

FINAL MINUTES / SBAC MEETING SEPT. 3, 2013 -- (Hartwell Multi-Purpose Room)

Committee Members Present: -- Steven Perlmutter (chair), Doug Adams, Loretta Arthur, Ken Bassett, Owen Beenhouwer, Vince Cannistraro, Tim Christenfeld, Maggy Pietropaolo, Hathaway Russell, Peter Sugar.

Also attending: Becky McFall, Jennifer Glass, Buck Creel, Michel Haines
Other public attending: 5.

Meeting called to order at 7:40pm: by Chairman Steve Perlmutter.

Agenda for this evening:

Minutes of Aug.21 meeting need approval. Committee voted to approve unanimously. Summary reports from the 8/21/13 and 8/28/13 meetings of the L-Shape and Repair Only Subgroups.

L "Pathways", dated Sep.2, 2013

Working Draft": Repair Sub-Group Report, Sep. 3, 2013

Discussion of the reports proceeded as follows.

L-shaped schemes:

This subgroup handed out a written description of the schemes it has been considering. It also displayed for the committee very rough drawings of these schemes. Copies of these documents are annexed to these minutes.¹

This subgroup worked on some schemes that are not entirely new, though improved.

1. All 4 schemes or "pathways" would have one or two cafeterias.
2. Most of the schemes can include break-out rooms -- the drawings are mostly at broader scale, thus do not show CR layouts.
3. Smith and Brooks Gyms plus the Kindergarten CRs are preserved.
4. All schemes assumed the tear down and replacement of the four second grade classrooms immediately to the north of the Smith Gym.
5. Thus all schemes keep the Smith gym, the Kindergarten and 1st grade classrooms, the Media Center, all of Brooks and the Reed gym.

Cafeteria to be designed as useful for school meals plus classroom-type functions, perhaps as a "magnet CR", during the school day, with community use possible after hours.

Should and can break-out rooms serve two CRs? How does the idea of shared space work educationally? If one breakout per two CRS is sufficient, perhaps sharing would help collaboration. Some think each classroom should have its own breakout room. Breakout rooms should be sized for one adult plus 6-8 kids-- that means 200sf, would not 160sf suffice? Various uses and numbers are envisioned (e.g. for multiple levels of

¹ The color gray on these drawings indicates existing building areas that are to remain (repaired, renovated or remodeled). The color green indicates new construction. The color orange indicates a cafeteria space.

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learning within any one grade) -- useful at all grade levels, incl. small group projects at MS level. Present classroom layouts in both the Smith and Brooks layout seems to constrain possibilities of having any cluster grouping of CRs, though some possibilities may exist by extending some exterior classroom walls outward to gain more overall space.

Quick descriptions of schemes highlights:

Scheme 1.

Smith: new CRs (11) in connector to Media Center, plus Administration, above-grade boiler room (location(s) to be determined, Smith cafeteria and small serving kitchen just north of the gym.

Brooks: new connector to Brooks gym, new lobby to auditorium, new cafeteria out front to south (awkward for service) -- but could be on north side.

Scheme 2.

Smith: Uniquely has single large cafeteria north of Smith gym, with CRs all within new connector to MC.

Brooks: New set of CRs (5?) in present auto loop at auditorium, to serve 8th (or perhaps 5th) grade. Note cafeteria service problems (delivery route and service area) in this scheme, plus parking somewhat remote for community events.

Scheme 3.

Two separate cafeterias, grade 2-4 at connection to MC, 5th grade slides into Brooks and 8th grade has separate new wing in front of Brooks gym area (as in scheme 2) -- build that first to avoid some portables. Cafe big enough (even if oversize by MSBA standards) to have use as magnet CR, look onto new courtyard.

Scheme 4.

Closer to a possible scheme that might be accomplished if MSBA turns out to be not available -- as it keeps more of the Smith north connector -- but perhaps viable for MSBA as well. This appears to be as close to a bridge scheme between Repairs and L-shaped.

Smith: keep Smith connector CRs as is except build new on west side of corridor for admin., cafe, CRs. This may require difficult construction.

Brooks: cafe and new 8th grade wing per scheme 2 .

This scheme must be examined carefully -- it may be more expensive or complicated than tearing down this north-of-Smith-gym for entirely new construction.

Comment by Becky McFall, Buck Creel + Michael Haines:

Probable preference for Scheme 3, with smaller cafe at Smith.

Getting the second grade rebuilt is good.

Security seems enhanced (not in 4, where admin is on "back").

Cafeteria size needs to be closely evaluated.

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Scheme 1 -- service is difficult to cafe, dock(s) should be operationally designed for trucks of various sizes and no cross-traffic for food, trash etc. .

View to green from cafeteria in Brooks seems less important than well functioning cafe with extra educational uses.

MSBA might object to 4, e.g. 3 is better in regard to their objection to re-building that wing.

Building support spaces are in short supply, for all the ancillary services.

Committee should keep talking about the Hartwell complex and what it might become in the mix, e.g. a new Community Ctr. there, probably two-stories tall there with adequate parking behind etc., would work well with Schemes 3+4. In the interim, use of Hartwell and the pods as swing space during the construction is a good possibility but this needs much more discussion and evaluation. A Selectman reported that the Selectman will be addressing at an upcoming meeting the desirability of having a Community Center in Lincoln, and this is likely to be the focus of the next State of the Town meeting. Until this threshold issue is resolved, there is little SBAC can do about a Community Center located on the Ballfield Road campus other than brainstorm about possible locations, size and related parking.

What is educational plan for the Media Center -- do we need that much space, how can it be subdivided (for "media literacy", learning, reading) -- we probably do need less space overall -- its re-use in schemes 1-4 are all assumed to be close to current use. It is important to keep books. The Superintendent believes that the size is fine and necessary but needs to be reconfigured differently for current and future use.

Repairs Pathways

The Repair Only Subgroup submitted a memorandum on its work on August 21 and August 28. A revised version of that memorandum is attached to these minutes.²

There is a clear link to the L-shaped schemes in those parts that are expected to be renovated, though the work combinations or phasing could be different.

Maguire Report was followed for its observations of conditions and needs, e.g. replacement of Brooks gym upper walls pre-cast concrete panels.

In general the building envelope is a priority, along with roof, electric upgrade, HVAC systems, and boiler rooms above grade.

The sub-group re-checked the Maguire assumptions that drive the high cost estimates - some reductions definitely seem possible.

Quick description of the Pathways:

² The original memorandum included some cost numbers with which the committee was no comfortable. The committee believes that cost estimates need to be properly vetted before they can be constructively used. The committee has no budget for doing this. (It has no budget at all.)

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Pathway #1

No-code trigger : codes trigger threshold is \$6.6M. More scrutiny is needed on Code triggers. See pages 9-11 of Maguire Report.

Not everything gets repaired in #1. This pathway assumes no educational benefits, no cafe. Lincoln then may have to spend another large sum for these in the future (when?).

Also, trying to "avoid" cost items (sprinkler, accessibility) -- is that a problem for the Town?

No "guarantees" that we can hit below the trigger target -- so many variables that influence costs. Will we have overruns and thereby trip the trigger, that is possible.

Pathway #2

Reviewed the possible total repairs-only option, which could cost less than the Maguire Group estimates, with good items in (some flexibility there of course) and some individual costs reduced from research in other towns recent projects -- a lower number is possible but cannot be assumed to be a hard figure. This seems to be a more realistic "minimum repairs only approach" in relation to the probably not acceptable non-codes-trigger of \$6.2M only, with its risks and ultra minimum results. However, the committee does not have reliable numbers on the cost of this approach.

Costs should be talked of in ranges -- we cannot pretend to be exact.

Predicting future costs is of course difficult, but buildings need work, some major repairs, some educational improvements, so we need to expect major future investments beyond any repairs-only option. We have to be careful quoting any numbers, as they are hard to be accurate about. Numbers are easily remembered but frequently change with circumstances. Committee should therefore stress directionality in its Report to the School Committee -- perhaps show what we could not get for \$6m, what not for the larger full repairs-only scheme.

A particular worry remains, that the cost numbers are susceptible to after-recession increases that can be higher than inflation. Our delayed time-line means possible completion now at least 2-3 years down the line. This would tend to eliminate the option of doing only what is absolutely necessary and not trip code requirements.

The whole question of what we really need, and what if anything we can do later etc.-- that was not clear at the presentations for the previous vote and must be stressed.

Meeting adjourned at 10:10pm.

Respectfully submitted by Owen Beenhouwer

S A S A K I

Ken Bassett <kbassett@sasaki.com>

L "Pathways"

1 message

Ken Bassett <kbassett@sasaki.com>

Mon, Sep 2, 2013 at 10:00 PM

To: Steven Perlmutter <spperl@comcast.net>

Cc: Doug Adams <douglas@etalstudio.com>

Steven, here is a draft summary (without diagrams at the moment) of the four ideas the L working group came up with last week (8/28). They are similar for the most part to the schemes discussed at the meeting on 8/21.

- First, as an overarching assumption, the group did not see the value of creating pathways for the L that did not include a new cafeteria (or cafeterias).
- Secondly, our assumption was that the breakout rooms would be, to the degree possible, a part of any scheme and that the total # of classrooms would remain the same in any scheme and would reflect the basic program that had been submitted to the MSBA.
- Third, all schemes are based on preserving the Smith Gym and the Kindergarten four classrooms.
- Fourth, all schemes assumed the tear down and replacement of the four second grade classrooms immediately to the north of Smith Gym.
- Fifth, all schemes show the existing cluster of classrooms and associated spaces directly to the east of the Smith Gym as preserved, but acknowledge that further analysis is needed as to the extent of remodeling or replacement that may be needed.

Pathway Scheme #1: Cafeteria + Cafe plus an all new link between the media center and Smith Gym.

- This scheme replaces, roughly in the same location, all of existing Smith between the north side of the gym up to the media center including 11 classrooms, associated support spaces, mechanical room, etc.
- A satellite cafe serving the lower grades would be incorporated into this new link and be flexible to serve as a meeting space.
- A new primary cafeteria/kitchen would be located in one of two configurations: either as part of a link to the Reed field house or adjacent to Brooks to the south of the auditorium drop-off overlooking the play fields. In the latter case a connector would be provided separately to Reed.

At this stage in the planning process the configuration of the link can be expressed in various forms architecturally depending upon solar orientation, etc.

Pathway Scheme #2: One cafeteria in the new link plus a new eighth grade wing.

- This scheme differs from #1 in that there is only one food service facility located in the Smith gym/Media Center Link.
- New classrooms in this scheme for grades three and four would be in the new link, but with four new classrooms for the eighth grade located east of Brooks overlooking the sports fields. One of the features of this classroom approach is the potential for building the eighth grade classrooms as a first phase as part of an overall phasing program to minimize the use of portables. Fifth grade would be moved into reallocated space in Brooks.
- The link to Reed would be constructed as part of expanded mechanical room space.

It should be acknowledged that this cafeteria scheme was not favored by the School's administration, but it was deemed useful to keep the scheme alive as a means to inform the public on the range of ideas to be explored.

Pathway Scheme #3: Cafeteria + Cafe plus eighth grade wing.

- This scheme is identical to Scheme #2 except that a main cafeteria is located between the auditorium and

- Reed Fieldhouse with a cafe in the new link to serve the lower grades.
- The eighth grade wing is located as in Scheme #2, and when combined with the new main cafeteria, creates an arrival court for Brooks and Brooks auditorium.
- This scheme in effect combines elements of Schemes 1 and 2.
- This scheme is based on the plan presented by OMR at the January charrette and incorporates, at this stage, more detail as to other space moves and adjustments suggested by the administration. These additional moves do not affect the broader direction of the scheme.

Pathway Scheme #4: "Go it alone Scheme"

- This scheme minimizes demolition and new construction. It preserves all existing classrooms in Smith except the second grade rooms and demolishes the office, support, and mechanical spaces in Smith on the west side of the central corridor that connects the gym to the media center. These spaces are rebuilt in the same location plus the addition of a new cafe.
- The demolished second grade rooms are replaced by the new eighth grade wing, with fifth grade moving into existing Brooks.
- A new cafeteria is constructed between Brooks and Reed.
- The feasibility/advisability of this scheme has serious questions from a constructability and cost savings point of view, particularly as it relates to tearing down very limited parts of Smith. However, if the Town "goes it alone" this scheme might be blended with a repair option where hard choices are made relative to what the Town is willing to spend.

Ken Bassett

Principal

Sasaki Associates
+1.617.923.7139
www.sasaki.com

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Summary

The Repair Sub-Group worked from the list of SBAC priorities and from the Maguire Report to generate a list of priority repairs. We used the Maguire Group cost estimates and benchmark projects from other school districts to produce a rough estimate of the likely costs of the priority repairs and of building upgrades that would be necessary to satisfy building codes.

We were then able to outline two possible repair pathways. The aim of the first pathway is to focus initially only on the highest priority repairs so that the district can avoid the additional costs for satisfying building codes. The aim of the second pathway would be to complete as many essential repairs as possible in a single project. (This pathway may also require extensive staging to minimize the costs of temporary classrooms.)

Step 1: SBAC Priorities

These are the identified priorities that could be satisfied in a repair-only pathway:

Priority Action Items
Pre-cast panels in gym
Building Envelope <ul style="list-style-type: none">• Exterior window walls• Roof for 135K/sq. ft.
Electric <ul style="list-style-type: none">• Panels• Life safety• Electrical Switch (Brooks)
HVAC <ul style="list-style-type: none">• Boiler - Above Ground (Smith)• Heating/AC• Heating Generation (Brooks)• Controls• HVAC Distribution
Connector (Brooks to Reed Gym)

These are the high-priority items identified by SBAC that would **not** be satisfied in a repair-only pathway:

- Dual use of gym for lunches
- Break-Out Rooms
- IMC or Library building
- Additional steps to reduce energy use
- Security

In addition, the repair-only pathway would not satisfy the following mid-level priorities:

- Special Education
- Music and Art Rooms

We suggest in the more detailed discussion below, that some improvements to the facility beyond repairs, strictly speaking, could be integrated into a large-scale project, such as we describe in the discussion of pathway #2. So, for instance, if we could construct a central kitchen and one or two cafeterias without radical changes to the fabric and footprint of the existing building, it would be sensible for the town to consider spending the additional money for that upgrade. Other possible areas for investment, beyond repairs, include the Reed connector and a ground-level boiler room.

Pathway #1: No Code Triggers

“When the work performed exceeds 30% of the full and fair cash value of the building, then the entire facility is required to be brought up to current standards. “

The current assessed value of the school building is \$ 22 million. Any repair project – or set of repair projects within three years -- that costs more than \$ 6.6 million will then require a considerable amount of additional work to ensure that the entire building is compliant with current building codes. The cost of that additional work could be as much as \$ 5.6 million.

This is the list that we generated of minimum necessary repairs with a total cost that might fall beneath the code trigger threshold:

- Replace the pre-cast panels in Reed Gym with cmu.
- Replace ~50% of window walls that predate 1994.
- Replace the roof for the entire building
- Replace obsolete electric panels in Brooks.
- Install 4 new boilers.
- Build above-ground boiler room.
- Install digital HVAC controls

There are two clear arguments for this approach. The first and most obvious is that the cost is likely to be much lower than the cost of any of the other pathways that the SBAC has been discussing. The second argument is that the restrained scope would allow, with careful planning, for most of the work to be completed over the course of two or three summers, thereby reducing the disruptive effect on the district’s educational programs. Additionally, there is a possibility that the state would reimburse the town for up to 33% of the expenditures on roofing, boilers and windows, through the Accelerated Green Repair Program.

This pathway, though, entails a large financial risk. In the first place, if there are unanticipated problems or cost overruns in the initial repair program, such that the cost of the planned repairs increases by even 5%, then the town might be in the position of having to spend an additional \$ 3-5 million to comply with current building codes. Further, any major repairs to the school facility that arose over the subsequent three years could similarly force the town to undertake the compliance upgrades.

Members of the subgroup also expressed some concerns about this approach:

- It leaves a large list of unaddressed priorities.
- It does not address any of the building upgrades that might provide direct programmatic benefits, such as the cafeteria, the Reed connector, break-out rooms, equipping classrooms for students with special needs, and possible reconfigurations of the library/media space and of the music and art classrooms.
- A primary aim of this approach is to avoid code compliance repairs, but some of these repairs, such as a comprehensive sprinkler system and provisions for access by mobility-impaired students and staff, may themselves be high-priority upgrades for the district.

Pathway #2: “Maguire Lite”

The other repair-only pathway entails an attempt to address a longer list of repairs and code-mandated upgrades as a single project, as per the recommendations of the Maguire Group. This longer list of repairs would include the minimum necessary repairs enumerated as part of pathway #1, the list of code-mandated upgrades, and repairs that would address additional items on the SBAC list of priorities. Further, there is a large set of non-essential but desirable repairs that would be easier to address as part of this single project and that the town might therefore plan to include, even if they do not involve repairs to imminently failing building systems.

Pathway #2 would therefore include the minimum necessary repairs listed above. Additionally, the project would have to include upgrades to bring the building into compliance with current codes. These upgrades include:

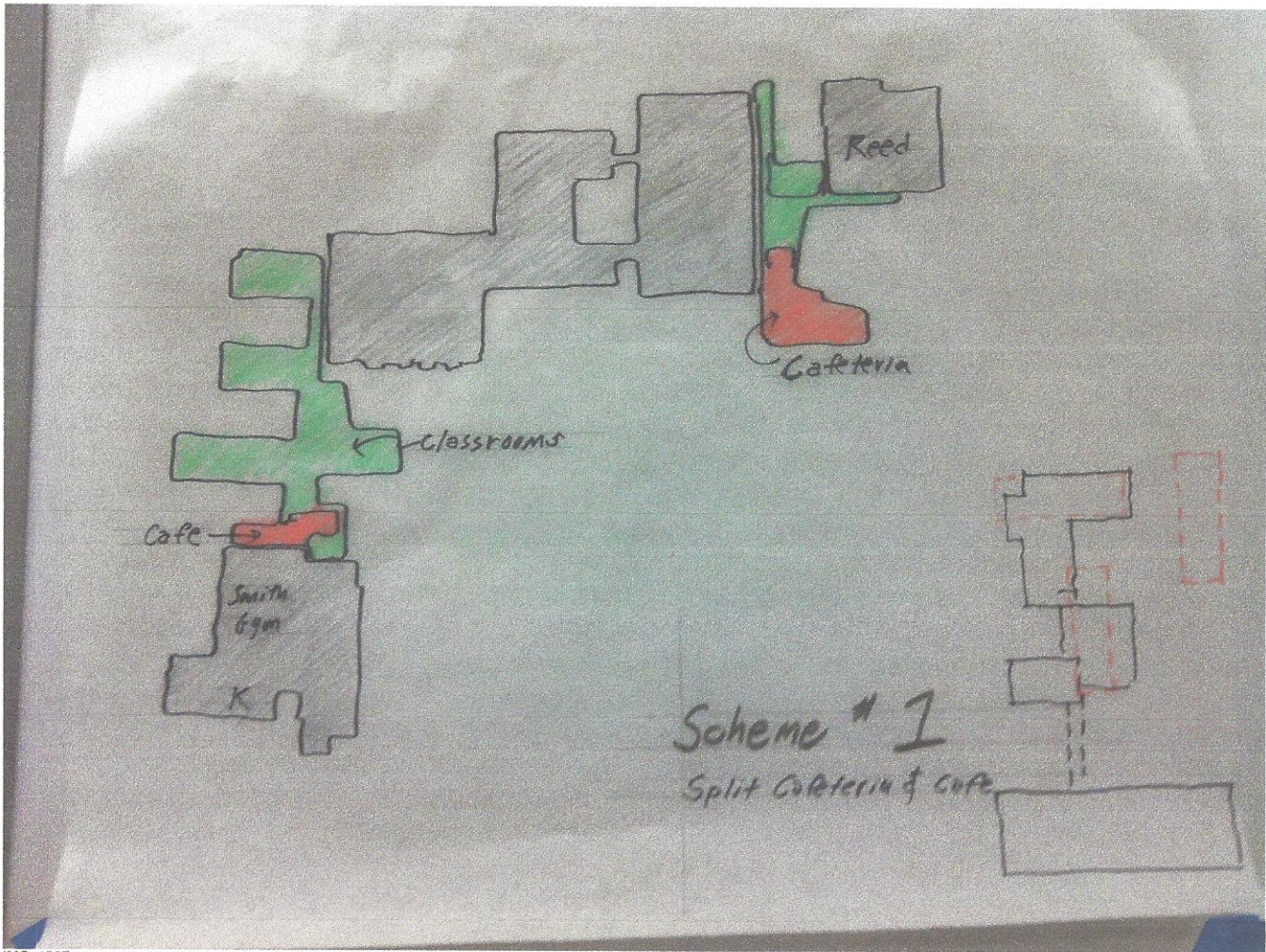
- Sprinkler system
- Fire lighting/alarm
- Seismic compliance
- Asbestos abatement
- Auditorium roof (internal)
- Life safety system
- ADA

Additional work to address identified priorities might include:

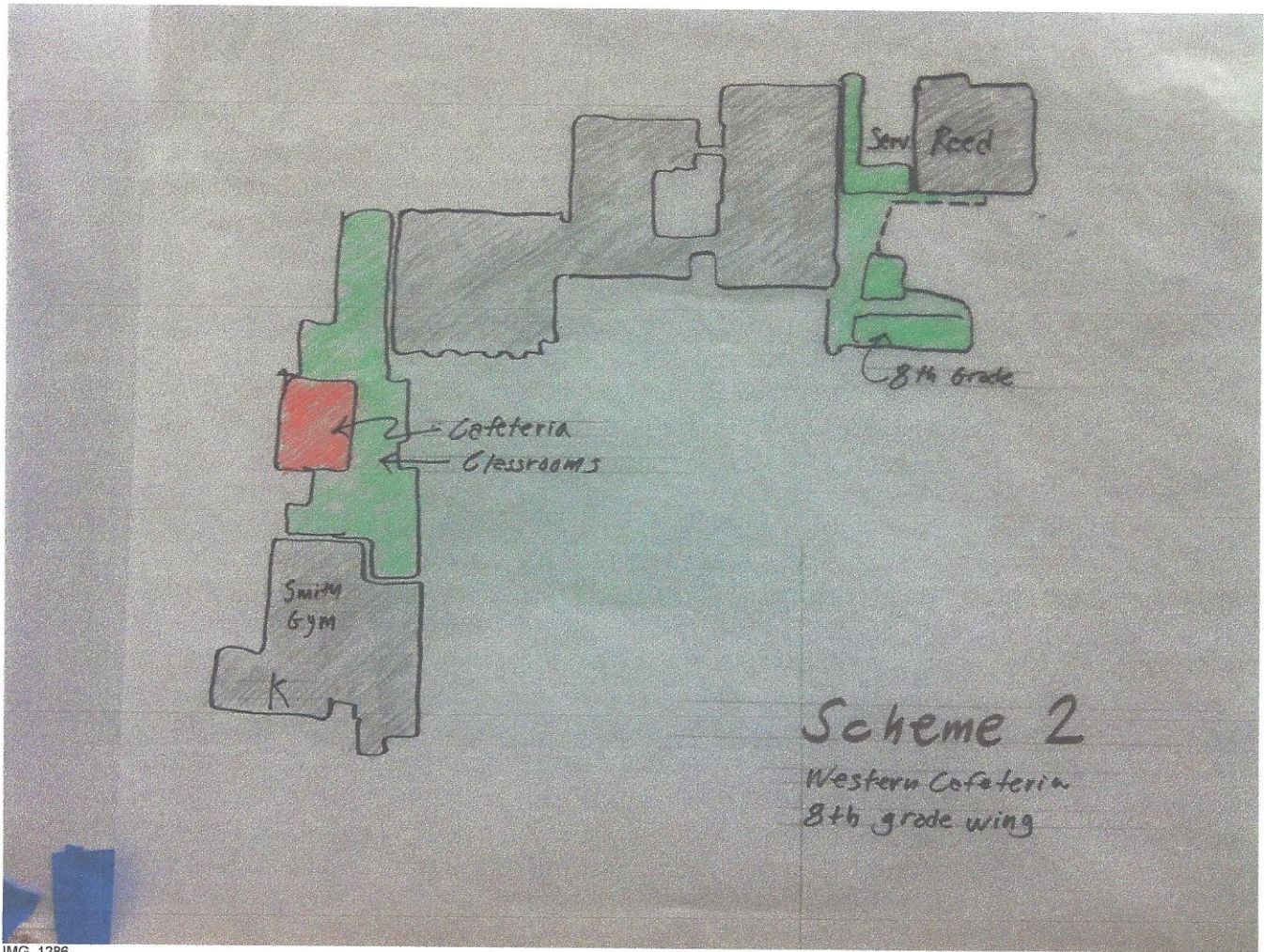
- A cafeteria;
- A Reed connector;
- Improvements to improve energy efficiency, such as an overhaul of the lighting;
- Improvements to the air circulation system, which may become necessary as the replacement of major elements of the building envelope make the facility less impervious to outside air exchange.

Further, there are many elements of the building that are not failing but have been subject to prolonged degradation, and so might be repaired as part of a large comprehensive project. These elements include bathrooms, floors, carpets, ceilings, auditorium seating, and paint.

Some additional expenditure might also be necessary in this approach to accommodate students displaced by the work on the building. It is very difficult to estimate at this stage what those costs might be, though we can predict that there would be a tradeoff between spending money on temporary classrooms and spending money for more complicated and prolonged phasing of the project. (Briefly, the more students we can move into temporary classrooms, the faster the project can be completed.)



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steven p. perlmutter

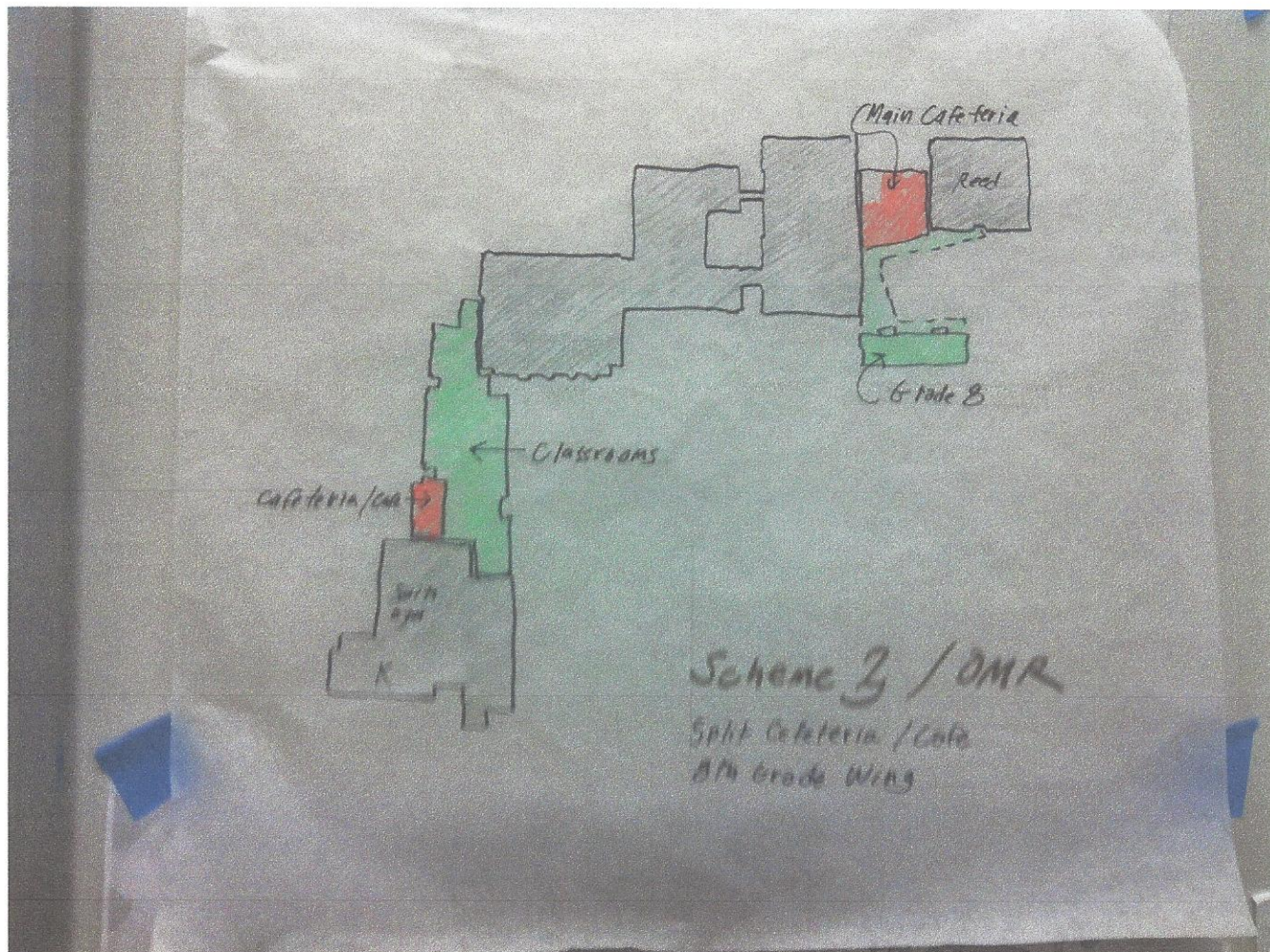
From: OWEN BEENHOUWER [owenbeenhouwer@me.com]

Sent: Wednesday, September 04, 2013 6:29 PM

To: steven p. perlmutter; owen beenhouwer; Loretta Arthur; Vinny and Maggy Pietropaolo; Jen James Sanj Kharbada; Vincent Cannistraro; Hathaway Russell; kbassett@sasaki.com Bassett; Douglas Adams; Tim Christenfeld; Gary Taylor; Peter Sugar

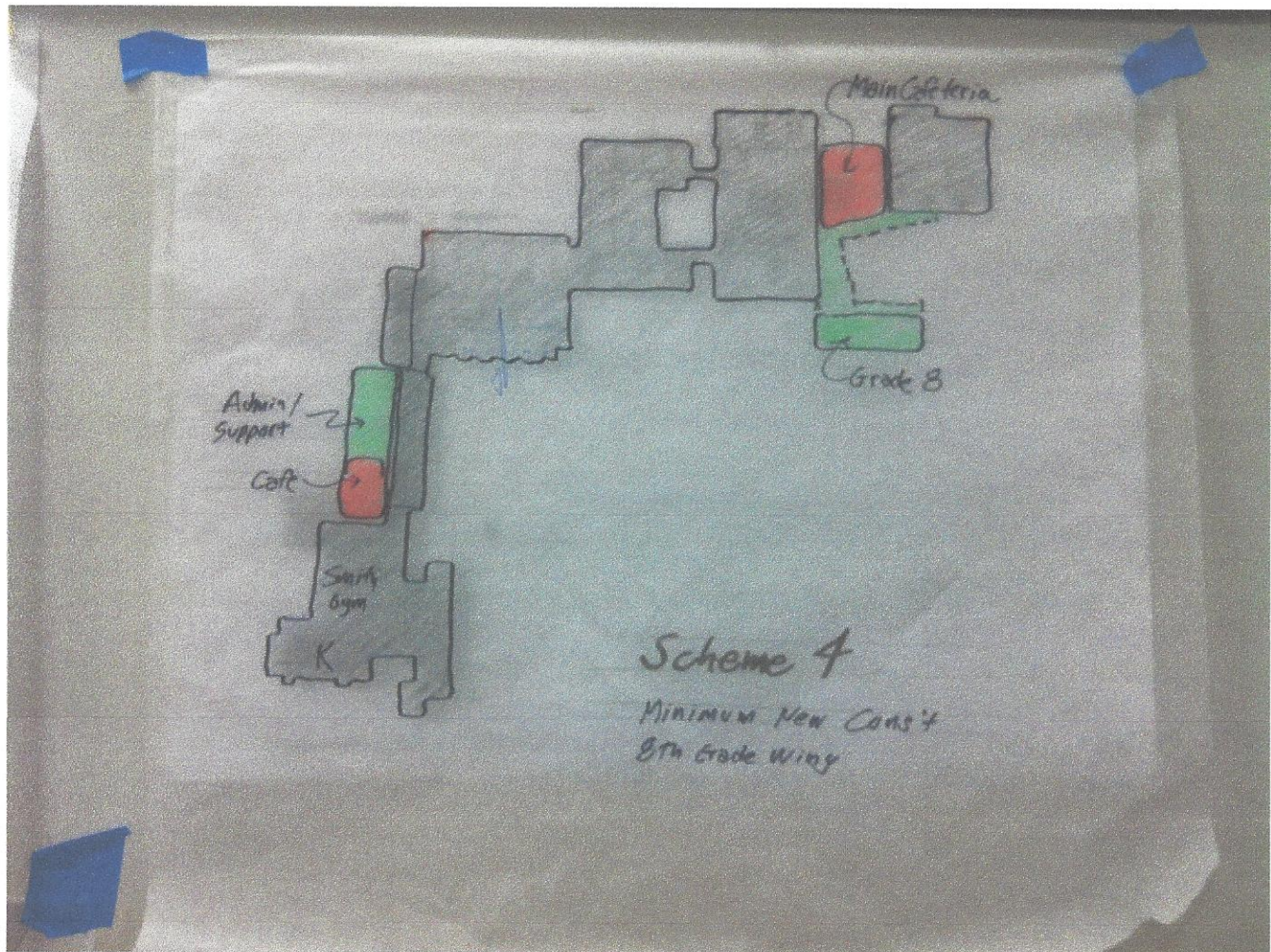
Cc: Becky McFall; Buckner Creel; Michael Haines; Jennifer Glass; Sarah Cannon Holden

Subject: SBAC Photos of L-Shaped schemes #1 - 4



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9/4/2013



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