends that the Town proceed with the Hunnewell feasibility study requested in Article 3. This is a logical next step following the HHU MPC process, which determined that Hunnewell – given its unique location in the southwest quadrant of the Town – should be the site for one of the two initially rebuilt schools, a decision endorsed by the SC and BOS. The results of the feasibility study will provide the Town with important information, including the options for siting a new school on the lot and the possibility of independent swing space, both of which have critical project timing and cost consequences. In particular, the feasibility study will help the Town determine whether an “Early Hunnewell” scenario is possible. Advisory members noted that, just as with other Town construction projects, the feasibility process is a time to gather information and that Town Meeting will have decision points – prior to design funding and again prior to construction funding – at which to review the project specifics.

Advisory is concerned that any further delay will increase the eventual project costs. With the currently assumed 3.5% annual inflation rate in construction costs, each year’s delay adds a little over \$2 million to the cost of the Hunnewell project. Many Advisory members thought that trying to move the Hunnewell project forward is important and that the uncertainty about the pace of the MSBA project should not limit the Town’s timing with regard to the Hunnewell project. Some Advisory members were also concerned that delaying the feasibility study to the fall and colder weather would hamper the team’s ability to do necessary fieldwork.

Some Advisory members emphasized the urgency of getting the work done, as building deficiencies at the HHU schools have put the Town out of compliance with state standards.

Advisory respects the decision of the BOS and SC to temporarily postpone consideration of feasibility and schematic design funding for the Hardy-Upham MSBA project. Advisory appreciates the continuing efforts of the SC to obtain additional information and clarification from the MSBA on outstanding questions. Over the next few months, the Town will move forward on other Eligibility Period requirements, which will provide the community with further clarity about the Town’s intentions. Postponement will also allow the SC additional time in which to conduct tours of the HHU schools, PTO presentations, and question and answer sessions concerning the Hardy-Upham MSBA project.

Passage requires a 2/3 vote.

Advisory recommends favorable action, 11 to 0.

REPORT OF THE SCHOOL BUILDING COMMITTEE ON THE HUNNEWELL SCHOOL FEASIBILITY STUDY

Under Article 3 of the June 5, 2018 Special Town Meeting, the School Committee and Board of Selectmen are seeking an appropriation of \$1,000,000 through short-term borrowing for the purpose of conducting a feasibility study of the Hunnewell Elementary School, 28 Cameron Street, in order to address the educational and physical deficiencies of the building. The feasibility study will be performed by the School Building Committee (SBC), which was formed in June 2017 by the School Committee and Board of Selectmen.

BACKGROUND

Much has been documented about the need for extensive repairs, renovations and/or reconstruction at the Hardy, Hunnewell, and Upham (HHU) schools. See: the Report of the School Facilities Committee in the Advisory Report to the 2013 Special Town Meeting; the Advisory Report to the 2015 Annual Town Meeting, pages 109-114; the Report of the School Committee and Board of Selectmen in the Advisory Report to the 2016 Annual Town Meeting; and the March 2017 Report of the HHU Master Plan Committee to the School Committee and the Board of Selectmen.

The Hunnewell School consists of a 1938 main building with one addition built in 1957, two modular classrooms added in 1993 and another addition built in 1995. As of October 1, 2017, the Hunnewell School served 248 students.

The School Building Committee was initially created in part to procure the services of a designer to conduct feasibility studies of all three HHU schools. But in December 2017, the Massachusetts School Building Authority (MSBA) invited the Ernest F. Upham School into the Eligibility Period of its Core Program. As a result, a feasibility study for the Upham School and the Hardy School is intended to be addressed within the MSBA project, with funds for feasibility and schematic design to be appropriated at a later Special Town Meeting. **The Hunnewell School is being addressed as a separate project funded entirely by the Town of Wellesley.**

For the Hunnewell feasibility study under Article 3, the SBC is guided by all of the priorities and positions set forth in the revised School Committee HHU Position Statement dated May 8, 2018, particularly including the following items:

- The foremost priority is for facilities that best serve the elementary students of Wellesley by meeting their educational programming needs in the most fiscally responsible manner.
- The Hunnewell School building does not meet modern standards for education, and simple renovations and upgrades to meet building code will not be sufficient to bring it up to those standards.
- Because of the challenge of meeting modern educational needs through renovations of the existing building, the Hunnewell School should be either built new, or substantially rebuilt considering preserving the historical façade and/or features of the existing original 1938 building.
- The new or substantially rebuilt building should meet state standards as set forth by the MSBA, including the appropriate types and sizes of learning spaces. In particular,

supplemental learning spaces to complement traditional classrooms are critical in the delivery of academic supports for students.

- The new or rebuilt school should contain 19 grade-level classrooms, with the intent to accommodate three sections of students per grade (K-5) plus one additional classroom¹.

PROJECT GOALS

The feasibility study for the Hunnewell School will include a full building study and site analysis, determination of programming needs, fit testing, analysis of swing space options, an environmental audit of the site and potential options, and an historic assessment of the existing school.

The completed feasibility study will:

- Develop plans that support the educational program, with goals of providing a world-class education for all students, maintaining current School Committee class size guidelines, and supporting educators' needs.
- Account for the need for swing space, with a goal of mitigating disruption to students and their families, staff, and surrounding neighborhoods. The Town has identified some swing space options to include for consideration as part of the study. Balancing the desire to open the new school as early as practical against construction-related impacts to the learning environment as well as cost will be key challenges for the project team. Initially identified swing space options include:
 1. **Existing Hunnewell School Used as Swing Space:** This option assumes a new school can creatively be designed to be built on the site, while the existing school is used during construction.
 2. **Redistrict and Use of Modular Classrooms:** This option assumes that some combination of temporary modular classrooms located at up to four other elementary schools and limited/strategic redistricting could be used to distribute the Hunnewell enrollment to other schools during construction in a thoughtful manner that minimizes impacts to staff, students and their families.
 3. **Leased Swing Space:** This option assumes that the Town would lease and "fitup" or otherwise modify an existing commercial or educational building(s) to provide off-site swing space during construction.
 4. **Wait Until MSBA Project Complete:** Once the new school built under the MSBA project is completed, either the "old" Upham or "old" Hardy school would be used as swing space for Hunnewell students.
- Assess the projected impact on traffic, pedestrian, and bicycle safety at major intersections and along school walking routes, both during construction and as part of the final plan.
- Assess the historic elements of the Hunnewell School and the potential for incorporating significant segments of the original structure, façade and/or architectural elements into the design.
- Include comprehensive data and analysis on the environmental impact of the project, and provide the SBC with detail on the highest achievable opportunities for sustainability

¹ The Wellesley School Committee class size guidelines are as follows: K-2, 18-22 students per classroom; 3-5, 22-24 students per classroom.

and conservation features and design. Consider sustainability criteria developed by the Sustainable Energy Committee with input from the School Building Committee.

- Take into account existing rules, regulations and bylaws, and engage as needed with permitting boards.
- Include comprehensive construction, design, and soft cost estimates.

FEASIBILITY STUDY SCOPE

EXISTING SITE CONDITIONS INVESTIGATION

The 5.57-acre Hunnewell School site is within the Fuller Brook Flood Plain and 200-foot riverfront buffer area. The site fronts Cameron Street to the west. The site is bound by Fuller Brook Park to the south, the Wellesley Free Library and Simons Park to the north, and residential to the east; and includes a significant oak tree in the courtyard of the existing school. Potential use of the adjacent Cameron Street parking lot may be considered in the feasibility study.

The following activities will be performed for the Hunnewell School site:

- Perform a complete topographical site survey of the Hunnewell School site, Cameron Street Parking Lot site and the rear sections of the Wellesley Free Library site. Identify wetlands, utilities, structures, flood zones, setbacks and all other information necessary for the study and subsequent design phases. Inform the SBC of any obvious discrepancies with existing conditions or site limitations for new construction.
- Perform detailed review for traffic, parking, pedestrian and bicycle access in order to evaluate both permanent and construction phases of the project.
- Perform site utility and infrastructure capacity and location analysis, including service providers.
- Perform hydrant flow tests.
- Review the Town's existing information on hazardous materials.
- Perform a preliminary geotechnical investigation (assume 12 borings @ 60 feet).
- Conduct a Phase I Environmental Site Assessment.
- Analyze sustainable opportunities at the site using Mass CHPS as a minimum standard. Investigate and analyze potential opportunities beyond these standards for SBC consideration (e.g., LEED Platinum, Zero Net Energy). Evaluate the highest level of sustainability that the site can accommodate, including cost/benefit analyses.
- Assess the structural integrity and building condition of the 1938 portion of the Hunnewell School. Provide analysis of scenarios that would preserve the historic portion of the school and assess challenges that may arise as a result. If challenges prevent or discourage the re-use of the historic portion of the building, investigate the potential of salvaging elements of the school and incorporating them into new construction.

PROGRAMMING

The project team, along with members of the School Building Committee; Superintendent; School Committee; school administration; and Town facilities staff will develop an understanding of the building, site, and classroom and educational needs, support services, and operations.

The study also will determine the minimum square footage needed to deliver the educational programming (in alignment with state standards set by the MSBA), in order to proceed with proper fit testing of the site, and School Committee requirements that also provide flexibility to accommodate future needs.

The study will confirm design enrollments with the School Committee and School Department, and conduct educational visioning with school administration, teachers, principals, community, and town leadership. Part of the educational visioning will include consideration of modern design features that have been successfully incorporated into new or rebuilt schools in other communities.

DEVELOP SWING SPACE OPTIONS

This construction project cannot be achieved without viable swing space.

The SBC and the project team will work to determine the feasibility of swing space options, as outlined within the Project Goals, that would allow simultaneous or partly overlapping construction schedules on the Hunnewell and Hardy or Upham School sites, and can be supported by the School Committee.

COMMUNITY OUTREACH

Community outreach and/or focus groups will be conducted to ascertain community design goals and expectations. Outreach will include: Discussion of current and future educational needs; “Green” or sustainability design charrette(s) to establish and/or confirm project goals; and focus groups on proposed architectural visioning (including the use of historic preservation).

FEASIBLE SCHOOL DESIGNS

The study will develop a minimum of three conceptual site plans, including building placement, circulation and drives, parking, and playfields; a minimum of three floor plan options; conceptual elevations and massing drawings for each option; construction and phasing impacts for each option; traffic, pedestrian and bicycle impact and assessment for each option (including permanent and construction phases); environmental and utility permitting impact for each option; sustainable design achievement for each option; potential adaptive reuse of historic building portions or salvage/reuse elements; design and construction schedule for each option; construction management plans for on-site swing space (if applicable); total project cost models for each option, including construction costs, prepared by a professional cost estimator, as well as design, OPM, swing space and other soft costs.

ROLE OF THE OWNER’S PROJECT MANAGER

Chapter 193 of the Acts of 2004 introduced sweeping changes to the Massachusetts public construction bidding statutes. The changes were developed as part of the public construction reform to assist municipalities in the building and renovation of public facilities. One of the key changes requires the use of an Owner’s Project Manager (OPM) for all public building projects – state or municipal – with an estimated value of \$1.5 million and over. The Hunnewell School Project’s estimated cost exceeds \$1.5M, so an OPM is required.

Engaging a qualified OPM ensures that the best interests of the Town are being considered by an independent professional with no agenda beyond that of the owner. The law requires that the OPM be hired before the designer; however, it is not *required* that an OPM be hired prior to

engaging an architect for a feasibility study. The MSBA model is to hire an OPM prior to engaging an architect to perform the feasibility, which we believe is the most appropriate approach for the Hunnewell School project due to the size, scope and complexity of the project. While the Facilities Management Department (FMD) has successfully fulfilled the OPM requirement on some smaller projects (School Security, Police Envelope Design Phase), the FMD, Executive Director and Selectmen have advised that the FMD does not have the staffing capacity to take on OPM duties for the Hunnewell Project, so the work must be outsourced. In fact, simply managing the work of the OPM on the Hunnewell project, and soon the Upham/Hardy MSBA project, was part of the basis for FMD to request a new Project Manager position in the FY19 operational budget.

For reference, and more insight into the duties and responsibilities of an Owner's Project Manager during the construction process, the Town's standard OPM contract is available to view at <https://www.wellesleyma.gov/DocumentCenter/View/8214/Standard-OPM-Contract-PDF>

TIMELINE

Under optimal conditions, with funding available following this Special Town Meeting, the project team will be assembled by mid-July with the feasibility study to begin shortly afterward, and be completed by spring 2019.

The School Committee and Board of Selectmen will need to return to Town Meeting for design funds once there is agreement upon a project plan for the Hunnewell School. The timeline for design and construction will be determined by the results of the feasibility study.

Respectfully submitted,

School Building Committee

Sharon Gray, Chair
Jack Morgan, Vice Chair
Jane Andrews
Virginia Ferko
Steve Gagosian
Joubin Hassanein

Ryan Hutchins
Meghan Jop
Matt Kelley
Matt King
David Lussier
Heather Sawitsky

Jose Arias Soliva
Tom Ulfelder
Charlene Cook
Jeffery Dees
Ellen Quirk

Report to the School Committee by the Hardy, Hunnewell, and Upham Master Planning Committee

March 2017

I. EXECUTIVE SUMMARY

The Hardy, Hunnewell, and Upham (“HHU”) Master Planning Committee (the “MPC”) was formed in April 2016 by the School Committee and the Selectmen. At the 2016 Annual Town Meeting, Town Meeting appropriated \$200,000 from Free Cash under Article 22 of the Warrant to the School Committee and the Selectmen to conduct additional traffic, enrollment, and other studies related to the question of whether to renovate, rebuild, or consolidate the HHU schools. The School Committee recommended that the HHU MPC should review the work of prior committees, conduct additional work and study, and develop a master plan recommendation for the facilities needs of the HHU schools. The School Committee stated that it would review the master plan recommendation by the HHU MPC, make its own recommendation, and return to Town Meeting to seek an appropriation to conduct a feasibility study to implement the proposed master plan. The School Committee stated that it and/or a School Building Committee would seek funds for design and construction of school buildings following the feasibility study. See [Presentation at 2016 Annual Town Meeting](#).

Beginning in April 2016 and continuing to March 2017, the HHU MPC conducted 32 meetings, numerous subcommittee meetings, 5 public forums, and a town-wide survey to which over 2,000 citizens responded. The co-chairs of the HHU MPC met with the Parent-Teacher Organizations at Hardy and Upham, upon their invitation, and made reports to the Advisory Committee, the School Committee, and the Selectmen throughout the year.

At the end of its process, the HHU MPC voted on three motions encapsulating its master plan recommendation:

Motion #1: Moved that the HHU MPC recommend to the School Committee that it seek approval and funds to undertake a feasibility study to build new schools at the Hardy, Hunnewell, and Upham sites, with the plan to build a 19 section school at Hardy or Upham, followed by a 19 section school at Hunnewell, followed by a 19 section school at the remaining site, provided however, that funds will be sought for the design and construction of the first two schools upon completion of the feasibility study, but funds will be sought for the design and construction of the third school only upon further recommendation by the School Committee, which should occur if elementary enrollment reaches or appears likely to exceed 2,350 students on a trending basis and/or the current school configurations are limiting educational needs. **Passed:** 13 – 1

Motion #2: Moved that the HHU MPC recommend to the School Committee that the first new HHU school be built at Hardy. **Failed:** 6 – 12

Motion #3: Moved that the HHU MPC recommend to the School Committee that the first new HHU school be built at Upham. **Passed:** 12 – 6

In sum, the HHU MPC recommends that the School Committee proceed with a feasibility study to build new schools at all three HHU sites. The HHU MPC recommends that the first school be built at Upham, the second school be built at Hunnewell, and if elementary enrollment reaches or appears likely to exceed 2,350 students on a trending basis and/or the current school configurations are

limiting educational needs, the third school be built at Hardy. Current elementary enrollment in the 2016-2017 school year is 2,256 students. The feasibility study would assess the suitability of all three school sites. A feasibility study typically includes, but is not limited to, consideration of current zoning and environmental requirements.

The HHU MPC members believe that if enrollment declines as presently predicted by the demographers, then two consolidated schools of 19-sections each will provide sufficient capacity to replace the three HHU schools, which are respectively 15, 15, and 12-section schools. If and when enrollment increases, however, then the HHU MPC recommends that the town build the third school following construction of the first and second schools, especially in light of the strong support within the community for maintaining all seven elementary schools in town. It is important to note that even if the HHU MPC had recommended building three schools regardless of enrollment trends, given the current swing space constraints, the schools would be built one at a time.

The HHU MPC's recommendation seeks to balance several themes that came out of the public feedback process conducted throughout the year.

First, the community expressed a strong preference to maintain "small, neighborhood schools." The non-HHU elementary schools in town consist of 19-sections (Bates and Sprague) and 18-sections (Fiske and Schofield). Thus, the HHU MPC's recommendation for two or three new 19-section schools to replace the HHU schools maintains the school-size with which the town is familiar and has a successful track record. The HHU MPC's recommendation also reflects the policy recommendation of the school department to operate, on average, 3 class sections per grade at each school, rather than 2 class sections per grade. The HHU MPC understands that the School Committee intends to maintain current class size guidelines in either a six or seven school scenario.

Second, the HHU MPC's recommendation to proceed with building the first two schools – and to reserve judgment on when to build the third school – acknowledges the substantial cost associated with building new schools. Present estimates indicate that two new schools will cost in the range of \$102-107 million, while three new schools will cost in the range of \$150 million. The HHU MPC believes the third school is justified if enrollment increases slightly above the level it is at today, and/or if the educational needs town-wide require the construction of additional capacity. For context, three new 19-section schools would increase elementary school capacity in town from a total of 116 sections system-wide (two 19-section schools, two 18-section schools, two 15-section schools, and one 12-section school), to a total of 131 sections system-wide (five 19-section schools and two 18-section schools). While debating Motion #1, several members expressed concern that two 19-section schools, in a consolidation scenario, represent a decrease in overall capacity of 4 classrooms (four 19-section schools and two 18-section schools provide a total of 112 sections system-wide). A minority of members supported building 21 classrooms in the first building, in order to maintain additional capacity in a consolidation scenario.

The HHU MPC also discussed whether additional capacity in a seven school scenario could be used to accommodate fluctuations in enrollment of the PAWS program (Preschool at Wellesley Schools), which provides an integrated preschool program for special needs and typically developing

students. PAWS presently occupies a 6-classroom building located at the Fiske site, along with two additional satellite classrooms located in the Fiske and Hunnewell buildings during the 2016-2017 school year. The school department is separately conducting a study of the facilities and enrollment needs of the PAWS program (with funds appropriated by the 2015 Annual Town Meeting). The school department has expressed its determination to maintain the PAWS program in a separate site for educational reasons, and not to distribute the PAWS program across multiple elementary schools on a long-term basis.

Third, the HHU MPC's recommendation reflects the unanimous recommendation of its members that the town build new schools to replace the HHU schools. The HHU MPC toured the HHU schools, as well as Sprague and Schofield, in June 2016. The members also received input from the Facilities Maintenance Department and the Superintendent, along with other educators, regarding the shortcomings of the current HHU facilities. Simply put, the HHU MPC believes that, going forward, the town should provide safer and more modern structures for learning.

- The systems of the HHU buildings are old and require substantial and costly updates.
- The HHU buildings lack modern security and fire safety systems (e.g., Hardy and Hunnewell have roofs with wooden frames and no sprinkler systems).
- The HHU buildings should have more modern educational spaces – for example, break-out rooms and special-education work spaces in which to deliver the curriculum.
- The HHU buildings are not fully ADA-accessible and lack appropriate spaces for OT/PT sessions.
- The HHU buildings do not have – but should have – both a gym and a cafeteria. At Hunnewell, not only does one room serve both purposes, it is grossly undersized.

In sum, the HHU MPC recommends new construction in order to provide long-term structures that will serve the town for 50 years or more.

II. MEMBERSHIP AND CHARGE OF THE HHU MPC

The membership of HHU MPC was approved at a joint meeting of the School Committee and the Selectmen on April 11, 2016. As of March 16, 2017, the date of this report, the members are as follows:

School District/Neighborhood Representatives (6):

- Bates – Nancy Calderwood (Education)
- Fiske – Jose Arias Soliva (Architecture)
- Hardy – Sara Jane Shanahan (Law - Litigation)
- Hunnewell – Todd Ofenloch (Finance)
- Schofield – Scott Vaughn (Architecture/Law)
- Upham – Ed Cloaninger (Law - Taxation)

At-Large Representatives (5):

- Seong-Il Ahn – Architecture (Hardy)

- Stephan Gauldie – Market Analysis & Strategic Consulting (Hardy)
- Allan Port – Town Government, Mathematics (Hunnewell)
- David Stern – Architecture (Hunnewell)
- Maura Sullivan – Engineering, Project Management & Planning (Upham)

Town Board & Staff Representatives (7):

- Ellen Gibbs – Board of Selectmen
- Sharon Gray – School Committee
- Matt Kelley – School Committee
- Meghan Jop – Assistant Executive Director
- David Lussier – Superintendent of Wellesley Public Schools
- Jack Morgan – Board of Selectmen
- Lara Pfadt – Planning Board

The HHU MPC was charged with developing a master plan recommendation for the HHU schools that addresses the following criteria:

- Foremost, the plan must adequately support the educational program, with goals of providing a world-class education for all students, maintaining current School Committee class size guidelines, and supporting educators' needs.
- The plan must preserve Wellesley's neighborhood school model.
- The plan must take into account enrollment needs, based on the Committee's evaluation of the various enrollment projections available.
- The plan must account for the need for swing space, with a goal of minimizing disruption to students and their families, staff, and surrounding neighborhoods.
- While redistricting is likely to be a significant consideration in some potential plans, and the Committee may consider various redistricting models, the Committee is not charged with developing a final detailed redistricting recommendation.
- The Committee must consider the plan's needs and costs with respect to school transportation.
- The Committee must consider any plan's projected impact on traffic and safety.
- When considering any plan that includes a school closure, the Committee must consider the emotional and cultural impact of closing a school.
- The Committee must consider the historic nature of each of the three buildings.
- The Committee must consider sustainability and environmental factors, and weigh those aspects against other considerations.

- The Committee must consider the relative financial impact on the Town of potential plans, including both capital investment and ongoing operating costs.
- The Committee must consider the recommended plan's potential for gaining approval from Town Meeting and the Wellesley community as a whole.

III. WORK OF THE HHU MPC

From April 2016 through March 2017, the HHU MPC has conducted 32 full-committee meetings, numerous sub-committee meetings, 5 public forums, and a town-wide survey. All but two of the HHU MPC meetings were video-taped by Wellesley Public Media, and are available for viewing at www.wellesleypublicmedia.org. Meeting minutes and materials are available for review at [Town of Wellesley, MA – Hardy Hunnewell Upham Facilities Project](#). The HHU MPC invited citizen-speak at all of its meetings, and provided an email address through which citizens could communicate directly with committee members (hhu@wellesleyma.gov). The school department issued a Request for Information with regard to “swing space.” The HHU MPC issued a newsletter summarizing its initial conclusions and process on August 31, 2016. ([See Link](#))

With the funds that Town Meeting appropriated to the School Committee and the Selectmen, the HHU MPC also engaged the following professional consultants to assist with its analysis.

- **Demographer Tracy Healy of FutureThink:** Ms. Healy presented at HHU MPC meetings on [September 8, 2016](#) and September 29, 2016, and delivered reports dated [August 31, 2016](#) (and [sources](#)) and [October 25, 2016](#).
- **Architects with SMMA:** Alex Pitkin and Peter Lukacic presented at HHU MPC meetings on [September 8, 2016](#) and [September 22, 2016](#), regarding their review of the HHU sites, as well as the North Forty property, and their conceptual plans of school designs at each site.
- **Architects with SMMA, in conjunction with cost-estimators at Daedalus:** Alex Pitkin and Joel Seeley presented at the HHU MPC meeting on [January 5, 2017](#), regarding cost estimates for various scenarios considered by the committee.
- **Public outreach consultants at The Ciccolo Group (“TCG”):** Representatives of TCG worked with the HHU MPC and the public outreach subcommittee to prepare for a public forum held on [October 27, 2016](#) at the Sprague gymnasium. Materials from that forum were also available for public review and discussion at additional forums held on October 29 and November 18, 2016, at the Wellesley Free Library, and on November 19, 2016, at the Warren School. These materials included results of the enrollment study, a subcommittee’s walkability study, the architects’ renderings of conceptual plans at the various school sites, and the history of elementary school buildings and enrollment in Wellesley. The October 27, 2016 forum also provided an opportunity for round-table discussions in which over 100 citizens participated.
- **TCG, in conjunction with the HHU MPC and the public outreach subcommittee, developed and conducted a town-wide survey in the Fall of 2016:** The HHU MPC mailed a post-card regarding the survey to all households in town, promoted the survey through email

notifications to town and school department distribution lists, made links to the survey available on the committee's website, and made hard-copies of the survey available at town facilities. Over 2,000 residents responded to the survey. TCG provided the HHU MPC with an analysis of the survey responses and a summarizing report (including more than a hundred pages of written comments provided by members of the community). The summary report by TCG, as well as appendices containing citizens' written comments, is available at ([link](#)).

- **Town traffic consultants with Beta:** Kien Ho and Tyler deRuiter of BETA Group, Inc. ("Beta") conducted a traffic study of 21 intersections in town identified by the HHU MPC. The HHU MPC selected intersections for study based upon possible redistricting maps prepared by the School Committee. The maps are labeled scenarios A, B, D, and E, and reflect possible redistricting plans for consolidation scenarios, as well as a continued seven-school scenario. The maps are available at ([link](#)). Beta made a presentation regarding its traffic analysis on [February 2, 2017](#). Thereafter, Beta conducted additional traffic analysis and provided updated and revised traffic counts, and queue observations on Weston Road and the Route 9 EB Ramp. Beta provided a report dated March 8, 2017, and a supplemental presentation on March 9, 2017. Materials from the final report are available at ([link](#)) and ([appendix](#)).

Redistricting Maps: At the end of this report are maps showing the existing elementary school districts, as well as proposed redistricting maps A, B, D, and E. The handwritten annotations are by Beta, the traffic consultant. The red outlines and numbers on the redistricting maps A, B, D, and E show the number of elementary households (using 2016-2017 data), rather than children, redistricted from one elementary school to a new elementary school under the different potential redistricting plans. Map A shows a consolidation scenario where Upham and Hunnewell are rebuilt and Hardy closes. Maps B and D show two possible consolidation scenarios where Hardy and Hunnewell are rebuilt and Upham closes. Map E shows proposed redistricting that might occur if Hardy, Hunnewell, and Upham are all rebuilt, and then certain districts are reformed to rebalance population among the seven schools town wide.

The maps also contain charts showing the number of elementary school children who today live within the various districts depicted in the different scenarios. The student population charts assign children, for purposes of the maps, to their neighborhood schools, even though certain children are placed at other schools in the district in order to attend specialized programs or upon a family's individual request through the open enrollment process.

During the 2016-2017 school year, enrollment for the individual elementary schools is as follows:

Bates	379
Fiske	335
Hardy	308
Hunnewell	251
Schofield	368
Sprague	393
Upham	222
Total:	2,256

The student population shown on the redistricting maps totals 2,154, which reflects that 102 elementary students enrolled in the system during 2016-2017 are from out of district.

The HHU MPC also received input from other resources within town:

- The Sustainable Energy Committee and Sustainable Wellesley made presentations to the HHU MPC regarding environmental and sustainability considerations on October 20, 2016.
- The Historical Commission made a presentation to the HHU MPC regarding the historical features of the HHU schools on November 10, 2016.
- The School Committee and the Facilities Maintenance Department (“FMD”) conducted a review of possible plans for “swing space,” a term that refers to where we would educate children while a particular school was being rebuilt, and therefore, was closed for construction. The FMD presented its swing space study and plan at the January 5, 2017 HHU MPC meeting. ([See link](#)).
- The seven elementary school principals and the PAWS executive director made a presentation about educational needs at the January 26, 2017 HHU MPC meeting.

On January 12, 2017, the HHU MPC voted to remove the “North Forty” property from consideration as a school site for the committee’s recommendation. Some members believed the location of the site was not advantageous. Other members were concerned that the time frame in which to obtain approval to build a school at the North Forty property was too uncertain. Those members did not wish to see further delay in the planning and building process for the HHU schools. At least one member of the committee felt that a school at the North Forty was a desirable choice and that the School Committee and Selectmen should have worked to accelerate the process to make the site available. Several members were mindful of the concern expressed by citizens that the North Forty should be maintained as open space.

At the January 19, 2017 meeting, the HHU MPC discussed a grid ([see link](#)) analyzing the features of different scenarios remaining under consideration, in light of the criteria identified by the HHU MPC and its charge.

At the February 2, 2017 meeting, the HHU MPC discussed and voted on the overarching master plan recommendation that is contained in Motion #1, which is set forth above in the Executive Summary.

On February 16, 2017, the HHU MPC conducted a public forum regarding its master plan recommendation at the Wellesley Free Library. The co-chairs’ power-point presentation summarizing the work of the committee through that date can be found [here](#). The meeting was videotaped, and therefore, the opening remarks and question and answer session can be viewed at [Wellesley Public Media - Home](#).

On March 9, 2017, the HHU MPC members discussed their individual views regarding which school should be built first, Hardy or Upham. In either a two-school or three-school scenario, given the lack of identified external swing space, the town will need to build a new school at the back of the Hardy site or the back of the Upham site.

The following reflects a sampling of some of the opinions expressed by the members and does not necessarily reflect the consensus of the committee.

Members who voted to build the first school at Upham cited the following issues:

- the benefit of returning to the redistricting map in place before Sprague re-opened in 2001, which was similar to map A and under which fewer students crossed over or under Route 9 to attend elementary school;
- the equity associated with maintaining three schools north of Route 9 and three schools south of Route 9, town-wide, given that approximately half of the elementary students in town live north of Route 9;
- the desire to preserve historic portions of the Hardy building and the mature oak trees at the back of the Hardy lot;
- the traffic benefits identified by Beta, the traffic consultant, that are associated with redistricting map A, which provides for new schools at Upham and Hunnewell, improving traffic flow through the most intersections;
- reduction of queuing on Weston Road during school pick-up and drop-off hours, leading to a potential reduction in carbon emissions;
- dissatisfaction with redistricting map B, which provides for new schools at Hardy and Hunnewell, as it divides the Fells and Generals neighborhoods between Hardy and Sprague;
- traffic safety concerns with redistricting maps B and D along Route 9;
- the expectation that the Upham site is better able to accommodate construction and operation of two schools for a period of years; and
- greater flexibility to design the new school building on the larger, wooded Upham lot.

Members who voted to build the first school at Hardy cited the following issues:

- the benefit of building the first school in the most densely-populated HHU neighborhood, which has more modestly priced homes and a larger public school population (in 2016-2017, Hardy has 308 students, Hunnewell has 251 students, and Upham has 222 students);
- the need to address the Hardy school first because it is overcrowded, as it has been operating 16 or 17 class sections for the past 4 years, and thus has repurposed art and music rooms as classrooms;

- the belief that the overall elementary enrollment will grow, not decline, and the expectation in particular that the elementary school population in the current Hardy district will grow disproportionately, so build a school where kids are;
- the expectation that the elementary school population in the current Hardy district is likely to remain constant, if not grow, in coming years;
- the value of preserving the walk-to-school culture that is prevalent in the Hardy neighborhood, given the smaller lots, flat terrain, and well-maintained sidewalks;
- the ability to route the traffic associated with a consolidation scenario to the main artery of Weston Road (as seen on redistricting map B), rather than into neighborhoods (as seen on redistricting map A, especially on Lowell, Wynnewood, Pilgrim, and Elmwood Roads);
- the desire to protect and preserve the forest and ledge at the Upham site, as the forest will be removed and ledge will be blasted if we build the first new school behind the existing Upham; and
- the estimated \$5 million cost associated with blasting the ledge at the Upham site.

Vote on where to build the first school:

Following this discussion, 12 members of the HHU MPC voted to build the first school at Upham, and 6 members of the HHU MPC voted to build the first school at Hardy.

IV. HHU MPC'S RECOMMENDATIONS TO THE SCHOOL COMMITTEE FOR NEXT STEPS

Following this process and in accordance with the votes described above, the HHU MPC recommends that the School Committee seek funds at a special town meeting in the near term to conduct a feasibility study at the Hardy, Hunnewell, and Upham sites. The HHU MPC understands that a feasibility study will take approximately a year to complete, and will encompass additional environmental and engineering review.

The HHU MPC recommends feasibility on all three sites, instead of two sites, for several reasons.

First, consideration of the needs of the HHU schools began in 2012, and continued delay in beginning the construction process will be costly. Construction costs increase each year and maintenance costs for the existing HHU school buildings will continue until we bring the new buildings on line. Thus, the HHU MPC believes that a feasibility study is warranted for all three sites in order to prevent further delay of the project.

Second, unexpected information may arise during the feasibility study that would impact the School Committee's decision regarding where to build the first school or the size of the schools that can be built at any of the sites.

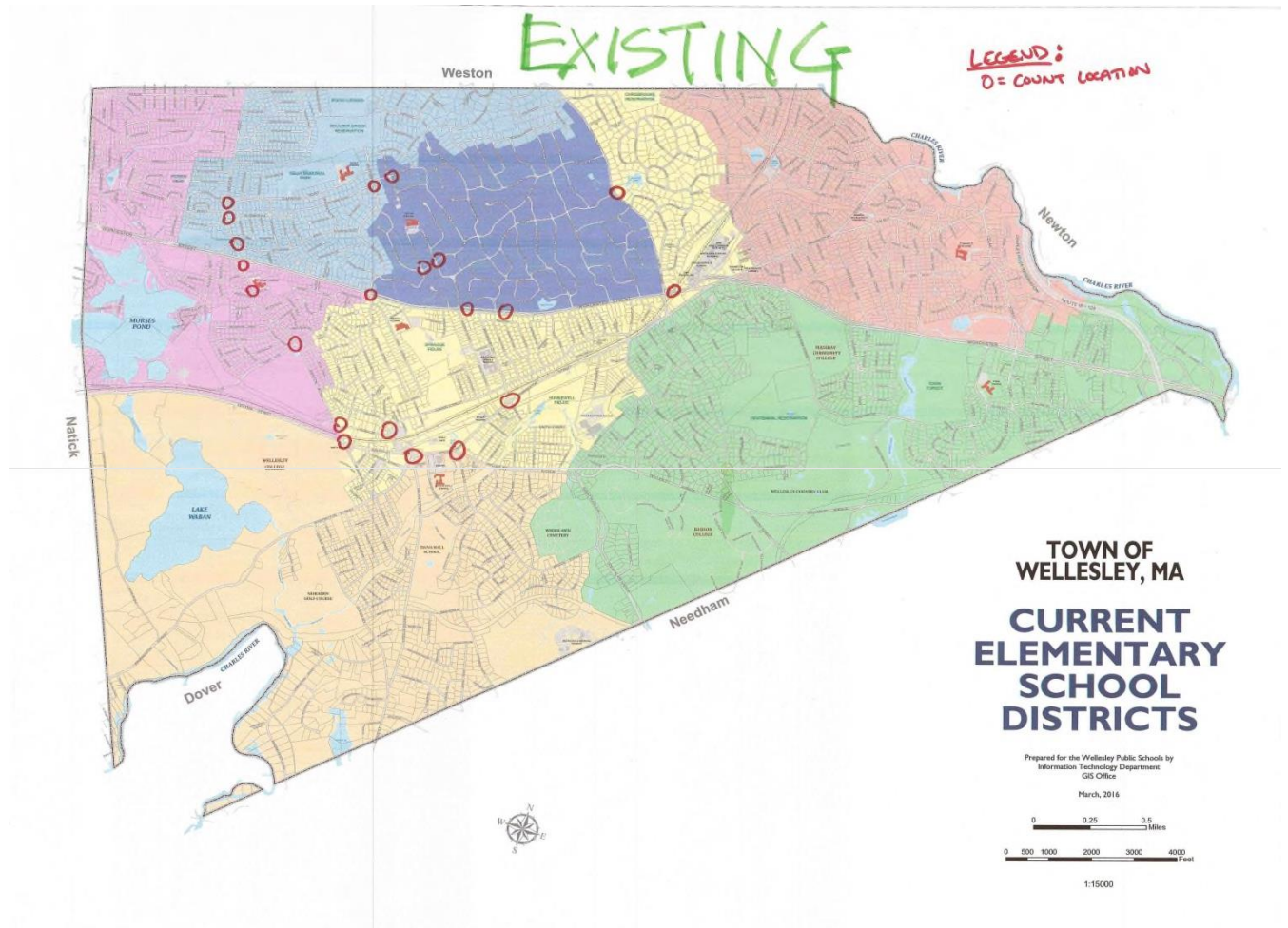
Third, the HHU MPC is cognizant that short-term enrollment projections could prove to be incorrect. If enrollment increases rather than decreases, it will be advantageous for the town to be in a position to proceed with design and construction of the third school in an efficient manner.

V. ACKNOWLEDGEMENTS

The members of the HHU MPC would like to thank all of the citizens who have taken the time to follow and contribute to the work of this committee, and our predecessor committees, over the last several years. The thoughtful, robust, and respectful engagement of our citizens is a model for our children.

Respectfully submitted to the School Committee by the HHU MPC,

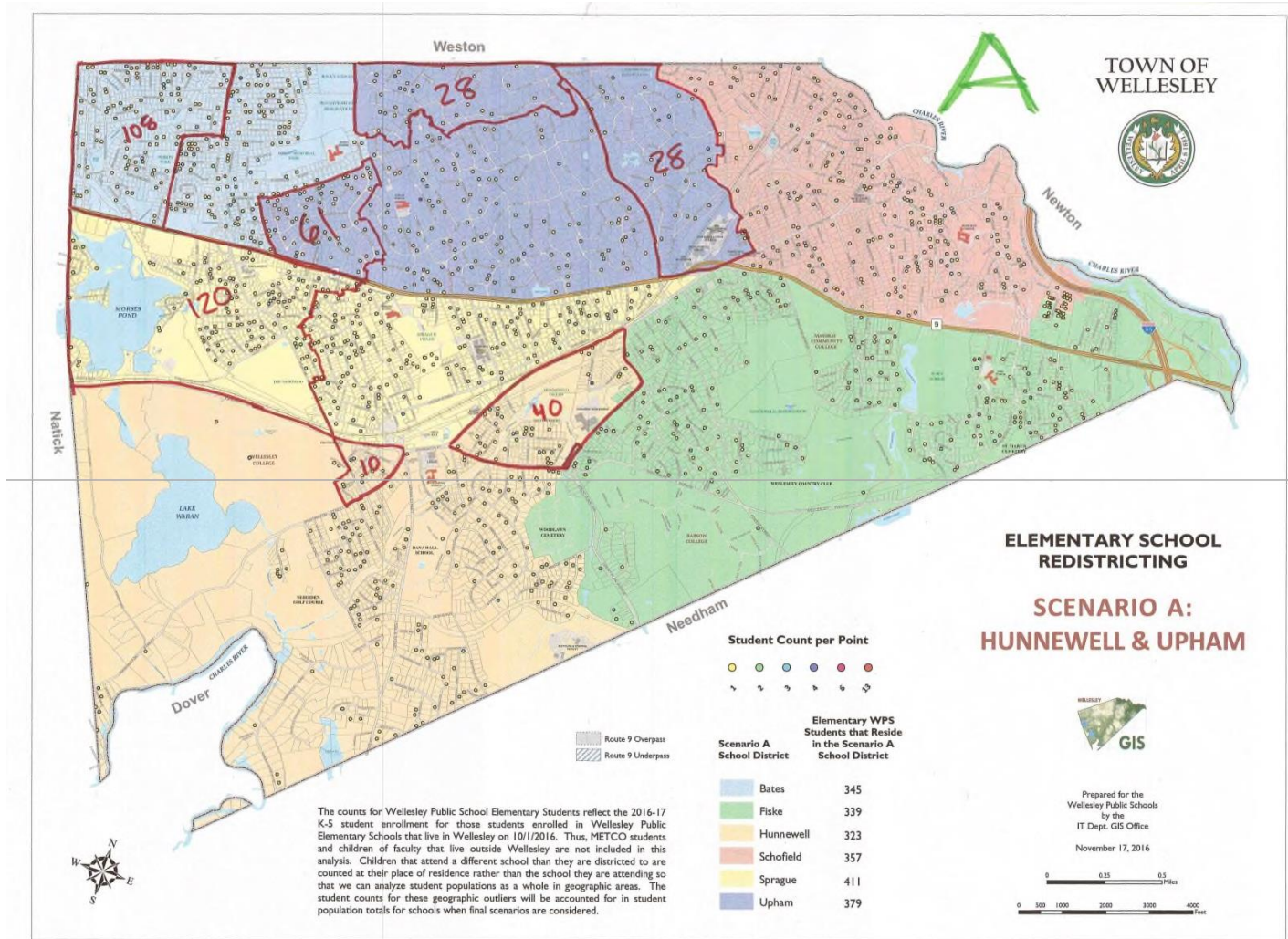
Ed Cloaninger and Sara Jane Shanahan, Co-Chairs



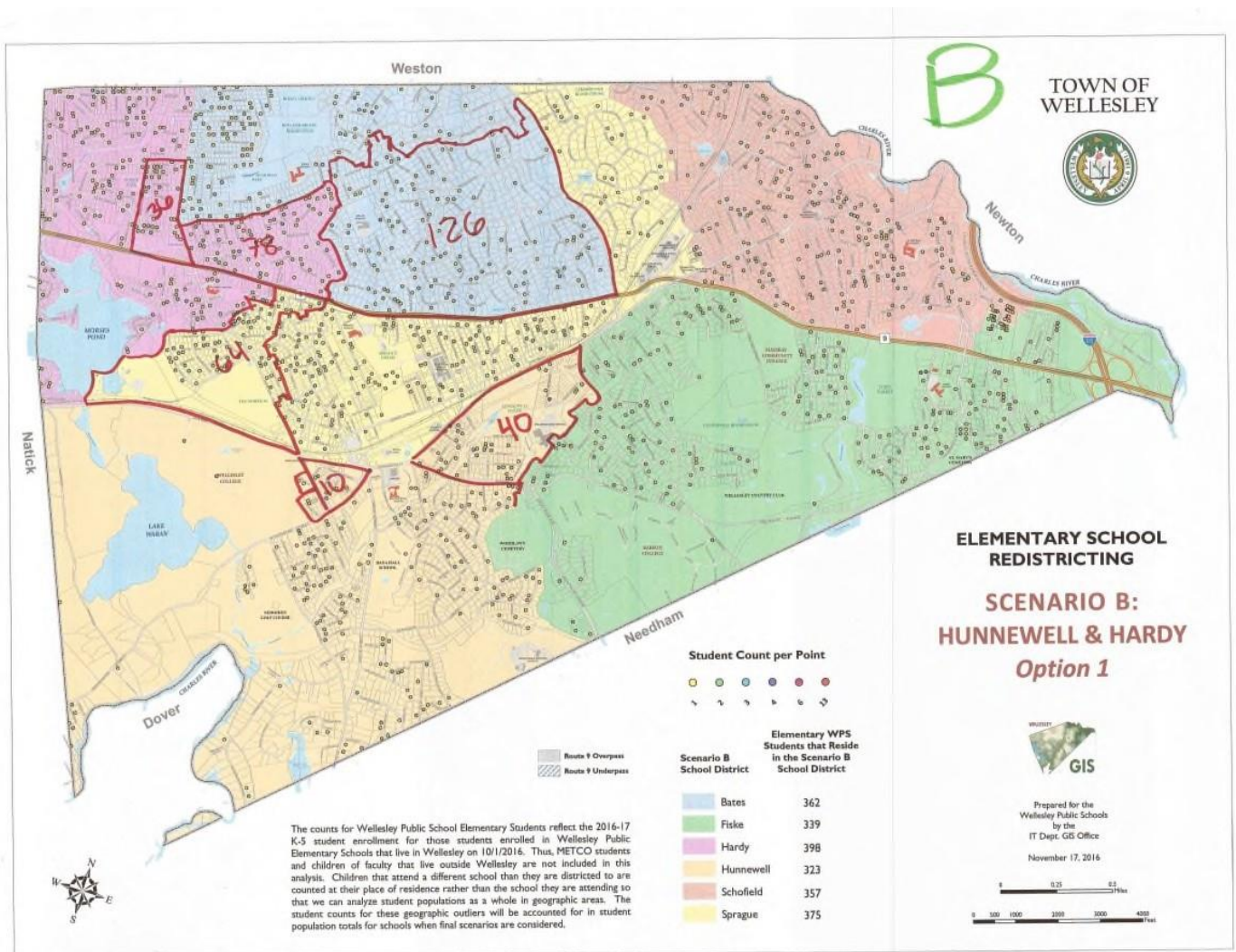
Bates	379 (blue)
Fiske	335 (green)
Hardy	308 (pink)
Hunnewell	251 (beige)
Schofield	368 (salmon)
Sprague	393 (yellow)
Upham	222 (purple)
Total:	2,256

Actual Enrollment by School for 2016-2017

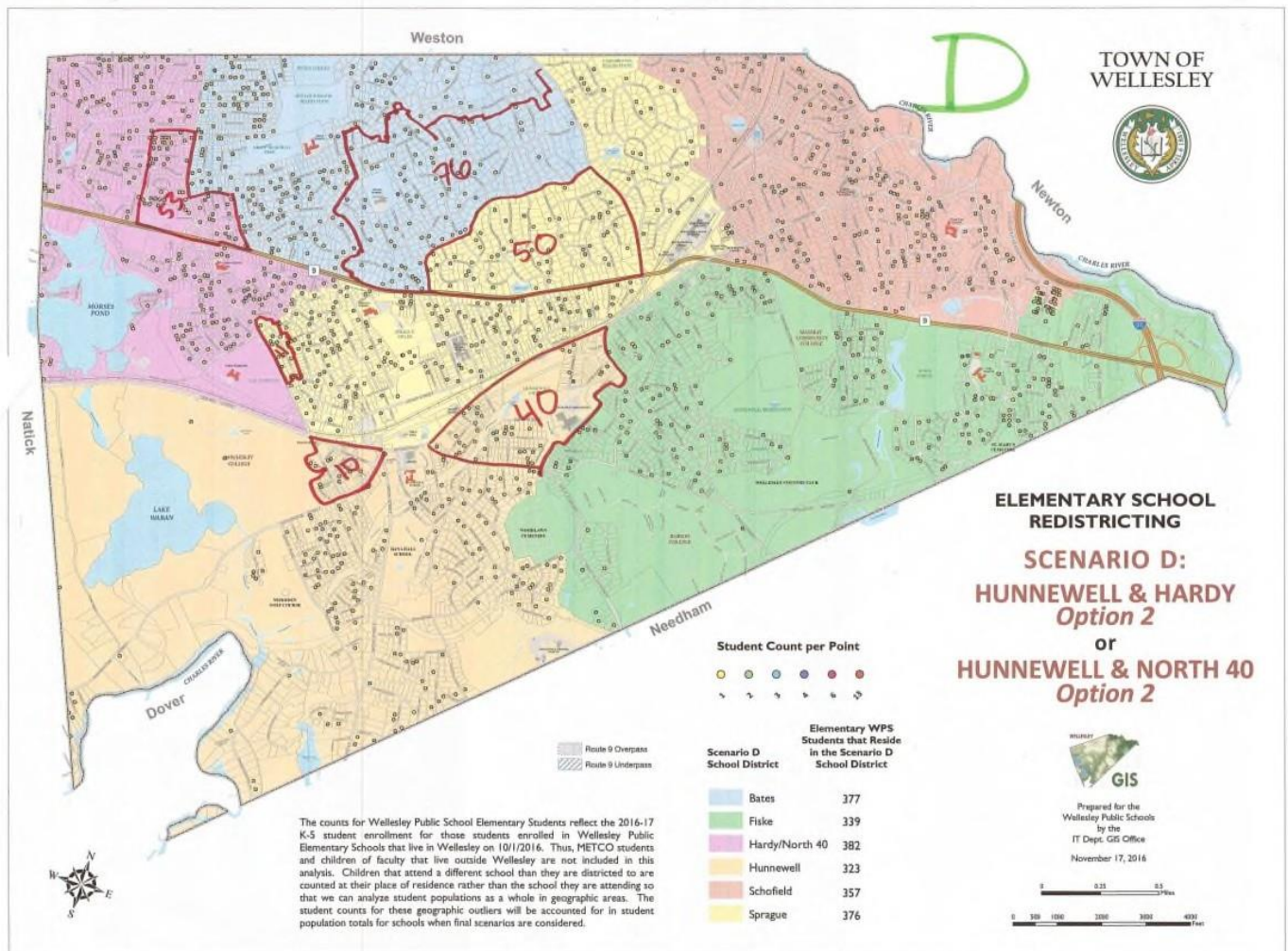
The red circles on this map show the intersections analyzed in the traffic study.



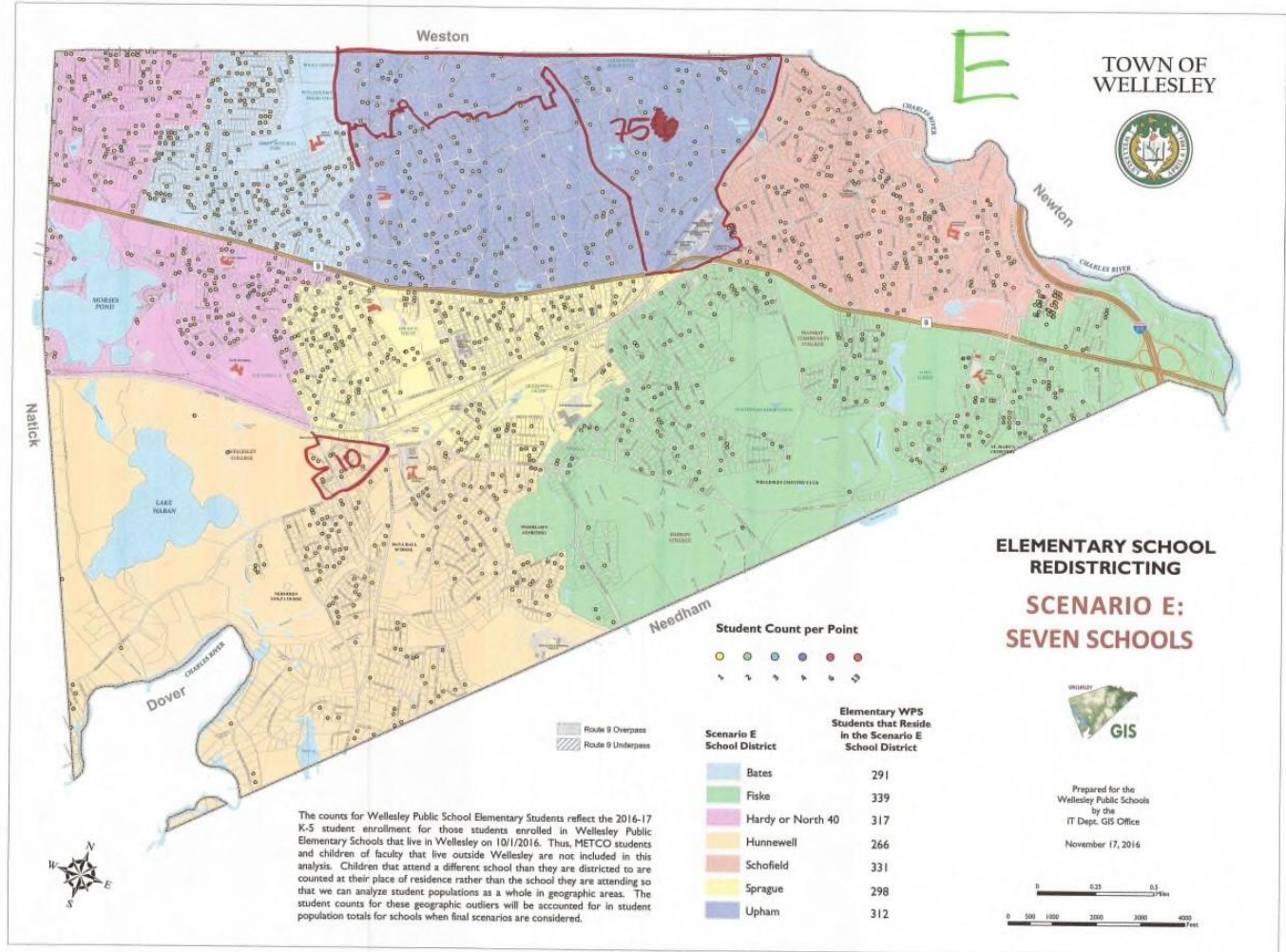
This map shows Scenario A, where Upham and Hunnewell are rebuilt and Hardy closes. The red-outlined boxes show blocks of households assigned to a new school district following closing of Hardy and redistricting. The map shows Hardy families redistricted to Bates and Sprague, Bates families redistricted to Upham, and Sprague families redistricted to Upham and Hunnewell.



This map shows Scenario B, where Hardy and Hunnewell are rebuilt and Upham closes. The red-outlined boxes show blocks of households assigned to a new school district following closing of Upham and redistricting. The map shows Hardy families redistricted to Sprague, Bates families redistricted to Hardy, Upham families redistricted to Bates, and Sprague families redistricted to Hunnewell.



This map shows Scenario D, where Hardy and Hunnewell are rebuilt and Upham closes. The red-outlined boxes show blocks of households assigned to a new school district following closing of Upham and redistricting. The map shows Hardy families redistricted to Sprague, Bates families redistricted to Hardy, Upham families redistricted to Bates and Sprague, and Sprague families redistricted to Hunnewell.



This map shows Scenario E, where Hardy, Hunnewell, and Upham are all rebuilt. The red-outlined boxes show blocks of households assigned to a new school district following construction of all three schools and redistricting. The map shows Bates families redistricted to Upham, Sprague families redistricted to Upham and Hunnewell, and Schofield families redistricted to Upham.

WELLESLEY SCHOOL COMMITTEE

MICHAEL D'ORTENZIO JR., CHAIR
MATT KELLEY, VICE CHAIR
MELISSA MARTIN, SECRETARY



SHARON GRAY, MEMBER
LINDA CHOW, MEMBER

40 Kingsbury Street • Wellesley • Massachusetts • 02481

Hardy, Hunnewell, and Upham Facilities Project Position Statement

The Wellesley School Committee considers the need for appropriate facilities to serve the students at the Hardy, Hunnewell, and Upham Schools to be one of the most significant challenges to face the Town in many years. The School Committee is grateful for the extensive analysis provided by the HHU Master Plan Committee (MPC) during its 11-month process. After the MPC made its recommendation in March 2017, the School Committee deliberated on this recommendation and developed a position statement to summarize its current thinking for the community, as well as to outline the project's next steps.

On December 13, 2017, the Massachusetts School Building Authority (MSBA) invited the Ernest F. Upham Elementary School into its Core Program, which significantly changed the expectations and planning for the HHU project. The School Committee has updated its position statement to reflect these changes.

- Foremost, the School Committee will advocate for facilities that will best serve the elementary students of Wellesley by meeting their educational programming needs, and will work to provide those facilities in the most fiscally responsible manner.
- The School Committee agrees that the Hardy, Hunnewell, and Upham school buildings do not meet modern standards for education, and that simple renovations and upgrades to meet building code will not be sufficient to bring the schools up to those standards.
- The School Committee agrees that, because of the challenge in meeting modern educational needs through renovations of the existing buildings, the buildings should be either new or, in the case of Hunnewell and Hardy, may instead be substantially rebuilt preserving the façades of the existing buildings.
- The new or substantially rebuilt buildings should meet state standards as set forth by the Massachusetts School Building Authority (MSBA), including the appropriate types and sizes of learning spaces. In particular, smaller learning spaces to complement traditional classrooms are critical in the delivery of academic supports for students.
- The School Committee agrees with the administration and elementary principals of the Wellesley Public Schools that for educational reasons, schools should have a minimum of three classrooms per grade, which will result in a critical mass of teachers at each level, allow for the expansion and contraction of student enrollment, and provide appropriate flexibility when making student placements each year.

- The School Committee remains committed to the neighborhood school model, in which students attend elementary schools that service specific geographic areas of the Town.
- The School Committee agrees with the recommendation of the HHU Master Plan Committee that the Town rebuild schools with 19 grade-level classrooms, the same size as Bates and Sprague are currently.
- The School Committee agrees that the Town should rebuild at least two schools, Hunnewell and either Upham or Hardy, in an order to be determined after further study, and agrees that the third school should be rebuilt if K-5 elementary enrollment exceeds 2,350 on a trending basis and/or the current school configurations are limiting educational needs.
- The School Committee has, along with the Board of Selectmen, created a School Building Committee (SBC) to assist the Town in overseeing the feasibility study, design and construction of two or more elementary school buildings. The composition of the School Building Committee conforms to the MSBA requirements for school building committees.
- The SBC will be responsible for both the project to address the needs at Upham and Hardy, for which it will seek partial funding from the MSBA, as well as the Town-funded project to construct a school at the Hunnewell site.
- The School Committee will ask the SBC to continue to look closely at options for swing space, including building on the back of the Hardy or Upham lots, possible external swing space locations, or other creative solutions, with a goal of minimizing disruptions to students and the community.
- The SBC will be the operational body responsible for overseeing feasibility, design, and construction elements of the project. The School Committee and Selectmen will provide guidance, feedback, and approval along the way, in a manner described more fully in a charge to the SBC approved by the School Committee and Selectmen.
- The School Committee will ask the SBC, in consultation with the Sustainable Energy Committee, to engage with experts who can advise the Town on the environmental impacts of various scenarios.
- The School Committee recognizes that questions remain that must be addressed as part of the feasibility process. In particular, the question of whether to build at the Upham site or at the Hardy site is expected to be addressed during the MSBA project in Module 3 – Feasibility. Schematic design will be completed only on the selected site.
- In the event that either the Hardy School or the Upham School closes, this School Committee is committed to retaining control of the building and land so that it would be available to serve the Town's future K-5 educational needs. In the interim, the building and land would be used for potentially any educational purpose.

- The School Committee will work to actively support the students, families, staff, and neighborhoods through any redistricting or school closure, and any other changes in school communities that may occur because of this project.

Voted unanimously by the School Committee: May 8, 2018

