



MCCPS Board of Trustees

Facilities Task Force

Published on May 16, 2021 at 10:54 PM EDT

Date and Time

Tuesday May 18, 2021 at 7:00 PM EDT

Agenda

	Purpose	Presenter	Time
I. Opening Items			7:00 PM
A. Record Attendance		Rebecca Whidden	5 m
B. Call the Meeting to Order		Rebecca Whidden	4 m
C. Approve Minutes (March 2021 Meeting)	Approve Minutes	Rebecca Whidden	3 m
D. Approve Minutes (April 2021 Meeting)	Approve Minutes	Rebecca Whidden	3 m
II. Facilities Task Force			7:15 PM
A. Design Discussion	Discuss	Rebecca Whidden	45 m
B. Identify Next Steps	Discuss	Rebecca Whidden	30 m
III. Closing Items			8:30 PM
A. Adjourn Meeting	Vote	Rebecca Whidden	5 m

Coversheet

Approve Minutes (March 2021 Meeting)

Section: I. Opening Items
Item: C. Approve Minutes (March 2021 Meeting)
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Facilities Task Force on March 23, 2021



MCCPS Board of Trustees

Minutes

Facilities Task Force

Date and Time

Tuesday March 23, 2021 at 7:00 PM

Committee Members Present

Amy Leveroni (remote), Ariane Purdy (remote), Brad Rogers (remote), Christian Strom (remote), Jessica Gelb (remote), Jim Gaudette (remote), Marisa Fava (remote), Nathan Dye (remote), Peter Cohen (remote), Rebecca Whidden (remote)

Committee Members Absent

Andrea Barlow, David Moore

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

Rebecca Whidden called a meeting of the Facilities Task Force Committee of MCCPS Board of Trustees to order on Tuesday Mar 23, 2021 at 7:02 PM.

C. Approve Minutes

Christian Strom made a motion to approve the minutes from Facilities Task Force on 02-23-21.

Marisa Fava seconded the motion.

The committee **VOTED** unanimously to approve the motion.

Roll Call

Jim Gaudette	Aye
Jessica Gelb	Aye
Rebecca Whidden	Aye
Ariane Purdy	Aye
Nathan Dye	Aye
Christian Strom	Aye
Brad Rogers	Aye
Andrea Barlow	Absent
Marisa Fava	Aye
Amy Leveroni	Aye
Peter Cohen	Aye
David Moore	Absent

- Marissa likes proposed Mission and Vision Statements (emailed by Becca ahead of meeting). Brad agrees, and suggests incorporating language from the school's strategic plan. This will ensure we tie any facilities renovations / modifications to what the school is trying to do.

- Brad notes that we will need to determine how we measure whether we are successful in executing the vision. Jim agrees, and suggests the Mission and Vision Statements should be detailed and include dates (planning horizon) and benchmarks.

- Amy notes that she has been involved with MCCPS for 10 years and that it is always a challenge to find funds. Amy asks whether the work of this task force is putting the cart before the horse, and wants to make sure the task force is all on the same page about the scope of work at hand.

- Peter states that he shares Amy's concern about fundraising. The goal of the task force is to have a "legitimate plan" in place to shop to fundraisers. Step one is to have a plan in place, step two is to secure funds and execute. Peter notes that because the building will need to be occupied during any future construction any renovation will need to be phased; this gives the school the opportunity to raise funds incrementally.

II. Facilities Task Force

A. Mission & Vision Statement Discussion

- Marissa likes proposed Mission and Vision Statements (emailed by Becca ahead of meeting). Brad agrees, and suggests incorporating language from the school's strategic plan. This will ensure we tie any facilities renovations / modifications to what the school is trying to do.

- Brad notes that we will need to determine how we measure whether we are successful in executing the vision. Jim agrees, and suggests the Mission and Vision Statements should be detailed and include dates (planning horizon) and benchmarks.

- Amy notes that she has been involved with MCCPS for 10 years and that it is always a challenge to find funds. Amy asks whether the work of this task force is putting the cart before the horse, and wants to make sure the task force is all on the same page about the scope of work at hand.

- Peter states that he shares Amy's concern about fundraising. The goal of the task force is to have a "legitimate plan" in place to shop to fundraisers. Step one is to have a plan in place, step two is to secure funds and execute. Peter notes that because the building will need to be occupied during any future construction any renovation will need to be phased; this gives the school the opportunity to raise funds incrementally.

B. Task Updates

Landscape Ideas:

- Becca has been in touch with Kira Clingen, an MCCPS alumna and current landscape architecture student. Kira recently reached out to the school about being involved with the school's landscape and the possibility of offering a landscape enrichment class to students.

- Becca shares the landscape moves she and Peter discussed: (1) leaving parking in place, (2) looking at extending the drop-off loop for cars toward the northeast corner of the building, (3) moving Bob Erbetta's materials storage from the northwest edge of the building to the northeast edge (alongside Farrell Court), (4) locating an outdoor playscape along the northwest edge of the building, and (5) moving the outdoor classroom to the southern corner of the building where it is a visible and welcoming entry and where it will get direct sunlight.

- Could the school begin a tradition of eighth graders planting a garden for fourth graders? Could we expand on the existing kindness rock art?

Existing Conditions:

- Ariane continuing to nail down existing conditions.

- Group discusses the warehouse mezzanine. Should we take it off the table as a usable space? Do we need to do a code analysis or check in with local building officials? Ariane opines that the only value of the mezzanine is if it is occupiable. Brad notes the possibility of just developing a diagrammatic version of mezzanine plans. Christian asks what the ceiling height is below the mezzanine and notes that the current stairs are not up to code and would need to be redone if the mezzanine is to be used in any capacity. Ariane muses about whether mezzanine could serve as storage.

Cartoon Report:

- Brad walks the group through the cartoon report. The group agrees that it looks great.

- Brad notes the importance of defining the boundaries of the study undertaken by this group.

- What precedent imagery can we collect and use?

- Brad proposes laying out options from least to most work, for example, the first scenario could be paint and carpet with no architectural modifications.

- Ariane notes that any floorplans we propose have to take legal egress into account.

- Jessica asks if the plan will capture phasing considerations; Brad says yes, and Ariane notes that we have the warehouse as potential swing space. Brad also notes that the scenarios should anticipate potential for phased funding.
- Amy asks for confirmation that we will solicit feedback from user groups before proposing options; Andrea notes that she has interviewed faculty and students about their wishlist items for a renovated MCCPS. Amy notes that students will likely repeat what their parents think. Brad asks Andrea to share photos and raw notes from her interviews; Andrea agrees that she will.

Funding Ideas:

- Ariane suggests looking for donors for the proposed maker space and/or science lab.
- Nathan notes that he works with non-profits and will connect with Susan Hauck to discuss donor-advised funds (non cash assets that are very tax efficient).

C. Identify Next Steps

- Becca to set up a virtual pinup board through the Miro platform (recommended by Marissa and Brad). Task force members to sketch concept floorplans and collect image precedents and share to the Miro board.
- Group is targeting presenting a draft report to the Board in June 2021.

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:40 PM.

Respectfully Submitted,
Rebecca Whidden

Coversheet

Approve Minutes (April 2021 Meeting)

Section: I. Opening Items
Item: D. Approve Minutes (April 2021 Meeting)
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Facilities Task Force on April 28, 2021



MCCPS Board of Trustees

Minutes

Facilities Task Force

Date and Time

Wednesday April 28, 2021 at 7:00 PM

Committee Members Present

Andrea Barlow (remote), Ariane Purdy (remote), Brad Rogers (remote), David Moore (remote), Jessica Gelb (remote), Jim Gaudette (remote), Marisa Fava (remote), Nathan Dye (remote), Peter Cohen (remote), Rebecca Whidden (remote)

Committee Members Absent

Amy Leveroni, Christian Strom

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

Rebecca Whidden called a meeting of the Facilities Task Force Committee of MCCPS Board of Trustees to order on Wednesday Apr 28, 2021 at 7:03 PM.

II. Facilities Task Force

A. Design Discussion

Housekeeping Updates:

- Becca notes that the MCCPS Board of Trustees are tentatively targeting in-person meetings beginning in July; the task force may do the same.
- Becca notes that Peter, Ariane, Jess, Becca and Lara Goodman (parent volunteer and artist) met earlier this month to discuss exterior murals and interior art displays.
- Becca has set up a Miro pinboard for the task force to share sketches and visual inspiration/ideas.
- Peter shares that the Marblehead Building Inspector recently toured the MCCPS building and determined the mezzanine in the warehouse is non-ADA compliant. This space was evacuated earlier this month.
- Peter asks whether the mezzanine could be used as storage in the future. Ariane opines yes, as long as the space is not intended for occupation. Brad notes that there might be fire-protection issues, and that loading capacity for heavy items should be confirmed. Brad asks if we have any structural reports evaluating this space.
- Peter notes that Jess Gelb has done a huge amount of work in clearing out the warehouse and helping classroom teachers to organize and purge unused materials. Ariane and Jess may collaborate on before and after images as a fundraising tool.
- Group discusses the possibility of designing dedicated storage spaces for each grade; something like a caged storage area.

Review of Previous Floorplans:

- Peter clarifies that the Winter Street floorplans were drawn in 2015 and based on feedback provided to the architects by the former Head of School.
- Ariane notes that the Winter Street floorplans validate the bulk of the thinking and assumptions this task force has made. Brad agrees, and asks why these plans did not proceed. Peter doesn't know.
- Bob Erbetta shares his "atrium" scheme, noting that the school must be operational during renovations.

Discussion of Exterior Facelift Idea:

- Ariane lays out a case for a shorter money solution that could give the school a facelift and get the community excited to participate in a more costly renovation that won't happen immediately.
- Jim agrees that curb appeal goes a long way for relatively short money, and helps to build momentum. Andrea notes that exterior renovations show commitment and progress to long-term building maintenance and renovations.
- For example: could we paint a facade-scale mural at the entry facade that incorporates the existing student mural outside the art room? Could there be new awning solutions? Could the school get a new railing at the entry facade that is more colorful or textured? Could we paint the existing window frames a crisp black (rather than the existing and dated bronze)?
- Brad notes that the facade-scale mural would span the current garage doors that lead into the warehouse; can we anticipate windows or unitized glass walls here instead since we will likely need more fenestration for any program located in the current warehouse space.

- Ariane notes that painting a facade-scale mural would likely require masonry rework before painting. This could be a professional project, with student murals developed on the basketball court side of the building.
- Marissa points out local mural examples in Salem: at Spitfire Tacos, on Highland Avenue, and at the Punto Urban Art Museum.
- Jim likes the lighthouse concept, and notes that nods to Marblehead history will appeal to the school community. Jim also suggests a student contest for murals or other design elements, as feasible.
- Marissa notes that students congregate at the front of the building at pick-up time; could any new railings/stairs incorporate stairs students could sit on while waiting? This could become a sort of "front porch" moment, and could perhaps tie in to an outdoor classroom or event space at the building's southern corner.
- Andrea loves the idea of waiting stairs, and asks whether this space would be covered.
- Jim asks whether we should remove the existing greenhouse? Becca notes that Bob Erbetta believes the foundation under the greenhouse is compromised, and that the greenhouse may need to be removed as part of a larger building renovation. Andrea opines that removing the greenhouse and "opening up" the building's southern corner could feel very welcoming.
- Jess raises the question of security, noting that the building currently has MANY entrances. Can any exterior facelift solution begin to anticipate reducing the number of entries? For example: remove doorhandles, install motion-sensor lights, consider bollards instead of traffic cones to outline the traffic sequence?

B. Identify Next Steps

- Nathan notes that he has an architect who might be able to provide a cost estimate.
- Brad asks whether we could find someone to provide preconstruction advisory role. This could be a lump-sum cost.
- Ariane has a contractor who might be able to provide pre-con services.
- Could we find a CM to join this group?

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:35 PM.

Respectfully Submitted,
Rebecca Whidden

Coversheet

Design Discussion

Section: II. Facilities Task Force
Item: A. Design Discussion
Purpose: Discuss
Submitted by:
Related Material: MCCPS_Facility_Plan_Outline_DRAFT 05162021.pptx

MARBLEHEAD COMMUNITY CHARTER PUBLIC SCHOOL

FACILITY MASTER PLAN

Draft Outline 5/18/2021



CONTENTS

MASTER PLAN REPORT

1. Introduction *(1 page)*
2. Vision Statement & Guiding Principles *(1)*
3. Assumptions *(1)*
4. Existing Conditions *(+/- 10)*
5. Community Engagement Findings *(+/- 3)*
6. Space Program *(+/- 3)*
7. Scenarios *(+/- 10)*
8. Financial Analysis *(+/- 2)*
9. Timeline *(1+)*
10. Recommendations & Next Steps *(1)*

APPENDIX

1. Detailed Program Spreadsheets
2. Detailed Cost Estimate Calculations
3. Precedents & Benchmarks
4. Community Engagement Notes / Backup
5. Technical Reports as needed

INTRODUCTION

Goal of This Report:

- State what this report does and does not include and why.
- Describe what needs to be further developed.

Process Overview:

- Facilities Task Force established January 2021, composed of Head of School, Director of Student Services, Board members, parents, and community members.
- Task Force meets monthly and works in between its sessions to develop options.

School History:

- Founded in 1995.
- First charter school in the Commonwealth.

Facilities History:

- Building was constructed in 1968 and originally used as an Elks Club.
- MCCPS has occupied the structure since its founding in 1995.
- MCCPS purchased the building in 2014 for \$4.25 million.

VISION STATEMENT & GUIDING PRINCIPLES

Facilities Task Force Vision Statement:

- The MCCPS Facilities Task Force will contribute to the cost-effective transformation of the existing school facility in order to provide a school building that is welcoming and visually appealing; that supports the MCCPS pedagogy of highly-engaging, project-based learning personalized for all students; that celebrates student, family and community contributions; and that is environmentally and economically sustainable.

Facilities Task Force Mission Statement:

- The MCCPS Facilities Task Force will develop and price three design concepts for the renovation of the existing school facility, to share with the Board of Trustees for their review, feedback and ultimate selection. This work will take place during the spring, summer and fall of 2021, with target implementation beginning in fall of 2021 or spring of 2022.

VISION STATEMENT & GUIDING PRINCIPLES

Guiding Principles:

- Front entry should be more welcoming.
- All classrooms should get natural daylight and fresh air.
- Add a Black Box Theater and science lab.
- Provide multiple multi-purpose small group rooms.
- Address security concerns.
- Resolve any outstanding code issues.
- Address deferred maintenance issues (new roof, new bathroom plumbing, other)

Overarching statement about the vision
for the future facility

ASSUMPTIONS

Scope Assumptions

- MCCPS to remain at 17 Lime Street (Board directive).
- Work within existing exterior shell.
- Incorporate warehouse space.
- Enrollment to remain 230 students.
- Grades to remain 4-8.
- Building must remain operational during any renovations.

Program Assumptions

- Non-regulation size gymnasium is acceptable; MCCPS will continue to rent elsewhere for games.
- MCCPS does not seek exact alignment with state (MSBA) standards for K-12 facilities.

Cost Assumptions

- Fundraising for this project will be a challenge so explored should be as cost-effective as possible.
- Costs will be phased along with construction phasing.

Funding Assumptions

- Funds will come from a combination of capital campaign, construction loan, and grants.
- Black Box Theater will bring in monthly revenue. Maker space may bring in intermittent revenue.

EXISTING CONDITIONS

Planning Metrics:

- Site area: 61,420* gsf
- Building gross area: 33,316* gsf
- **Total net square footage: 28,146 nsf**
- Academic: 8,009 nsf
- Special Education: 868 nsf
- Art & Music: 1,119 nsf
- Library & Technology: 623 nsf
- Health & PE: 3,496 nsf
- Kitchen & Dining: 4,239 nsf
- Staff Spaces: 1,405 nsf
- Custodial & Maintenance: 240 nsf
- Other (Warehouse): 8,147 nsf
- **Net SF per student: 87 nsf**

Comparison to state (MSBA) standards:

- Site area**: n/a
- Building gross area: 59,768 gsf
- **Total net square footage: 39,845 nsf**
- Academic: 11,540 nsf
- Special Education: 3,020 nsf
- Art & Music: 3,125 nsf
- Library & Technology: 4,724 nsf
- Health & PE: 8,750 nsf
- Kitchen & Dining: 5,325 nsf
- Staff Spaces: 2,511 nsf
- Custodial & Maintenance: 1,850 nsf
- Other: 0 nsf
- **Net SF per student***: 173 nsf**

EXISTING CONDITIONS

Existing First Floor Plan

colored by use category
(e.g. classrooms,
administrative, etc.) and
labeled

Existing Mezzanine Plan:

colored by use category
(e.g. classrooms,
administrative, etc.) and
labeled

EXISTING CONDITIONS

Site Plan: Neighborhood Context

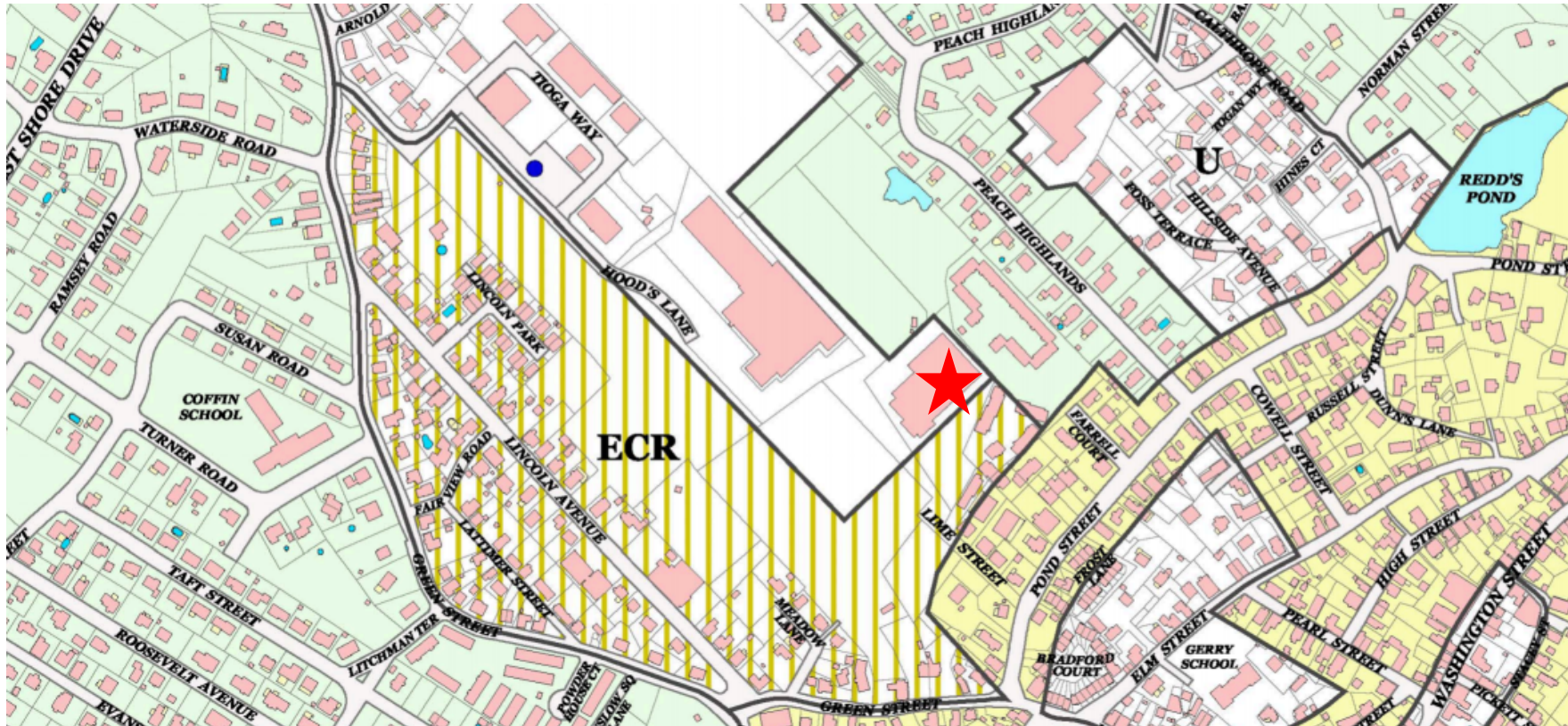


(park name here)

Redd's Pond

EXISTING CONDITIONS

Site Plan: Zoning & Land Use



- MCCPS is zoned “Unrestricted / Non-residential Uses.”
- 0’ front setback
- 6’ side setback
- 8’ rear setback
- 35’ maximum height

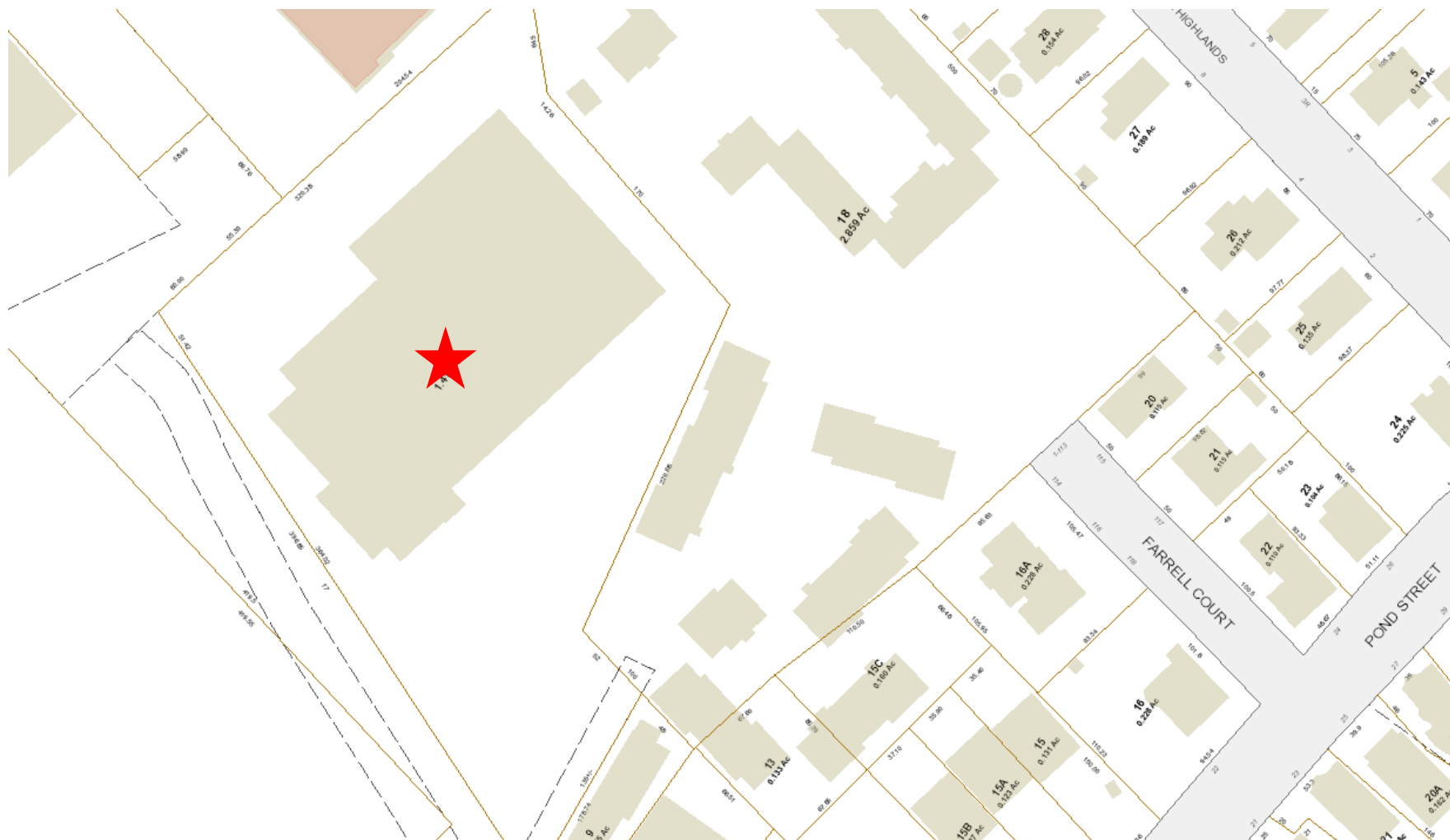
EXISTING CONDITIONS

Site Plan: Outdoor Space & Site Conditions



EXISTING CONDITIONS

Site Plan: Parking & Traffic



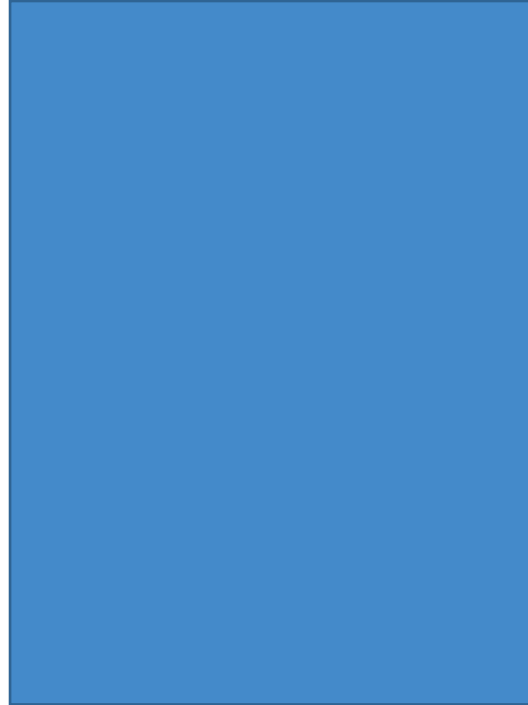
- Current parking spaces available to MCCPS: XX
- Current rented spaces: XX
- Current parking space rental income: \$XXX/yr

EXISTING CONDITIONS

Conditions Assessment: Building Exterior



Roof is failing and needs to be replaced as soon as possible.



Greenhouse foundation is cracked; this space should be fixed or demolished.



Many exterior doors are a security concern and are not necessary.



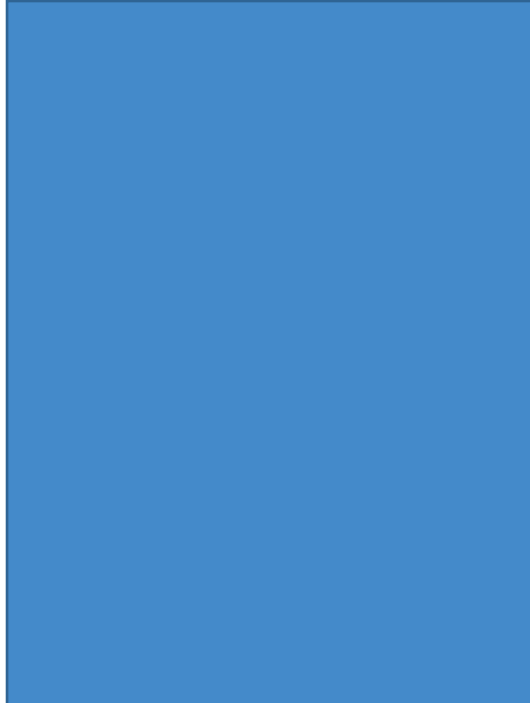
Service entry overlaps with exterior play space used by students.

EXISTING CONDITIONS

Conditions Assessment: Building Exterior



Current entry lacks curb appeal.



Entry façade has multiple stair/ramp combinations that could be consolidated.



Exterior play space open to adjacent street is a security concern.



Outdoor classroom is oriented north and receives limited direct sun.

EXISTING CONDITIONS

Conditions Assessment: Building Interior



Warehouse is used for storage, not occupiable space.



Grade 4 and Grade 5 classrooms have no windows.



Northern bathroom plumbing routinely fails and needs to be replaced.



Insufficient storage space for teaching materials results in crowded classrooms.

EXISTING CONDITIONS

Conditions Assessment: Utilities & Energy Usage

- Information coming from Jeff Barry.

EXISTING CONDITIONS

Conditions Assessment: Deferred Maintenance

- Roof was last replaced in XXXX.
- Other?

EXISTING CONDITIONS

Conditions Assessment: Code Review

- Text here.

COMMUNITY ENGAGEMENT FINDINGS

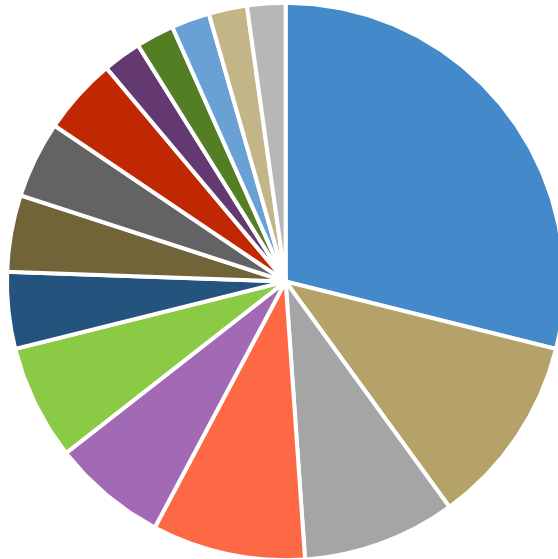
Summary of Methods

- Director of Student Services issued a survey to faculty and students using (email? Other?).
- 20 faculty members responded.
- XX students responded.
- Results were tabulated and are shown on the following page.

Insert photos of sessions here, if available.

COMMUNITY ENGAGEMENT FINDINGS

Faculty Wishlist (20 Replies)



- Small Breakout Spaces
- Library / Maker Space
- Larger Art Room
- Larger Music Room
- Classrooms with Windows/Skylights
- Performance Space
- Science Lab
- Woodshop / Technical Shop
- Teacher Storage
- Student Storage
- World Language Room

“I’d love to see if we could redesign our current space at the same time as expanding.” – teacher

Student Wishlist (XX Replies)

Information Coming from Andrea

“Can we find a student quote?” – student (grade X?)

SPACE PROGRAM

+/- 3 pages: 1 page of summary plus detail

- Explain methodology for developing the program (e.g. based on statewide benchmarks for similar schools and MCCPS projected enrollment, etc.)
- Space summary worksheet – summary of total area by category on first page followed by detail with room counts on following pages
- Compare needs vs existing, identify delta
- Quantify available space in the warehouse and compare to additional space needs
- Identify any remaining unused capacity
- Discuss how to handle program that won't fit into existing building?

SCENARIOS - OVERVIEW

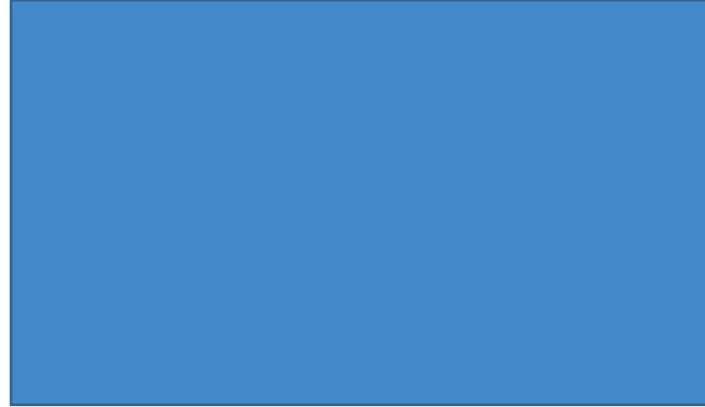
Option 1



- Exterior Refresh
- + Increase Curb Appeal
- + Fix Deferred Maintenance
- + Address Security Concerns
- No Interior Improvements

Capital Cost:
Operating Cost:
Revenue: none

Option 2



- Capture Warehouse Space
- + pro
- + pro
- con
- con

Capital Cost:
Operating Cost:
Revenue:

Option 3



- Rework Existing Spaces
- + pro
- + pro
- con
- con

Capital Cost:
Operating Cost:
Revenue:

SCENARIO DETAIL

+/- 3 pages on each option

- **1st page**
 - Describe the scope of work
 - Total SF of renovations by space category
 - Program results – does the option satisfy all of the space requirements?
 - Deferred maintenance results – does the option address all of the existing issues?
- **2nd page:** Floor plan colored by use category and labeled
- **3rd page:** Additional visuals / views as needed to illustrate the option

FINANCIAL ANALYSIS

+/- 2 pages

- Cost estimate details and methodology
- Project cash flow
- Project funding considerations
- Revenue estimates
- Operating cost impact

TIMELINE

1 page (depending on how much the options differ)

- Project approvals
- Funding milestones
- RFP's
- Contracting
- Design
- Construction
- Occupancy
- Community / occupant outreach events
- Align with academic calendar

RECOMMENDATIONS & NEXT STEPS

1 page

- Recommendation of preferred option from the Facilities Task Force
- Board approval of selected option
- Next steps for funding
- Identify any follow-up studies required
- Identify any outstanding decisions to be made
- RFP's and contracting