



## Leicester Public Schools – FACILITIES MASTER PLAN

### 3.0 Introduction / Study Process

**INTRODUCTION** Johnson Roberts Associates, Inc. (JRA) was retained by Leicester Public Schools (LPS) in April 2014 and was tasked with the preparation of a School Facility Master Plan to address the mid-term (+-10 years) facility needs of Leicester Public Schools.

This Facilities Master Plan addresses the scope, cost and feasibility of various repair, rehabilitation, expansion, and new construction options.

**EXISTING CONDITIONS DOCUMENTS** To assist in the preparation of the existing conditions documentation required for this master plan, the Johnson Roberts Associates team was provided with the following information and resources:

- Original Construction Drawings – New Elementary School (currently Memorial School), by L. W. Briggs Associates – dated 1954;
- Original Construction Drawings – Elementary School (currently Primary School), by O. E. Nault & Sons, Inc. – dated 1972;
- Original Construction Drawings – New High School, by Alderman & MacNeish – dated 1993;
- Memorial School Roof Replacement Drawings, by Nault Architects, Inc. – dated 2005;
- Middle School Roof Replacement Drawings, by Bradley Architects, Inc. – dated 2011;
- Town of Leicester ADA Transition Plan – by Kessler McGuinness & Associates, LLC – dated 2011.

**PROCESS** In addition to the review of existing documents, drawings, and previously prepared reports, the Johnson Roberts Associates team visually reviewed and evaluated each school facility with critical attention paid to: compliance with current applicable life safety and accessibility codes; the determination of the potential life expectancy of existing materials and finishes; and a schedule for the proposed rehabilitation and/or expansion of the following (5) LPS owned facilities:

- Leicester Public Schools, Central Office Building
- Leicester Primary School
- Leicester Memorial School
- Leicester Middle School
- Leicester High School

During the course of multiple on-site inspections, all buildings were assessed for general safety, structural integrity, the status of operating systems, the conditions of existing equipment / fixtures / finishes, exterior envelope and roofs. The immediate sites, including vehicular access / circulation, pedestrian circulation, parking, as well as fields and athletic facilities were also reviewed and assessed. Based on the rough

### 3.0 Introduction / Study Process

dimensional confirmation of building layout and visual observations, the design team prepared new existing conditions floor layout plans for all five LPS facilities. The relevant existing conditions information, including floor layout plans, is documented in **Tabs 5-9** of this report.

#### Meetings & Workshops

##### The development of project *Guiding Principles*

During the design team's initial meeting with the Facilities Capital Committee (FCC) all attendees were asked to share individual *aspirations and fears* (regarding the upcoming project and process) with the overall group. All thoughts were documented and ultimately formed the basis of the Committee's work in the development and acceptance of the following project **Guiding Principles**:

***Our facilities will:*** support and enable student-centered learning; function as community resources; provide access to technology (anywhere/anytime); be safe and secure; maximize energy efficiency and cost-effective sustainability; foster collaborations; inspire excellence in teaching and learning (both inside and outside) at all grade levels and abilities; be AWESOME.

***Our master planning process will:*** make the LPS Vision Statement (Recognized by the community as its greatest asset, the Leicester Schools engage every child in rigorous and student-centered learning in a safe and technology-rich environment) a reality; allow us to develop a common understanding of the importance of comprehensive planning; investigate potential funding sources and partnerships; determine the best use and location of our facilities.

The FCC / JRA team met (6) times during the course of the development of this master plan. The individual meeting agendas are included at the end of this **Tab 3**.

In addition to regular meetings with the Facilities Capital Committee, the Johnson Roberts team, along with the Superintendent of Schools, conducted the following project visioning sessions/workshops:

- An initial project visioning session with the LPS elementary school staff;
- An initial project visioning session with the LPS middle/high school staff;
- An initial project visioning session with the overall LPS community;
- An educational programming/visioning workshop with the LPS Administrative Cabinet;
- An educational programming/visioning workshop with the entire grades K-12 school staff;
- A project update/preferred options workshop with representatives of the Board of Selectmen, School Committee, Finance Advisory Board, and Town Administrator.

### 3.0 Introduction / Study Process

#### Future Enrollment Assumptions / Confirmation

In order to facilitate the preparation of a grades PK-12 *educational space needs program* and understand its impact on physical space, a planned enrollment of 1,680 students (grades PK-12), was established. A description of this process, along with supporting information, is included within **Tab 4**.

#### Educational Programming

Once the planned enrollment was established, the Johnson Roberts team developed a series of *Preliminary Educational Programs* for various grade alignment options. All programs were reviewed with the Superintendent of Schools, the Senior Administrative Team (including building Principals), as well as with the entire grades PK-12 faculty. Following extensive review and discussion, it was agreed that (2) grade configuration options (including a 'three building option' as well as a 'two building option') would be 'tested' against the existing building infrastructure. Please refer to **Tab 4** for additional information.

#### Preliminary Options

A baseline 'Repairs Only' Option, which summarizes the findings of the existing conditions analysis, was developed for each facility. This Option determined that in order to extend the projected useful life of each of the (5) LPS facilities for an additional 20-25 years (through the year +-2039), the Town of Leicester could anticipate spending +-\$52.0 to \$66.5 mil in upgrades and improvements. Please refer to **Tabs 5-9** for additional information and documentation,

A series of (3) Preliminary Layout Options, which 'tested' the various educational programs against the space available within the existing overall building stock, were developed. Each Option was developed in accordance with the preferred *Preliminary Educational Programs* and included holistic facility and educational improvements, modifications, and/or expansions. A costing analysis, which notes potential reimbursable costs from the Massachusetts School Building Authority (MSBA), was developed for each Option. Following an 'apples-to-apples' comparison of the (3) Preliminary Layout Options, the FCC voted to explore the further development of (2) Options. Specific layout and costing information regarding the (3) *Preliminary Options* as well as the *Repairs Only* baseline option is included within **Tab 10**.

#### Preferred Options

In addition to the 'REPAIRS ONLY' baseline option, the Committee narrowed down options for further (future) review to: OPTION 1, three buildings, (a rehabilitation/expansion of the existing Primary School for grades PK-5, a new Middle School on the HS campus for grades 6-8, and a rehabilitation of the existing High School for grades 9-12 and Central Administration) with a potential NET cost of +- \$60.0 mil - \$76.5 mil and OPTION 2, two buildings (a new facility on the HS campus for grades PK-5 and a rehabilitation/expansion of the existing High School for grades 6-12 and Central Administration) with a potential NET cost of +-\$61.0 mil - \$78.5 mil. Please refer to **Tab 11** for additional information including costing summaries.



## 1411 / School Facilities Study

### ARCHITECT'S AGENDA

#### Facilities Capital Committee Meeting #1

May 8, 2014

1. THANK YOU!
2. Project *aspirations and fears* (20 minutes)
3. Project Overview (45 minutes)
  - review and confirm overall scope of work
  - review and confirm project schedule
  - establish 'first pass' ***Critical Success Factors / Guiding Principles***
4. Community Based Design (30 minutes)
  - review and confirm desired content / process / outcomes
5. Next meeting
  - establish meeting frequency / day / time







## 1411 / School Facilities Study

### ARCHITECT'S AGENDA

#### Facilities Capital Committee Meeting #2

May 28, 2014

#### 1. Review of established *aspirations and fears* (10 minutes)

***Our aspirations include:***

***Facilities which:*** are universally accessible; allow access to technology anywhere/anytime; nurture and inspire positive change; are safe and secure; promote functional security; reinforce the LPS Vision Statement; allow us to be competitive with our neighboring school communities; have AWESOME spaces for the arts; restore and foster community pride; help retain in-town Leicester students; draw new families into the Leicester school community; are all located within a single contiguous and walkable campus;

***A study process which:*** sets lofty goals; develops and reinforces trust within our community; makes the LPS Vision Statement a reality; results in a new, easily understood planning resource document and tool; clearly substantiates reasons to discontinue LPS use of the existing middle school facility; develops a comprehensive facilities plan for LPS; helps our taxpayers understand that energy efficient buildings and a proactive maintenance program can facilitate the re-allocation of capital funds for other public uses.

***Our fears include:***

***Realizing that we:*** did not actively work to minimize negativity within our community; allowed ourselves to make decisions which were not child focused; let the middle school facility needs distract us from making prudent system-wide decisions; created a series of 'patch work' solutions instead of implementing a true master plan approach to our facility needs; were not able to afford to do the right thing; allowed our master plan document to 'sit on the shelf' after this phase concludes in September; allowed old community politics to affect our work; developed a comprehensive plan which was not supported by our community; discovered that the Leicester community is not interested in investing in our school facilities; let inconsequential and tangential details derail our work in the development of a clear, concise, and sensible school facilities master plan.

#### 2. Project visioning (60 minutes)

- establish 'first pass' ***Critical Success Factors / Guiding Principles***

#### 3. Upcoming Staff / Community forums (30 minutes)

- review content and presentation specifics for meetings on June 9<sup>th</sup>

#### 4. Ongoing activities

- preparation for Staff / Community forums
- facility existing conditions assessments

#### 5. Next meeting

- Monday, 6/9 (Staff Forums at 2:15 & 3:30P, Community Forum at 7:00P)





## 1411 / School Facilities Study

### ARCHITECT'S AGENDA

#### Facilities Capital Committee Meeting #3

June 25, 2014

#### 1. Guiding Principles – *determine potential impact of 6/9 public visioning sessions* (30 minutes)

***Our facilities will:*** *be universally accessible; support and enable student-centered learning; provide access to technology (anywhere/anytime); be AWESOME; be safe and secure; maximize energy efficiency and cost-effective sustainability; foster collaborations; inspire excellence in teaching and learning.*

**Our master planning process will:** make the LPS Vision Statement (Recognized by the community as its greatest asset, the Leicester Schools engage every child in rigorous and student-centered learning in a safe and technology-rich environment); allow us to develop a common understanding of the importance of comprehensive planning; investigate potential funding sources and partnerships; determine the best use and location of our facilities.

#### 2. Overview of design team summer activities (5 minutes)

#### 3. Ongoing activities

- existing conditions assessments (site, building, educational use)
- confirmation of target enrollment

#### 4. Committee business (20 minutes)

- roles and responsibilities of the Facilities Capital Committee
- selection of Chair and Scribe
- external communications
- other

#### 5. Next meeting

- Monday, 7/23 @ 6:30P





## 1411 / School Facilities Study

### Comments / Notes from June 9 visioning sessions:

#### ***Elementary School (+45 faculty & staff):***

- attention to the needs of ALL of our students (including gifted and talented)
- don't forget the importance of natural light
- S T O R A G E
- teaching spaces which support hands-on, 'dirty' learning
- large gathering spaces at each level
- non-programmed flexible spaces
- grades PK-5 in one place
- dedicated learning spaces for ALL of our students
- buildings that make sense
- interior/exterior learning opportunities (including adventure based)
- real (formal) libraries / media centers
- community service areas

#### ***Middle School / High School (+65 faculty & staff):***

- tools to do our job safely
- keep teaching hands-on skills
- educate the entire student (body-mind-spirit)
- create opportunities to learn outdoors
- collaboration labs
- places to *perform* and *present*
- life skills training
- sufficient dedicated storage areas to allow educational areas to be used for education
- proper library skills
- facilities that work
- a safe and secure environment.

#### ***Public Forum (+30 attendees):***

- safe access to our schools (ingress / egress with cars / busses / trucks / pedestrians / bikes)
- play space / fields / athletics for all students (PK-12) and our community
- well rounded kids
- educate ALL of our students
- world languages at all levels
- extended use of our school facilities (before and after school)
- remember that our kids are citizens of the world





## 1411 / School Facilities Study

### ARCHITECT'S AGENDA

#### Facilities Capital Committee Meeting #4

July 23, 2014

#### GUIDING PRINCIPLES

**Our facilities will:** *support and enable student-centered learning; function as community resources; provide access to technology (anywhere/anytime); be safe and secure; maximize energy efficiency and cost-effective sustainability; foster collaborations; inspire excellence in teaching and learning (both inside and outside) at all grade levels and abilities; be AWESOME.*

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#### 1. General update of activities

- onsite existing conditions verification
- engineering reviews – PRELIMINARY
- educational programming

#### 2. Ongoing activities

- continued onsite existing conditions verification
- collection of previously prepared reports/surveys (AHERA, etc.)
- confirmation of space usage
- confirmation of projected enrollment
- architectural / engineering reviews / projected rehabilitation costing
- educational programming

#### 3. Next meeting

- Wednesday, 8/20 @ 6:30P (*possibly re-scheduled?*)





## 1411 / School Facilities Study

### ARCHITECT'S AGENDA

#### Facilities Capital Committee Meeting #5

August 18, 2014

#### GUIDING PRINCIPLES

***Our facilities will:*** support and enable student-centered learning; function as community resources; provide access to technology (anywhere/anytime); be safe and secure; maximize energy efficiency and cost-effective sustainability; foster collaborations; inspire excellence in teaching and learning (both inside and outside) at all grade levels and abilities; be AWESOME.

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#### 1. General update of activities

- onsite existing conditions verification
  - Administrators meeting 8/1/14
- engineering reviews – PRELIMINARY Environmental/Hydrology/Topography
- educational programming
  - Administrator's retreat – 8/18/14: 1:00P-3:00P
  - projected enrollment
  - programming – existing use of facilities
  - programming – potential grade alignments / impact on facilities

#### 2. Ongoing activities

- Tuesday, August 26: project update to full faculty group
- continued onsite existing conditions verification
- continued collection of previously prepared reports/surveys (AHERA, etc.)
- revised educational programming
- preliminary costing analyses – 'Repairs Only' vs. various Rehabilitation Options'

#### 3. Next meeting

- Wednesday, 9/24 @ 6:30P (possible interim meeting?)





## 1411 / School Facilities Study

### ARCHITECT'S AGENDA

#### Facilities Capital Committee Meeting #6

September 24, 2014

#### GUIDING PRINCIPLES

***Our facilities will:*** support and enable student-centered learning; function as community resources; provide access to technology (anywhere/anytime); be safe and secure; maximize energy efficiency and cost-effective sustainability; foster collaborations; inspire excellence in teaching and learning (both inside and outside) at all grade levels and abilities; be AWESOME.

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#### 1. General update of activities

- LPS All-School Professional Development review 8/26/14
- Educational Programming - *revised*
- Existing Conditions Assessment – Summary of Recommended Improvements
  1. Central Office
  2. Primary School
  3. Memorial School
  4. Middle School
  5. High School
- PRELIMINARY Implementation Options
  1. Option: Repairs Only (PK-2, 3-5, 6-8, 9-12, Central Admin)
  2. Option 1: PK-5 (rehab/exp), 6-8 (new), 9-12 / Central Admin (rehab)
  3. Option 2.1 & 2.2: PK-5 (new), 6-12 / Central Admin (rehab/exp)
- PRELIMINARY Costing Analyses

#### 2. Ongoing activities

- Revised Implementation Options and Costing Analyses

#### 3. Next meeting

- Wednesday, 10/22 @ 6:30P





## 1411 / School Facilities Study

### ARCHITECT'S AGENDA

#### Facilities Capital Committee Meeting #7

#### Town Board / Committee Workshop #1

October 22, 2014

### GUIDING PRINCIPLES

***Our facilities will:*** support and enable student-centered learning; function as community resources; provide access to technology (anywhere/anytime); be safe and secure; maximize energy efficiency and cost-effective sustainability; foster collaborations; inspire excellence in teaching and learning (both inside and outside) at all grade levels and abilities; be AWESOME.

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### 1. General update on activities to date

- Establishment of **GUIDING PRINCIPLES**
- Existing Conditions Assessment – Summary of Recommended Improvements
  1. Central Office
  2. Primary School
  3. Memorial School
  4. Middle School
  5. High School
- Educational Programming
- **PRELIMINARY** Implementation Options
  1. Option: Repairs Only (PK-2, 3-5, 6-8, 9-12, Central Admin)
  2. Option 1: PK-5 (rehab/exp), 6-8 (new), 9-12 / Central Admin (rehab)
  3. Option 2: PK-5 (new), 6-12 / Central Admin (rehab/exp)
- **PRELIMINARY** Costing Analyses
- **PRELIMINARY** Project Implementation Schedules

### 2. Working Session / Group Feedback / Proposed Revisions

- What's next?

### 3. Next meeting

- To be confirmed

