

School Building Committee

Wednesday, November 29, 2017

7:00 p.m., Open Session

Hartwell Multipurpose Room

Present: Chris Fasciano, Chair; Kim Bodnar, Vice Chair; Tim Christenfeld; Buck Creel; Jennifer Glass; Michael Haines; Gina Halsted; Sharon Hobbs; Becky McFall; Craig Nicholson; Steven Perlmutter; Peter Sugar; Owen Beenhouwer, PPDC Liaison; Christine Dugan, Conservation Commission Liaison; Andrew Glass, Historical Commission Liaison; Ruth Ann Hendrickson, Water Commission Liaison; Ed Lang, Green Energy Committee Liaison; Dan Pereira, Parks & Recreation Liaison; Ian Spencer, Public Safety Liaison; Gary Taylor, Planning Board Liaison; Alicia Monks, Daedalus; Shane Nolan, Daedalus; Samantha Farrell, SMMA; Alex Pitkin, SMMA; Joel Seeley, SMMA; Jennifer Soucy, SMMA; Keith Fallon, EwingCole; Saul Jabbawy, EwingCole; Ryan Thompson, EwingCole.

Absent: Doug Adams, Historical Commission Liaison; John Ritz, Disabilities Commission Liaison.

Also Present: Ken Bassett; Sheila Dennis, Judith Lawler; Staci Montori.

Welcome: Chris Fasciano, Chair, called the meeting to order at 7:00pm.

Public Comments: none

Minutes: Tim Christenfeld made a motion to approve the minutes from the November 15th meeting; Buck Creel seconded the motion. There was no discussion, and the minutes were approved unanimously.

Outreach Subcommittee: Kim Bodnar reported that the Outreach team met and discussed outreach for the January 23rd workshop. The team also discussed ways to involve community members who might not be able to attend in person. Some ideas included live-streaming the workshops, or pre-taping the presentation and posting it on the website along with a feedback opportunity. Mr Creel asked if the taped presentation would be posted after the workshops. Ms. Bodnar confirmed that was the initial thought.

Space Template Update: Mr. Fasciano turned the meeting over to Joel Seeley, SMMA. Mr. Seeley noted that at the last meeting, the SBC talked about the options presented at State of the Town. Those were mostly new options based on the “optimal” education program. Since then, SMMA and EwingCole have worked with the school administration to look at the “essential” educational program, in order to determine the most efficient way to use square footage. Mr. Seeley turned the presentation over to Keith Fallon, EwingCole.

Mr. Fallon outlined the elements of changes that were discussed with administrators. He said that the concepts presented at State of the Town were based on an optimal educational program of about 180,000 sq.ft. After review, they were able to get the program to about 160,000 sq. ft. Mr. Fallon noted as a point of reference that, when finished, the Hanscom preK-8 will be 164,000 sq.ft.

Mr. Fallon reviewed the Lincoln School draft “program” (NOTE: The program is the list of the spaces that are needed in the school to deliver and support the educational program):

- Include preK in the Lincoln School (currently located in the Hartwell building)
- Remove the “hub” allowance preK-2
- Locate literacy and math proximate to K-1
- Reduce band/chorus area

- Retain elementary gym
- Reduce media center area
- Confirm storage and service areas
- Test the grossing factor: This can be refined as options are developed.
- Incorporate additional renovation into concepts
- Refine the cost model to recognize renovation pricing, site allowances, and phasing allowances.

Mr. Fallon said that in developing the concepts they are showing this evening, they began by looking at the northern portion of the campus, as it offers the most opportunity for increasing the amount of renovation in the project. He said they will show four schemes this evening. The first two schemes incorporate 66,000 sq.ft. of renovated space (Auditorium, Library link, Brooks/Reed); the third includes 54,000 sq.ft. of renovation (most of Auditorium, Library link, Brooks/Reed); the fourth includes 39,000 sq.ft. of renovation (Auditorium and Brooks/Reed)

Conceptual Options Update: Mr. Fallon turned the presentation over to Saul Jabbawy, EwingCole, to explain the four schemes. Mr. Jabbawy explained that to get to a smaller building, the SBC can look at reducing the program offered by the school, or try to reduce the grossing factor. The latter can be done by cutting down the amount of square footage dedicated to circulation and consolidating the building to its most efficient size. That was a central goal of the schemes presented. A second goal was to maintain the preferred educational mission, including figuring out how to include hub spaces and also maintaining the feel of having a lower and an upper school. He presented the four schemes labeled B6, B7, B8, and B9. All four are located on the northern part of the campus and are anchored around a renovation of at least the Auditorium and the Brooks/Reed Gym.

Scheme B6 Overview: (Schemes presented by Mr. Jabbawy and Samantha Farrell, SMMA)

- The Library link becomes the lower school
- Two stories on the east side for the middle school, one story for grades preK-4
- Keep the connection to the outdoors
- Single-entry near the Auditorium and dining Commons
- 24,400 sq.ft. of circulation space (currently about 50,000 sq.ft.)
- Removes Smith; more room for small fields and parking
- Keeps many current trees and adds more
- Could consider creating an oval-shaped circulation pattern that services the whole campus
- Provides room for a service road and loading dock.

The SBC discussed the scheme: Michael Haines asked about fire access and Ms. Farrell replied they keep that in mind when looking at the infrastructure network. Looking at the oval-shaped roadway plan, Gary Taylor asked about the implications for the Community Center, and whether it would fit within that scheme on the other side of the oval. Mr. Jabbawy noted that there is flexibility within the concepts, and that the Community Center could complete the oval without mirroring the western side of the campus exactly. Ms. Farrell underscored that it is an idea the PPDC use as a framework. Ms. Bodnar asked whether the scheme would orient the building for optimal exposure. Mr. Jabbawy said that it would—the scheme has a north/south orientation for light and connection to the landscape. Joel Seeley said that the orientation is a key component of sustainability. Ruth Ann Hendrickson asked whether one entrance would work for traffic flow. Dr. McFall replied that is a solution that would have to be explored further. Steven Perlmutter asked if there is more than one exit from the building—there is. Mr. Christenfeld asked whether, at this meeting, SMMA/EwingCole want high-level or detailed feedback? Ms. Farrell said that we are generally in a phase where high-level feedback is helpful, but any specifics that are “red flags” should be noted. Mr. Seeley said that all of the feedback helps to

shape their work. Dan Pereira asked about the rationale of choosing the east side for the two-story portion of the building. Mr. Jabbawy said that the site constraints and the desire to keep the middle school together made this the optimal location. Mr. Perlmutter asked whether the elementary gym that is noted in the scheme is new or is a renovation of the current Smith Gym. Mr. Jabbawy said that it is new in order to shrink the size of the building's footprint and reduce circulation space.

Scheme B7 Overview:

- Similar to the B6 scheme, but the view from the Commons is more towards the north
- Two entrances to the building
- Two stories on the eastern side
- Renovates the Link for classrooms
- Less learning hub space
- 25,200 sq.ft. of circulation space

Mr. Jabbawy thinks this scheme is not as strong because the view out of the Commons is narrower and because there is more space dedicated to circulation.

Scheme B8 Overview:

- Less renovation to the Link
- Two entrances
- Dining Commons is on the east side, not as central to the school
- 2nd story on the east and to the north
- 44,000sq.ft. of circulation
- Reduced hub space

Scheme B9 Overview:

- Renovates the Auditorium and Reed/Brooks Gym; demolishes Link
- Designed to be as efficient with square footage as possible
- 2 stories for preK-4 wing
- Locates gym in the center
- More daylight;
- Single entrance
- Smallest footprint on the site; most new construction
- 29,600 sq.ft. of circulation

Discussion:

- Mr. Perlmutter asked if the drawings could be shared with the committee. Mr. Seeley said they will be sent. Ms. Glass will post them on the SBC website.
- Dr. McFall noted that these drawings are still at a high level and don't include details such as office spaces.
- Detective Ian Spencer asked how the plans compare in their ability to close off the common spaces (Auditorium, gyms, Commons) from the rest of the school for community use. It is possible in all of the schemes, and easiest in B6 and B7.
- Mr. Fasciano asked if these plans on the north side of the campus were generated because the western part of the L [Smith School side] isn't usable? Mr. Seeley said that the schemes shown tonight are based on optimizing the orientation of the building and preserving Brooks/Reed and the Auditorium. The SBC should consider these options as "one end of the bookend." A basic renovation of the current building [as discussed at the November 15th SBC meeting] is the other. Options in the

middle that explore a more L-shaped facility haven't yet been explored. Mr. Jabbawy said that these schemes were intended to look at the most compact solutions, which involve mostly new construction. Creating mostly-new concepts that keep the Auditorium and stretch the building over to Smith puts a lot of square footage into circulation and would be very expensive.

- Mr. Fallon said that these drawings are designed to minimize program and increase renovation in order to decrease amount of new construction. He thinks that the first option is the strongest of the four.
- Ms. Farrell said we gain a lot of site flexibility when we remove the west side of the L.
- Mr. Jabbawy said that a completely new scheme is probably out of the question emotionally and financially. Tonight's ideas now represent the "high end" of the conversation. Mr. Perlmutter said that if renovation is significantly lower than the high end, then part of our due diligence will be to explore those options. Mr. Seeley said that at the next meeting we will see renovation ideas that fall between the two bookends we've discussed so far.
- Mr. Taylor said that the next rounds will show us what we're "giving away" in terms of the educational program.
- Mr. Perlmutter wonders if it's possible to renovate the Smith end in a way that provides educational improvements. Mr. Christenfeld clarified that we will be doing that, but we're not doing it all at once in one meeting. He suggested that there are roughly three tracks, and this shows multiple versions of the high-end track that optimizes our educational and sustainability values.
- Mr. Creel said he is pleased with the progress that SMMA and EwingCole have made in just two weeks that included a holiday.
- Mr. Haines asked if the design team feels comfortable that the options only need one cafeteria. Mr. Jabbawy noted B6, B7, and B9 only need one, but that B8 might need two.
- Mr. Christenfeld asked if B6 and B7 create oddly constricted outdoor spaces. Mr. Jabbawy said that B7 has a space that is a bit pinched, but the narrowest space in B6 is about 70ft wide, and is not pinched.
- Ms. Glass asked which version came most naturally and was easiest to work with. Mr. Jabbawy said that it is definitely the first one, B6. He cited the strong relationships between the community and classroom spaces and nice outdoor spaces; also that it does the best job of tying together new and renovated spaces. Dr. Hobbs agreed that it seemed to be the best for community access.
- Ms. Bodnar asked if there are any spaces without access to the outdoors. The lower school hub space in B6, but they are considering ways to bring in daylight.
- Dr. Hobbs asked if there are benefits to the gym in the middle of the school, as shown in B9. Mr. Beenhouwer commented that it creates a solid block in the middle of the school around which everyone would need to navigate.
- Gina Halsted asked about having one cafeteria for preK-8. Dr. Hobbs said that she thinks it would create a community feeling. Ms. Glass noted that the preK-8 schools in Brookline share one cafeteria.
- Ken Bassett asked about keeping the Brooks/Reed Gym, as it is not as valuable a space as the Smith Gym, and whether there is a scheme that does not keep Brooks/Reed, but moves to the west to keep the Smith Gym. Mr. Fallon noted that keeping Brooks/Reed lets us keep 14,000 sq.ft. at relatively modest cost. Mr. Bassett wondered whether thinking about one big gym would lead to some creative design solutions.

OPM Update: Shane Nolan, Daedalus, distributed a "Concept Cost Summary" for the four schemes presented. Mr. Nolan noted that B6 and B7 are the lowest, and come in at approximately \$95,350,000. Total project cost is just over \$600 sq.ft. The other two are slightly more expensive.

- Mr. Nolan talked about the line items on the cost summary: hazardous materials abatement; demolition; construction costs; site work; phasing; escalation; and soft costs. [Soft costs include: design fees; utilities work; testing and inspections; furniture, fittings and equipment (FF&E); and a

construction contingency]. Mr. Nolan noted again that these schemes represent the highest end of project solutions.

- Mr. Fasciano said that if the maximum borrowing recommendation of the Finance Committee is \$80M, then we will need to know what that could get us. Mr. Seeley said that that will be the next design phase. Mr. Jabbawy noted that if B6 is desirable as the high end, then they can explore how to tighten up those plans and estimates.
- Mr. Fallon said that there's an inherent community question of "what can we get for what we can spend?" Mr. Jabbawy said that we now have a sense of the the high and the low. Now they will take a look at the low and start transforming it into some middle solutions.
- There was discussion that we need to see a continuum of costs and the accompanying values for the cost.
- Mr. Sugar asked about the projected escalation timeframe and rate. He thinks that 4% escalation may over the next 2 1/2 years may be low, and that it's likely to be more. Mr. Sugar also asked about what percentage is in the design contingency. Mr. Nolan said 10-15%, and 6.5% for construction. Mr. Perlmutter asked about how they arrive at the project cost/sq.ft. Mr. Seeley said that they have a spreadsheet that takes into account many details about the individual renovation costs of specific areas. The sheet provided to the SBC is a summary that blends those different cost/sq.ft. rates.
- Mr. Nolan noted that renovation down to the studs is almost the same cost/sq.ft. as new construction. Mr. Christenfeld wondered if there could be a map of the current building with the renovation costs of each area. Is there some way to use this as a benchmark? Ms. Glass asked if there could be a map of the current building that shows which areas would need which level of renovation (high, medium, low) if we are just bringing the building up to code.
- Mr. Seeley said that the next work effort will be to look at the current building and see how it could be modified to provide as much educational value as possible.
- Ms. Bodnar asked about the process to prepare for the Jan. 23rd Community Workshop. Mr. Seeley said that next time we'll look at predominantly renovation options so that the SBC and the community has a sense of the full range of options.
- Mr. Taylor suggested that essentially we want to see what we can get at \$10M investment increments. Mr. Fasciano underscored the point, saying he thinks the Town is expecting to see what the trade-offs would be at various cost increments.
- Mr. Fallon asked what kind of feedback we hope to get from the community at the workshop. Dr. McFall suggested that there are three main pieces: cost, educational value, and sustainability. We need to test how the community feels about different values.
- Ms. Bodnar said that we have to decide what January 23rd will be. We need to be engaged in a process that brings us to June, and we need the architects to help us lay out the process that will get from us from here to there.
- Mr. Fallon asked about integration of community center. Mr. Christenfeld said that the Community Center PPDC is having a workshop on January 30th. That committee is also looking at a range of options and price points.
- Dr. McFall posed the idea that there may be a point along the price range where it is necessary to rethink the hub space idea; it might be better to find other ways to have flexible spaces. Mr. Jabbawy said that he is hopeful that there are creative solutions before changing the desired educational program.
- Mr. Creel encouraged SMMA, when looking at pieces of the building, to identify parts of the building that really shouldn't be saved.
- Mr. Beenhouwer is worried that we'll lose community enthusiasm if we cut too much of our educational and sustainability goals. Mr. Beenhouwer thinks that we're on the right track for the high end, and notes that cost vs. value will be the question.
- Alicia Monks agreed that the story about project value can be told by giving the Town a number of options to weigh.
- Mr. Bassett noted that there will have to be some kind of mid-range scheme(s), and his hope is that we can come back with a positive message about a mid-range scheme.

- Mr. Seeley said that this conversation has been very helpful.

Other Topics:

- Energy Consultant: Ed Lang said that having an energy consultant is also about controlling cost, increasing value.
 - We need to understand the cost of meeting code versus the return on investment for doing much better than code. Also, what would it take to get to net zero?
 - There are energy models that can help us understand EUI (Energy Use Intensity), and the capital and operating costs for each option.
 - When we look at each solution, we need a number we can rely on, and therefore Mr. Lang thinks we should hire Bill Maclay, who is very experienced in this area, to work with SMMA/Daedalus. Mr. Lang would like to see us do the best we can on sustainability, and be able to demonstrate what we're doing to the community.
 - He asked Mr. Creel whether there is a bid from Mr. Maclay. Mr. Christenfeld said that Bill Maclay sent a proposal; that here is a cost of about \$1000 for each plan he is given to evaluate.
 - Mr. Seeley said that he had wanted to hold off a bit on consulting Mr. Maclay because the SBC is still grappling with big issues such as the size of the building and the scope of the project. Mr. Christenfeld said that until the options are more defined, it makes sense to hold off until we are confident about which schemes we will pursue in some way. New construction is easy to evaluate, but as we consider renovation, Mr. Maclay's input will be more valuable.
 - Mr. Fasciano asked when the right time to do this evaluation. Mr. Seeley replied that it will make sense in January.
 - Mr. Perlmutter wondered if it's possible to have some EUI information (or some kind of sustainability metric) for each option so that people can work it into their thinking, feedback and decision-making. Mr. Seeley said that if we can't get to actual EUI numbers by Jan. 23rd, we could by the next forum. Mr. Perlmutter said that maybe there's a way to tease out whether EUI is a driving factor in people's decision-making. Mr. Fasciano asked whether the SBC agrees that we should use SMMA.
 - Mr. Pereira asked SMMA if they consider that Mr. Maclay would add value to the project. Mr. Seeley said yes.
 - Mr. Lange expressed concern that we are already too far along in the design process and should already be working with Mr. Maclay so that sustainability is "baked" into the process. Ms. Monks underscored that nothing is baked at this time—we have yet to "turn on the oven."
 - There was SBC consensus that we should communicate to Mr. Maclay our interest in utilizing his services. Mr. Creel will circle back with Mr. Maclay.
 - Mr. Christenfeld noted that he circulated slides to the SBC that Maryann Thompson provided to the PPDC about the types of components that contribute to a net-zero building. The main components are: solar orientation of the building; building envelope (insulation and windows); type of systems used; lighting; materials used.
- Multi-board Meeting: Noting that the community conversation around cost and value is complex, Ms. Glass said that she raised the idea of a multi-board meeting with her fellow Selectmen at their November 27th meeting. She sought the SBC's feedback on holding such a meeting on January 9th in order to be able to provide financial context for the SBC's January 23rd and the PPDC's January 30th workshops. The main boards involved would be the Board of Selectmen (BOS), Finance Committee, Capital Committee, School Committee, SBC, and PPDC. It would be at the start of previously-scheduled BOS meeting, and would, of course, be an open to the public. There was agreement from the SBC that this is an important conversation, and that planning should proceed.

- Next Meeting: The next SBC meeting is on December 13th, which is the night of a Lincoln School concert. The SBC decided to move to the start time to 7:30pm so that those involved can go to the concert and then get to the SBC meeting.

Meeting Adjournment: Mr. Christenfeld made a motion to adjourn, which was seconded by Mr. Sugar. The meeting adjourned at 9:29pm.

Minutes respectfully submitted by Jennifer Glass