



*Norwood Public Schools  
Summary of Final Long Range Study*

*August 2017*





*What is the Norwood Schools Long Range Study Committee?*

// A 9 Member Committee: 5 Voting + 4 Non-Voting

// Established by STM on May 9, 2016

// The Committee is responsible for the selection of the **architect** and development of the **report**



// Ultimately, the **School Committee** must approve any proposal





## *Who are the members?*

### **VOTING**

- // **Alan Slater, *Chairman*** - Finance Commission
- // **Myev Bodenhofer** - School Committee
- // **Patrick McDonough** - School Committee
- // **Thomas Maloney** - Board of Selectmen
- // **Sarah Quinn** - Town Meeting Member

### **NON-VOTING**

- // **John Carroll** - Town Manager
- // **Dr. David Thomson** - Superintendent of Schools  
(James Hayden)
- // **Paul Riccardi** - Director of Buildings & Grounds
- // **Ted Callahan** - PBCC





## *What are the Responsibilities?*

// Develop RFP & Scope of Services

// Select the architect

// Conduct progress meetings

// Periodically review study and provide architect with feedback

// Make a recommendation to the School Committee





## I. What is the purpose of the Long Range Building Study?

### The Long Range Building Study

// Beginning in the fall of 2016, the Town of Norwood requested the services of Ai3 Architects and consultants to assess the existing conditions of its public schools

// This included all five community elementary schools, the early education center, the middle school, and the Savage center

// The study aims to establish a feasibility and master plan for Norwood by evaluating:

Demographic and population trends  
Structural integrity of each building  
State of the current building systems  
Overall program distribution per building  
Site conditions

## II. Who contributed to its preparation?

### Professional Contributors

// *Architectural Analysis:* **Ai3 Architects, LLC**

// *Structural Analysis:* **Engineers Design Group**

// *MEP Systems Analysis:* **Griffith & Vary, Inc.**

// *Site/Civil Analysis:* **Pare Corporation**

## III. What is included in the final Long Range Building Study

### 391 Pages of Content

// Introduction

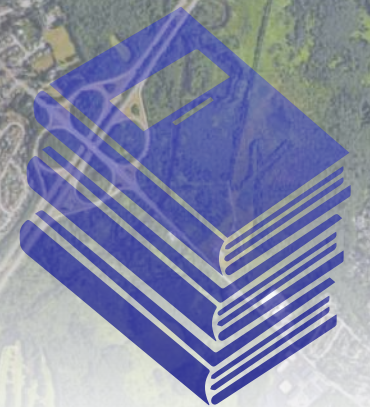
// Evaluation of Existing Conditions

// Evaluation Results

// Evaluation of Alternatives - 16 Options

// Executive Summary

// Appendix





Complete Long Range Study (391 pages)  
Prepare Summary of Long Range Study &  
Present findings to School Committee

[illegible]



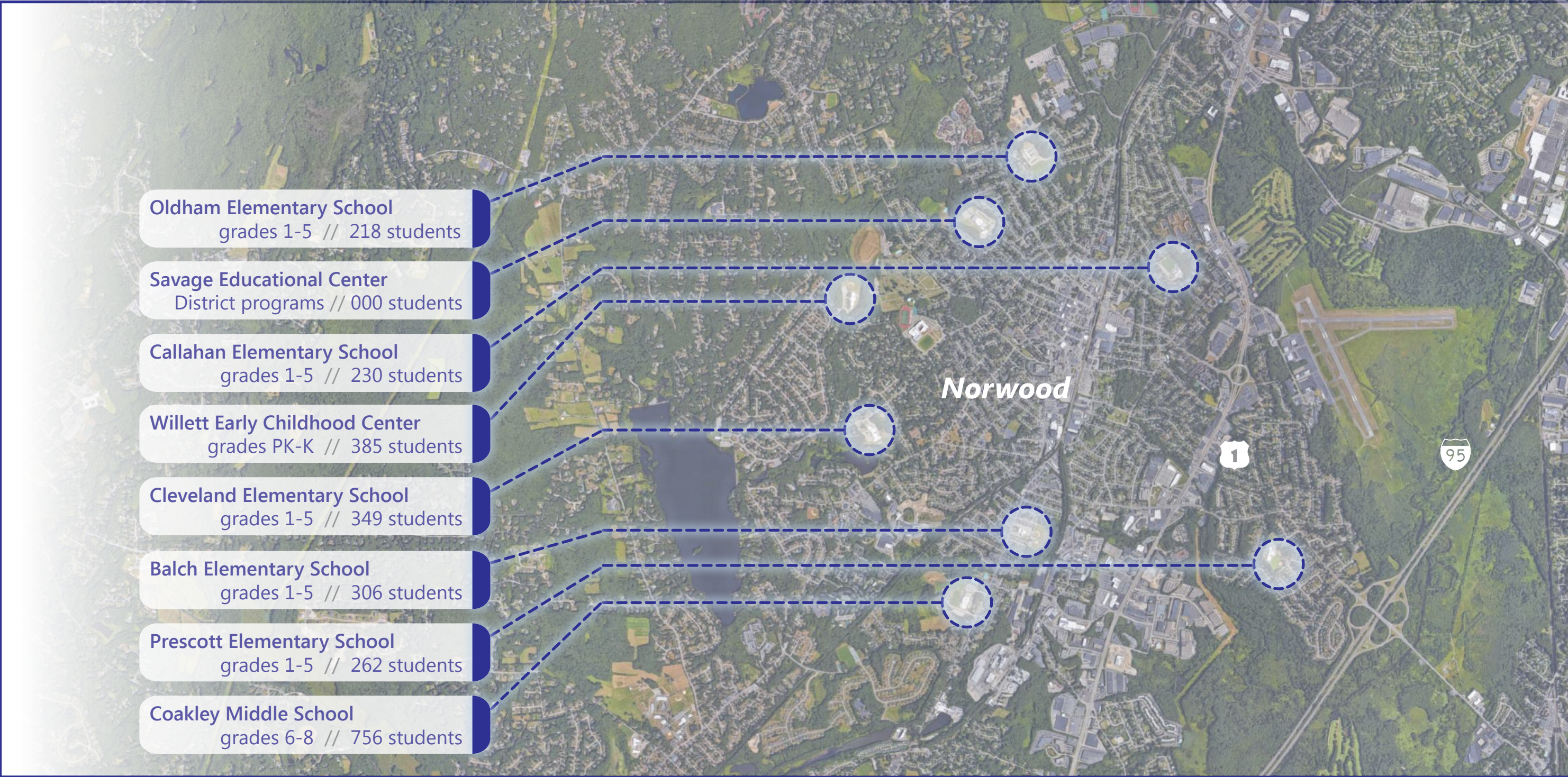


I.

*Long Range Study:  
Evaluation Period*







**Oldham Elementary School**  
grades 1-5 // 218 students

**Savage Educational Center**  
District programs // 000 students

**Callahan Elementary School**  
grades 1-5 // 230 students

**Willett Early Childhood Center**  
grades PK-K // 385 students

**Cleveland Elementary School**  
grades 1-5 // 349 students

**Balch Elementary School**  
grades 1-5 // 306 students

**Prescott Elementary School**  
grades 1-5 // 262 students

**Coakley Middle School**  
grades 6-8 // 756 students

**Norwood**



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## Norwood Public Schools Evaluate Existing Conditions

Norwood, MA



## I. What are the factors affecting Building Performance?

### Capital Repairs & Improvements

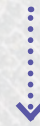
- // Scheduled replacement of building systems and components
- // Technology and security improvements
- // Review and redistribution of space needs
- // Site and landscape improvements
- // Phased renovations of portions of a school

School	Exist. Square ft	Capital Repair Cost
Balch ES	51,800	\$6,073,550
Callahan ES	33,500	\$3,927,875
Cleveland ES	49,000	\$5,745,250
Oldham ES	39,500	\$4,631,375
Prescott ES	36,000	\$4,221,000
Willett	38,500	\$4,514,125
Coakley MS	128,000	\$15,008,000
Savage Center	122,000	\$14,304,500
	<b>Total</b>	<b>\$58,425,675</b>

## II. What are the factors affecting Functional Performance?

### Physical Size vs. Population

- // When the total square footage is divided by the student population, and each student isn't receiving a comfortable amount of square feet
- // Norwood schools currently over-crowded are:



Cleveland Elementary School  
Willett Early Childhood Center  
**Coakley Middle School**

School	2017 Population	Square ft/ Student	Over-crowded by
Cleveland	349	140	40 students
Willett	385	100	50 students
Coakley	756	169	60 students

## III. What are the factors affecting Education Performance?

### 21<sup>st</sup> Century Learning Environment

- // Sense of school community
- // Indoor/outdoor educational connections
- // An inclusive academic environment for all students
- // Academic learning neighborhoods
- // Collaborative environment for students/staff
- // S.T.E.A.M. integration and flexible space



**Coakley Middle School**



## Neighborhood Alternatives

**Type 1:** →  
5+ elementary schools

Option 1A  
Option 1B  
Option 1C  
Option 1D

**Type 2:** →  
4 elementary schools

Option 2A  
Option 2B  
Option 2C  
Option 2D

**Type 3:** →  
3 elementary schools

Option 3A  
Option 3B  
Option 3C

**Type 4:** →  
partial consolidation

Option 4A  
Option 4B  
Option 4C

**Type 5:** →  
total consolidation

Option 5A  
Option 5B

## Consolidated Alternatives

*What factors were considered when establishing alternatives?*

Consideration of:  
reducing the number of buildings

Consideration of:  
a growing town population

Consideration of:  
neighborhood vs. consolidation

Consideration of:  
construction and site impacts

Consideration of:  
phasing to avoid disruption



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# Norwood Public Schools Establish Types of Alternatives

Norwood, MA



**Type 1:**  
5+ elementary schools

Option and # of buildings left		Total Capital Repairs (\$)	Total Project Cost (\$)	Total Sum (\$)*
Option 1A	9	43,417,675	102,435,697	<b>145,853,372</b>
Option 1B	7	38,903,550	100,678,354	<b>139,581,904</b>
Option 1C	8	33,158,300	115,083,220	<b>148,241,520</b>
Option 1D	8	43,417,675	86,783,760	<b>130,201,435</b>

**Type 2:**  
4 elementary schools

Option 2A	7	18,853,800	141,323,770	<b>160,177,570</b>
Option 2B	6	14,925,925	141,323,770	<b>156,249,695</b>
Option 2C	6	24,599,050	142,191,420	<b>166,790,470</b>
Option 2D	6	30,344,300	128,224,600	<b>158,568,900</b>

**Type 3:**  
3 elementary schools

Option 3A	6	26,123,300	136,919,860	<b>163,043,160</b>
Option 3B	7	20,260,800	136,919,860	<b>157,180,660</b>
Option 3C	6	12,663,000	173,966,170	<b>186,629,170</b>

**Type 4:**  
partial consolidation

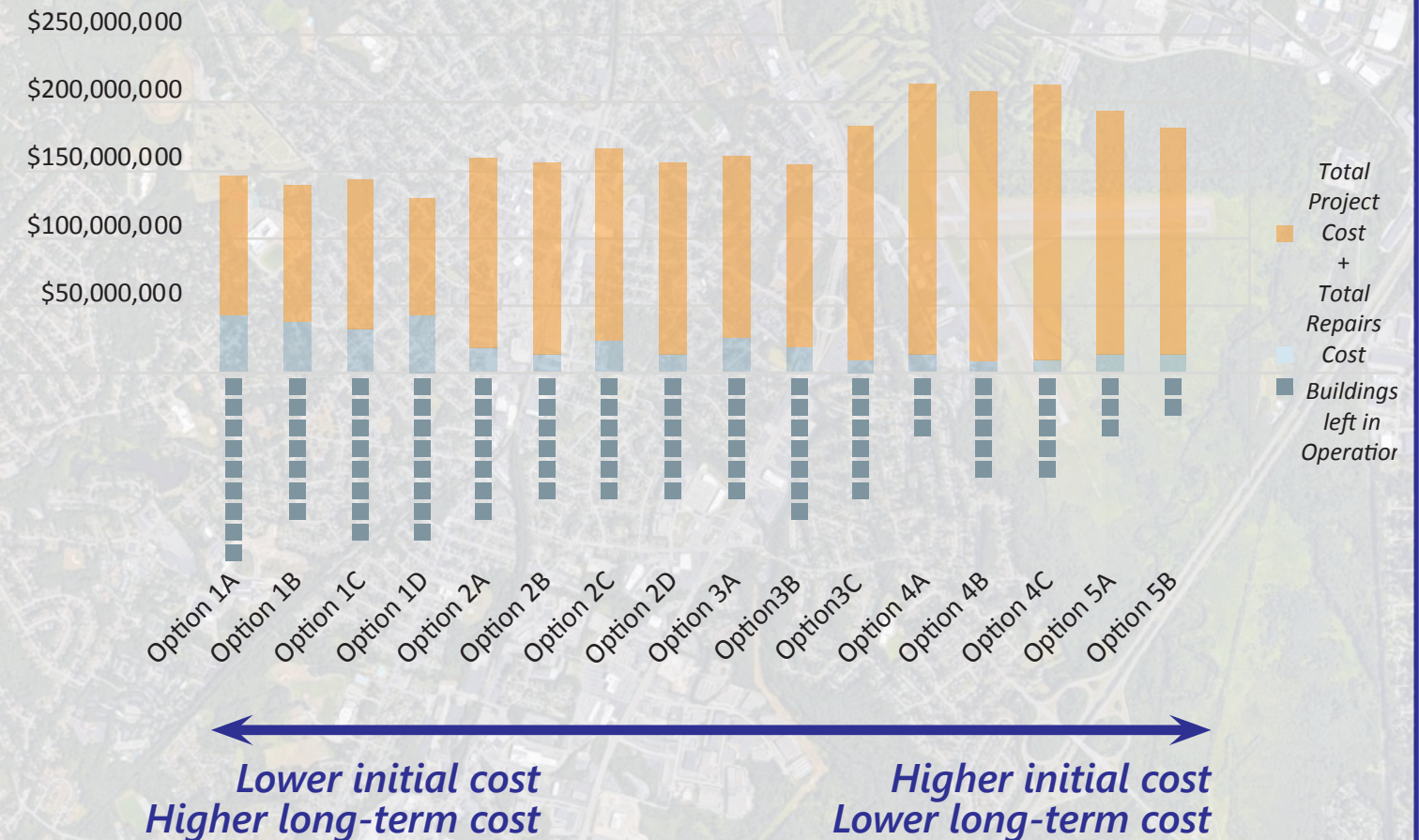
Option 4A	3	14,304,500	199,453,037	<b>213,757,537</b>
Option 4B	5	10,001,425	198,283,820	<b>208,285,245</b>
Option 4C	5	10,001,425	201,102,510	<b>211,103,935</b>

**Type 5:**  
total consolidation

Option 5A	3	14,304,500	179,125,639	<b>193,430,139</b>
Option 5B	2	14,304,500	166,518,450	<b>180,822,950</b>

\*((\$)) amounts represent the magnitude of cost per option based on 2017 values and have been included to provide a datum of comparison between options.

*How did capital repairs, new construction costs, and operating costs compare?*





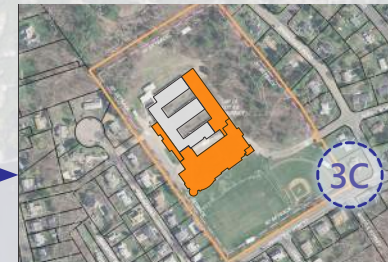
**Type 1:** →  
5+ elementary schools



**Type 2:** →  
4 elementary schools



**Type 3:** →  
3 elementary schools



**Type 4:** →  
partial consolidation



**Type 5:** →  
total consolidation



*What factors were considered when locating alternatives?*

Consideration of:  
which sites will accommodate building expansion

Consideration of:  
where each site is located within Norwood

Consideration of:  
whether a site can handle phased, new construction followed by demo



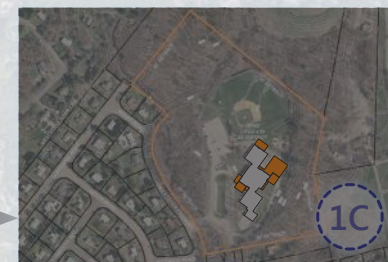
**Type 1:** →  
5+ elementary schools



1A



1B

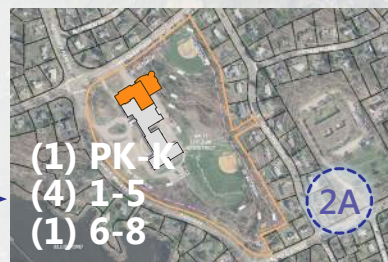


1C

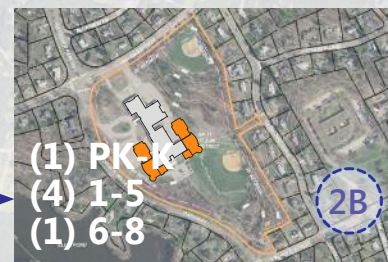


1D

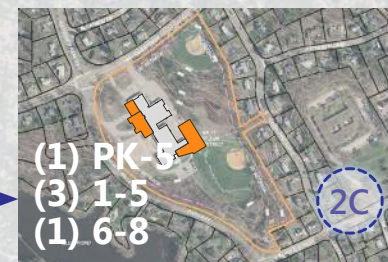
**Type 2:** →  
4 elementary schools



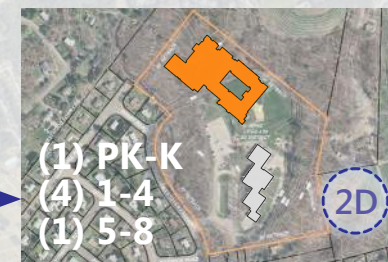
2A



2B



2C

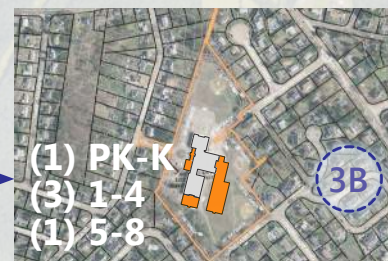


2D

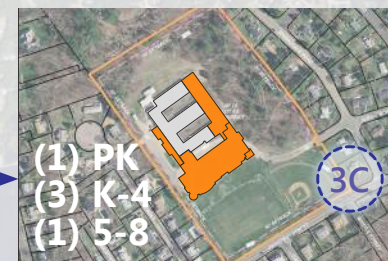
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3A

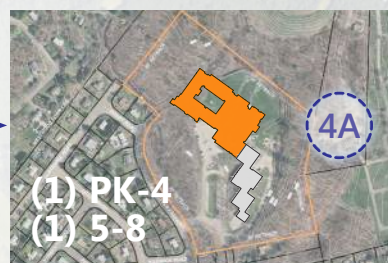


3B



3C

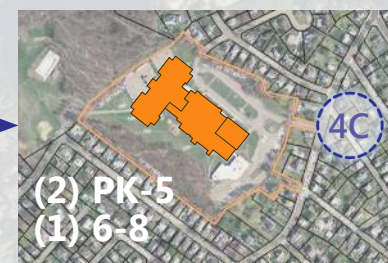
**Type 4:** →  
partial consolidation



4A



4B



4C

**Type 5:** →  
total consolidation



5A



5B

*Which alternatives were favorable to the Building Committee?*

✓ **Viable:**  
Balanced populations for a practical number of buildings

✓ **Viable:**  
Balanced populations for a practical number of buildings

✓ **Viable:**  
Balanced populations for a practical number of buildings

★ **Top Priority**  
Every option included identifies **Coakley Middle School** as the highest priority for the Town of Norwood



## 2-4 years

### Grade Configurations to address Over-Crowding

// The Willett Early Education Center will require modular classrooms to be deployed to immediately address the over-crowding there

// Whether the new middle school hosts grades 6-8 or 5-8, the decision will be made during MSBA Feasibility & Schematic Design



## 4-6 years

### Neighborhood vs. Consolidated Schools

// The Norwood Building Committee favors a 5-8 grade configuration because it has a positive affect on all factors within the Long Range Study



// The most deficient school building is addressed right away

// Over-crowding in the lower grades is alleviated when grade 5 moves to the middle school

// 66% of all Norwood students will be in school buildings that are less than 10-years-old

// The decision whether or not to consolidate the elementary schools does not need to happen until post-construction of the middle school

## 6-10 years

### Investments & Outlook

// Capital repair costs for the middle school will be essentially non-existent in this 6-10 year phase, leaving available funds for the early ed./elementary schools and minor high school needs

// The capital repair costs associated with maintaining all 6 early ed./elementary schools will be assessed







II.

*Long Range Study:  
Assessment of Results*





# I. What are the factors affecting Building Performance?

## Capital Repairs & Improvements

Capital Repair Required	Cost
Foundation Repairs	\$150,080
Exterior Envelope Repairs	\$2,551,360
Roof Replacement	\$1,200,640
Interior Finishes/Construction	\$3,752,000
Plumbing/Fire Prot. Replacement	\$1,500,800
HVAC Systems Replacement	\$1,800,960
Electrical/lighting Replacement	\$1,800,960
Technology Replacement	\$750,400
Hazmat Remediation (Asbestos)	\$600,320
Code Upgrades	\$600,320
Site Improvements	\$300,160
<b>Total</b>	<b>\$15,008,000</b>

# II. What are the factors affecting Functional Performance?

## Physical Size vs. Population

2017 Population	Existing Building GSF	Grades	Over-crowded by
756	128,000 sf	6-8	60 students

2027 Population	Required Building GSF	Grades
779	151,000 sf	6-8
1,044	180,000 sf	5-8

// **Deficient** Classroom Size & Building Organization



Shared spaces, such as the Cafeteria and Library are also under-sized as a result

# III. What are the factors affecting Education Performance?

## 21<sup>st</sup> Century Learning Environment

// **Deficient** Transparency & Personalization

// **Deficient** Indoor/Outdoor Connections

// **Deficient** Collaborative Work Spaces for Students/Staff

// **Deficient** S.T.E.A.M. Facilities & Project Labs

// **Deficient** Media Center & School Resources

// **Deficient** Performance & Language Arts Facilities



## FAIL

Existing Education Design:

- **No** major capital investments to improve the building envelope since its construction 42 years ago
- **No** insulation has been added to the roof, which will need to be replaced in the next 5-10 years
- **No** cavity between the brick/masonry back-up exists; potential moisture infiltration issue, plus only 1" insulation when 3"+ is best

128k sf

existing gsf

180k sf

recommend. gsf



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## Coakley Middle School - Building Deficiency Building Performance

Norwood, MA



## FAIL

Existing Education Design:

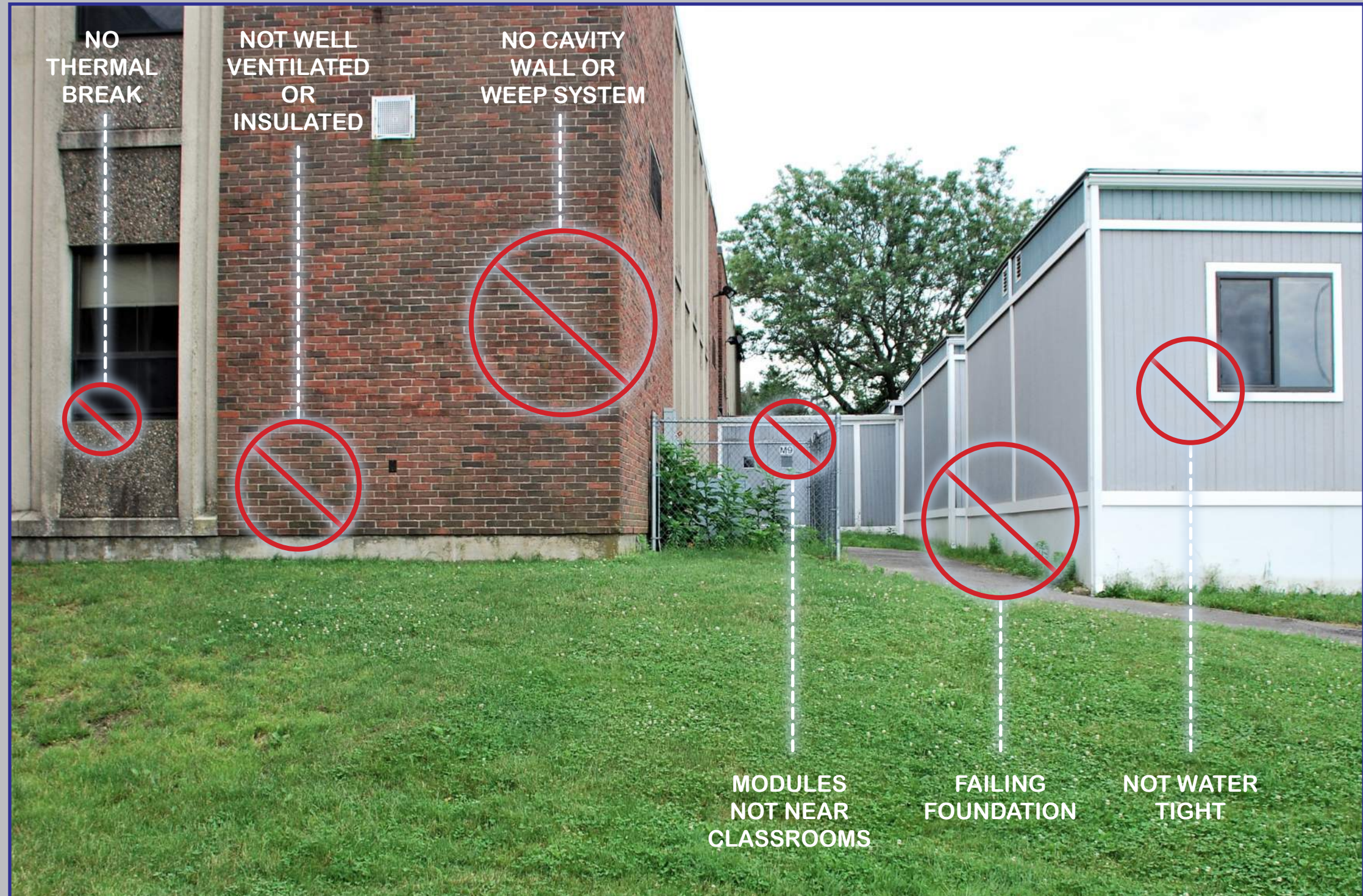
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128k sf

existing gsf

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## Coakley Middle School - Building Deficiency Building Performance

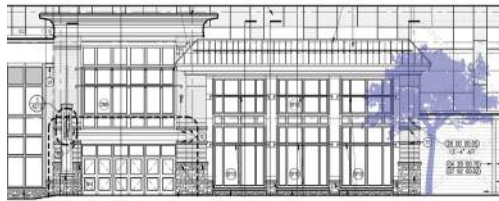
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## PASS

### 21<sup>st</sup> Century Education Design:

- ✓ A 21st century school that is a leader in energy and environmental design
- ✓ Design of a weather-tight envelope that is more energy and cost efficient; tempered air remains inside, despite a constantly changing outdoor climate
- ✓ Use of glazing that allows for natural lighting while also providing views and pure ventilation
- ✓ A conscious awareness of the site it inhabits

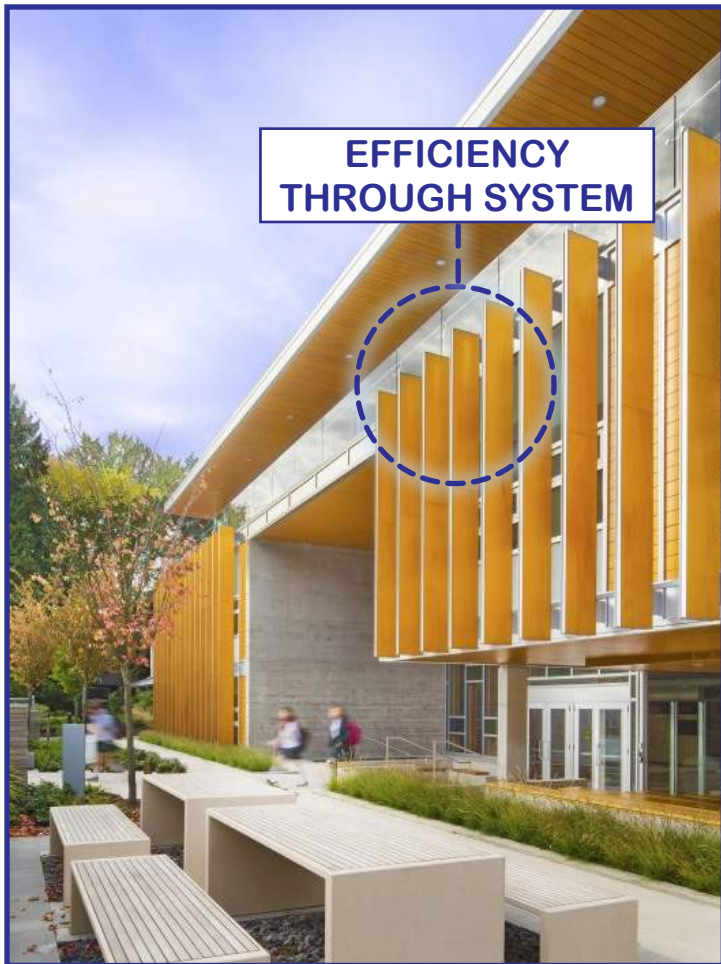


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## Coakley Middle School - Resolution Building Performance

Norwood, MA







## FAIL

Existing Education Design:

- **No** ability to logically organize classes into academic neighborhoods
- **No** sufficient storage space per classroom
- **No** interaction with the outdoors and little space available for arts/language
- **No** appropriately sized core classrooms

785 sf

existing avg

950 sf

recommend. avg



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## Coakley Middle School - Functional Deficiency Classroom Size & Organization

Norwood, MA



## FAIL

Existing Education Design:

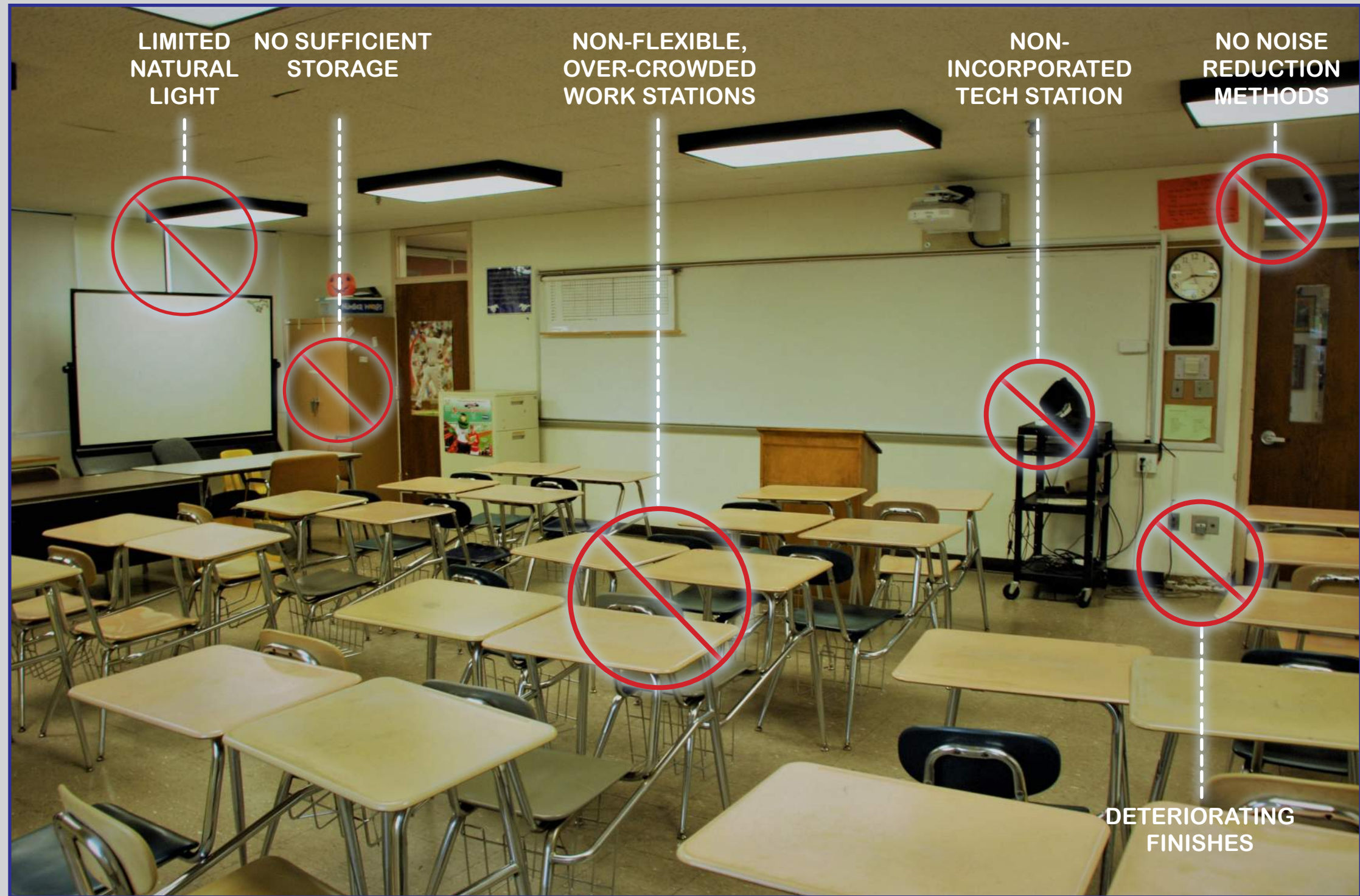
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## Coakley Middle School - Functional Deficiency Classroom Size & Organization

Norwood, MA



## PASS

### 21<sup>st</sup> Century Education Design:

- ✓ Academic neighborhoods facilitate team teaching, way-finding, and provide a sense of community or team within the larger school setting
- ✓ Layouts are structured to include sufficient storage and furniture that is flexible for varied lesson plans
- ✓ Core classrooms are bright, spacious and equipped with the proper technology, including 1:1 device capabilities

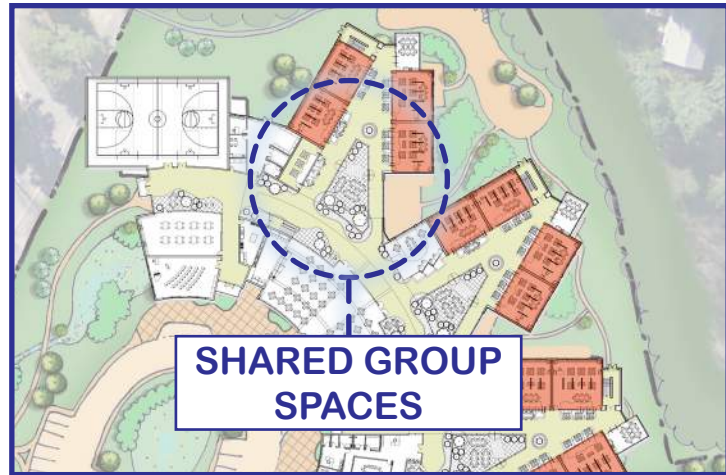
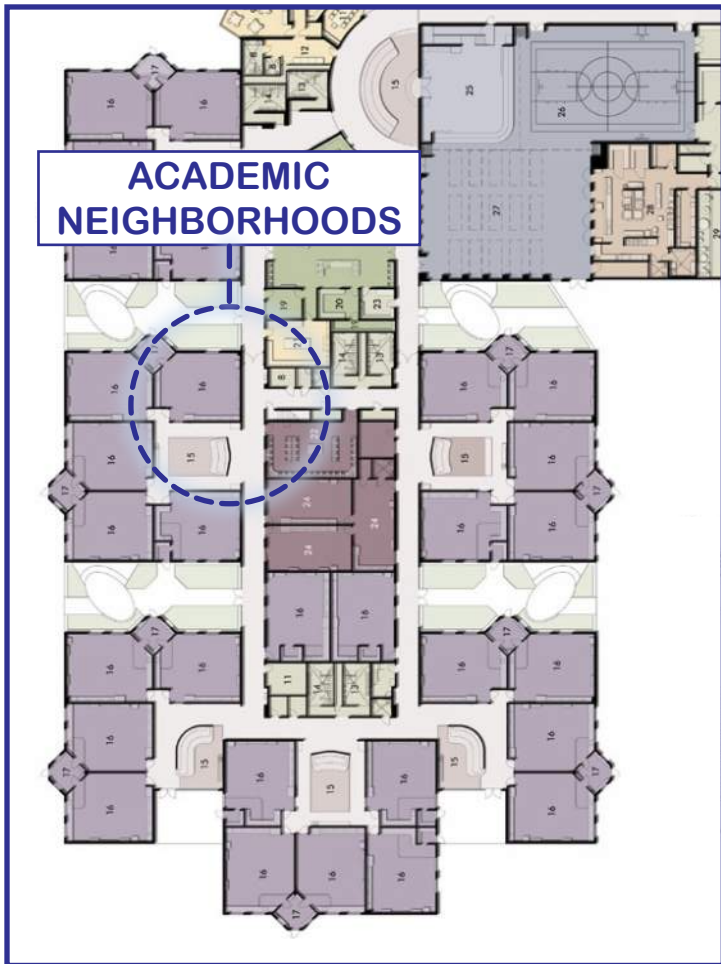
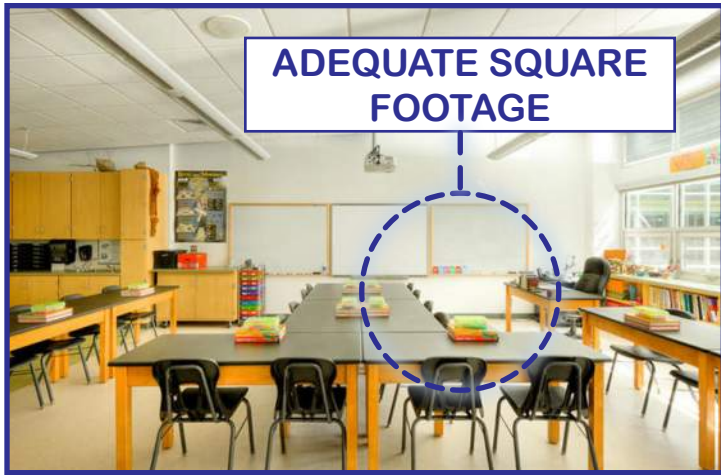


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## Coakley Middle School - Resolution Classroom Size & Organization

Norwood, MA







## FAIL

Existing Education Design:

- **No** sign of connectivity or transparency; materials show signs of degradation and suggest that classrooms are prohibited
- **No** opportunity for display or flexible space because student storage consumes the corridors
- **No** sense of identity or life within the corridors



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Coakley Middle School - Educational Deficiency  
Transparency & Personalization

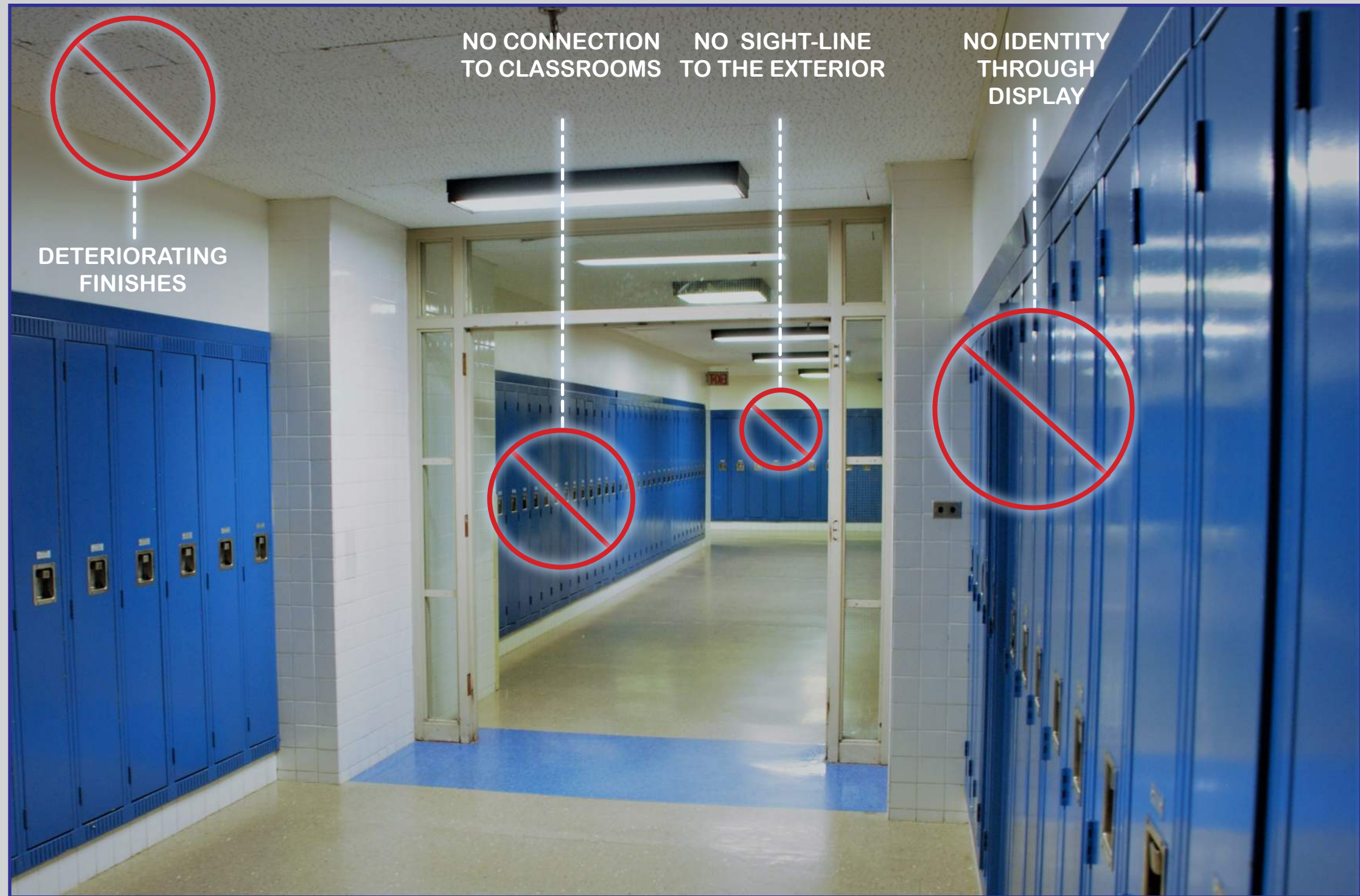
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Coakley Middle School - Educational Deficiency  
Transparency & Personalization

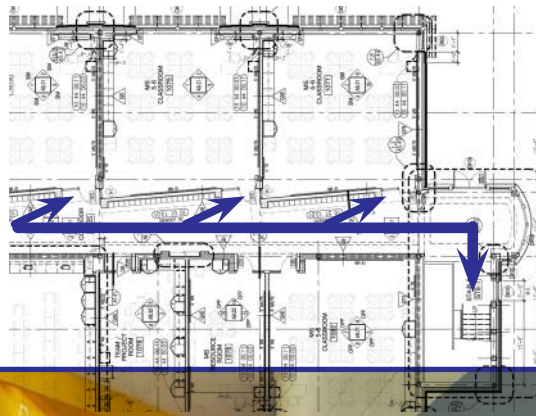
Norwood, MA



## PASS

### 21<sup>st</sup> Century Education Design:

- ✓ Modern, welcoming classroom entries that serve to showcase the learning and activity within
- ✓ Student storage is integrated in a fun and functional manner
- ✓ Corridors and classrooms are bright and contain elements that personalize the school

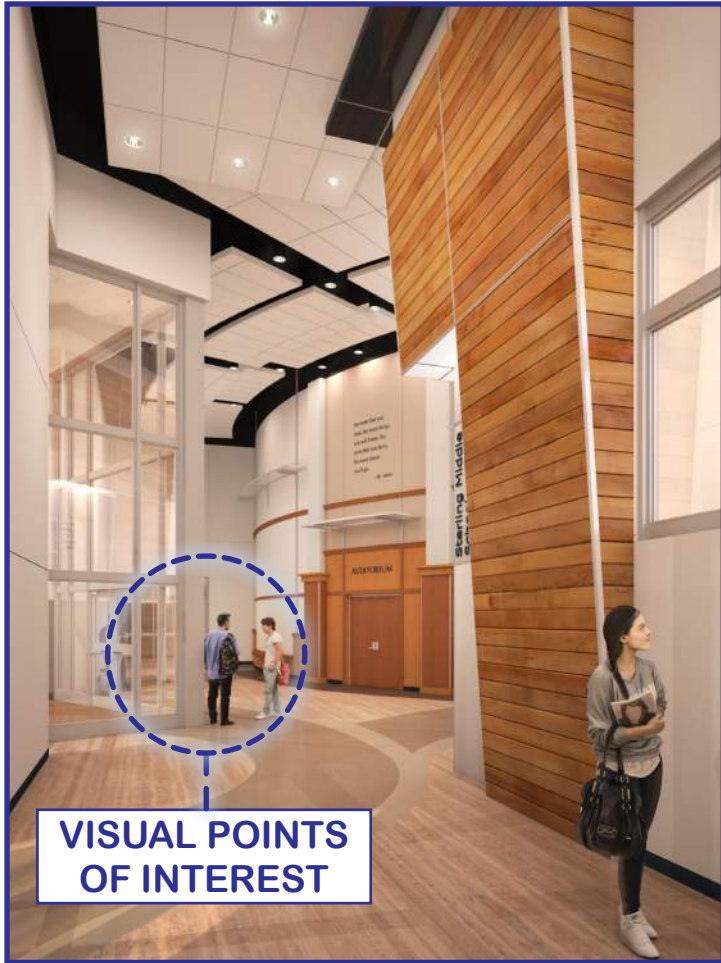


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## Coakley Middle School - Resolution Transparency & Personalization

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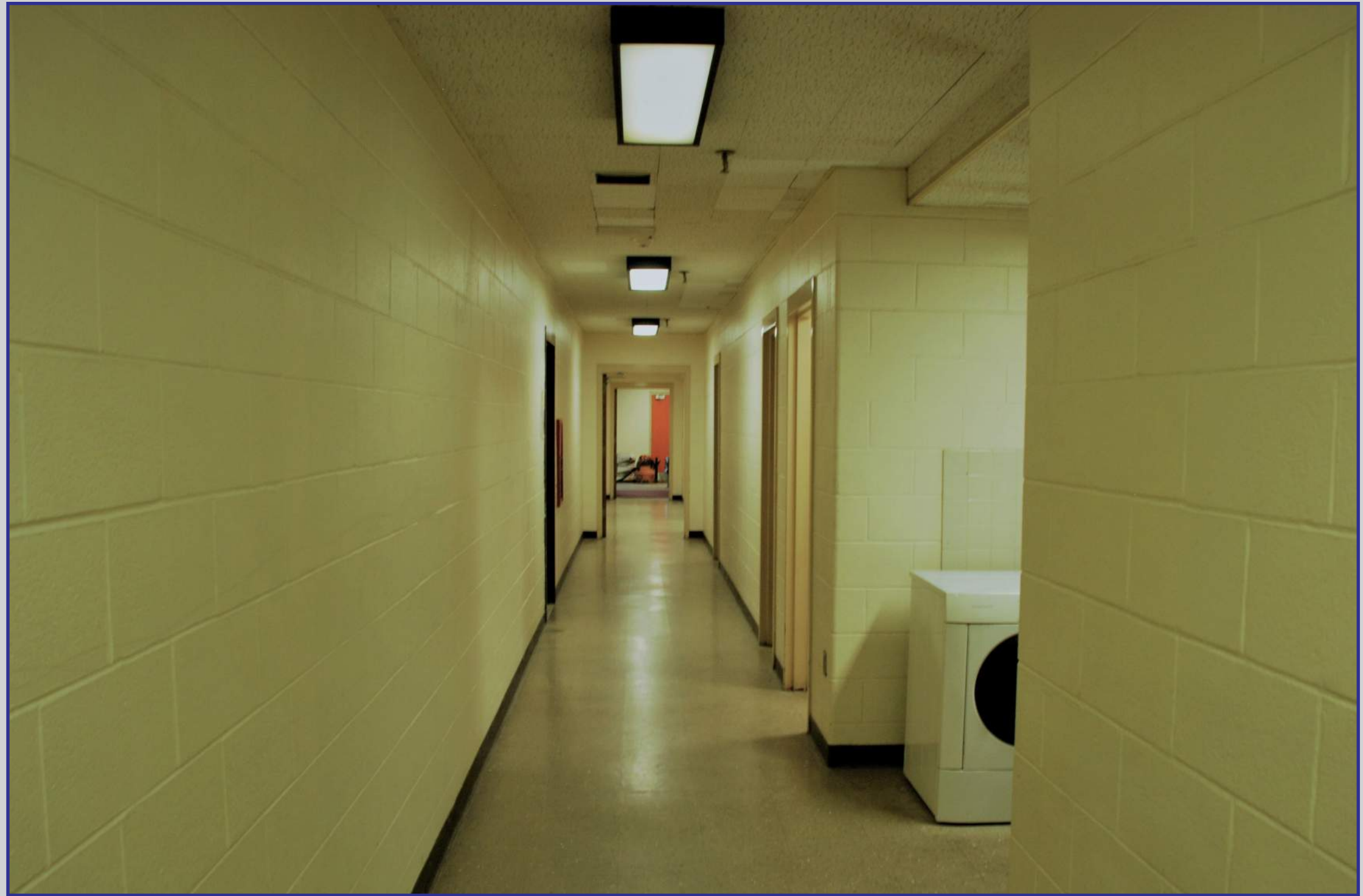




## FAIL

Existing Education Design:

- **No** visibility to the outside of the building is disorienting
- **No** operable windows in classrooms that could provide fresh ventilation
- **No** spaces that engage indoor/outdoor learning connections
- **No** naturally lit classrooms; many rooms in general are land-locked without windows to the outside



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## Coakley Middle School - Educational Deficiency Indoor/Outdoor Connections

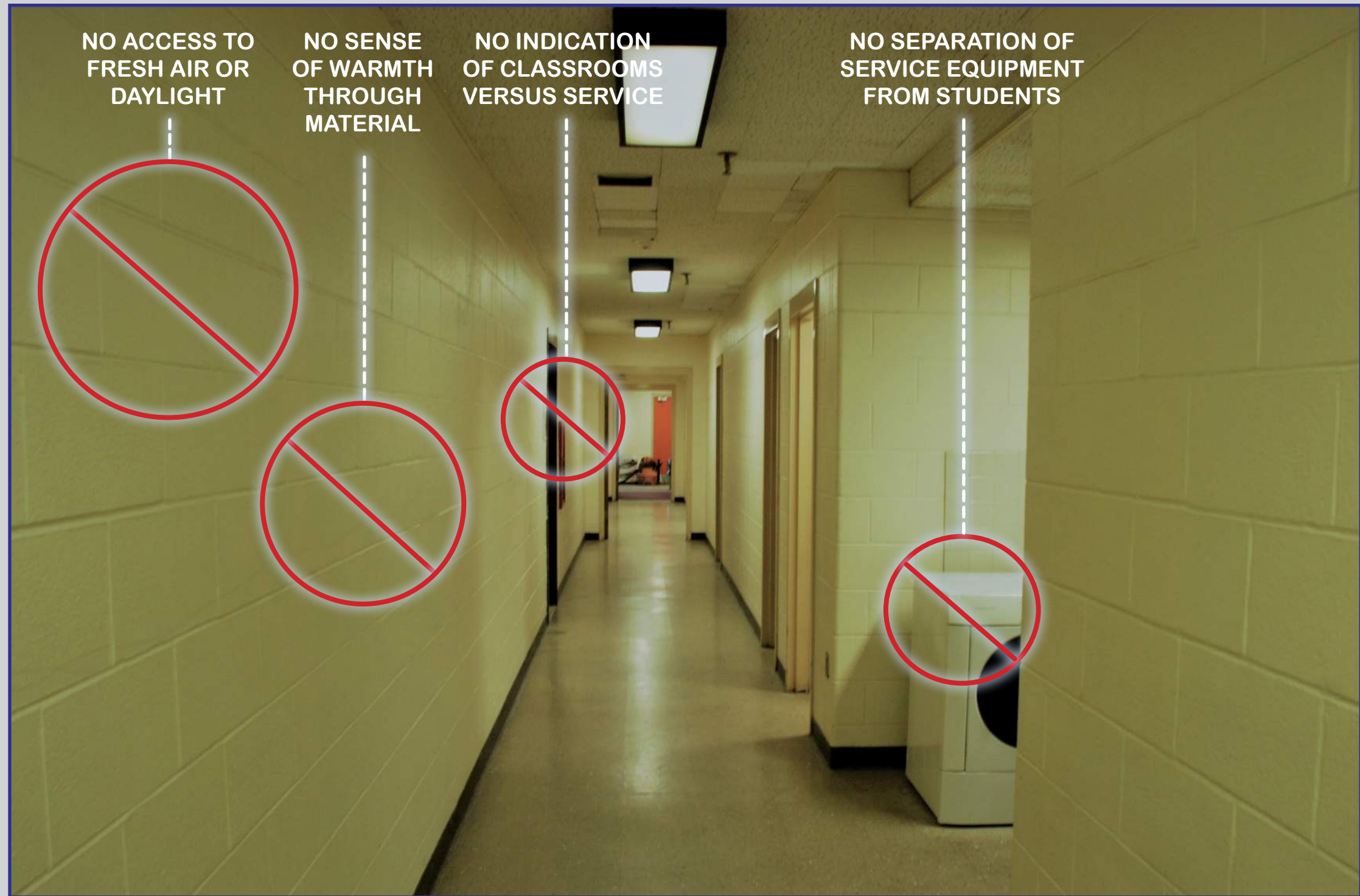
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## FAIL

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## Coakley Middle School - Educational Deficiency Indoor/Outdoor Connections

Norwood, MA



## PASS

### 21<sup>st</sup> Century Education Design:

- ✓ Provides the natural daylight critical to students and staff who spend most of their days in a single classroom
- ✓ Operable windows and natural light to increase the performance of mechanical and electrical systems
- ✓ Classrooms that give students and staff members the sense of being outdoors, through creative strategies
- ✓ A landscaped site that offers outdoor learning environments

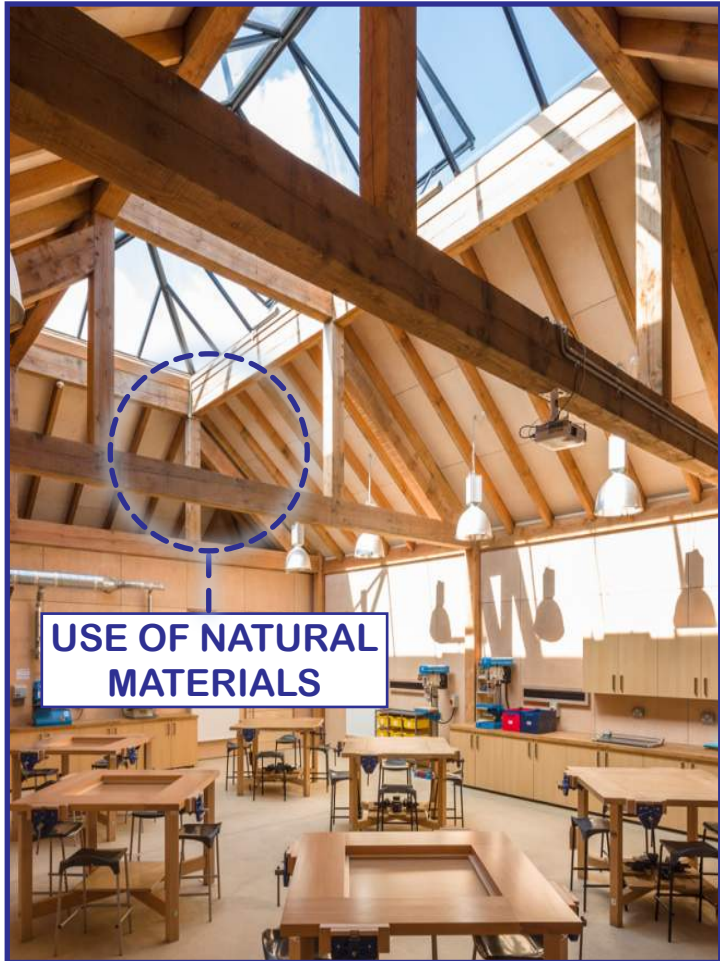
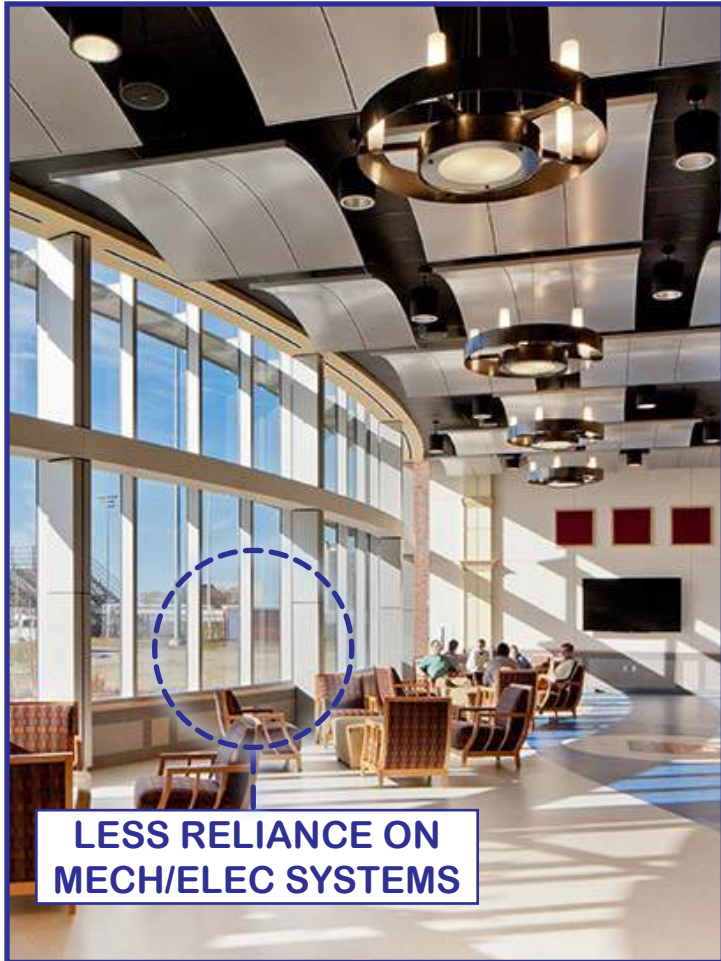
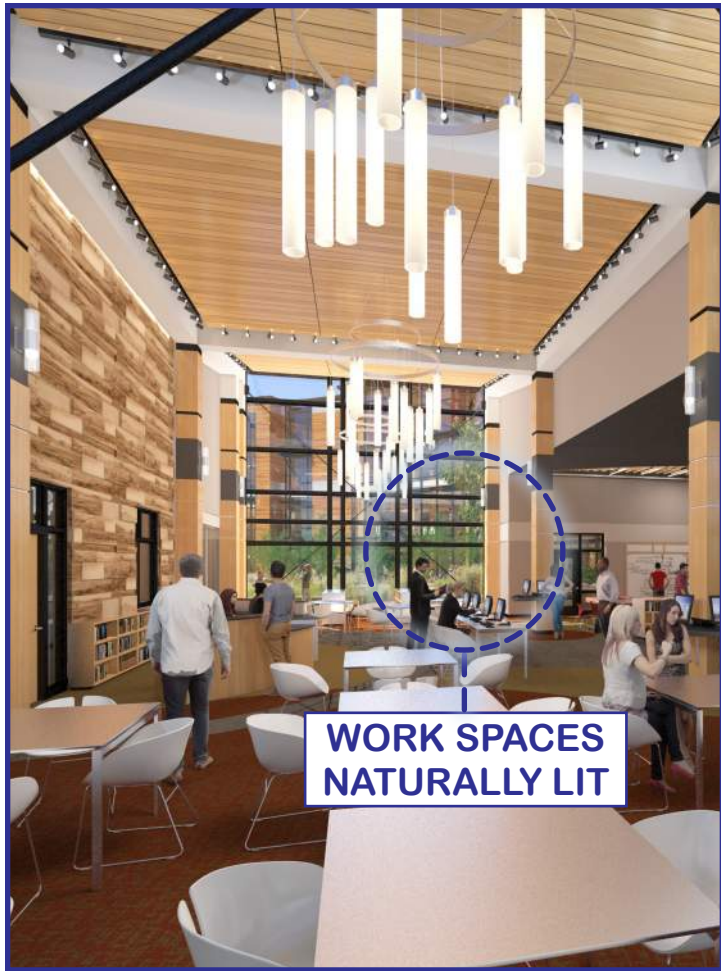


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## Coakley Middle School - Resolution Indoor/Outdoor Connections

Norwood, MA







## FAIL

Existing Education Design:

- **No** appropriately sized collaborative work spaces for either students or staff
- **No** visual relationship between the core classrooms and collaborative work spaces
- **No** furniture to accommodate flexible group settings or varied layouts
- **No** small group rooms, resource rooms, tiered lecture spaces, or learning labs

488 sf

existing avg

1,200 sf

recommend. avg



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## Coakley Middle School - Educational Deficiency Collaborative Work Spaces

Norwood, MA



## FAIL

Existing Education Design:

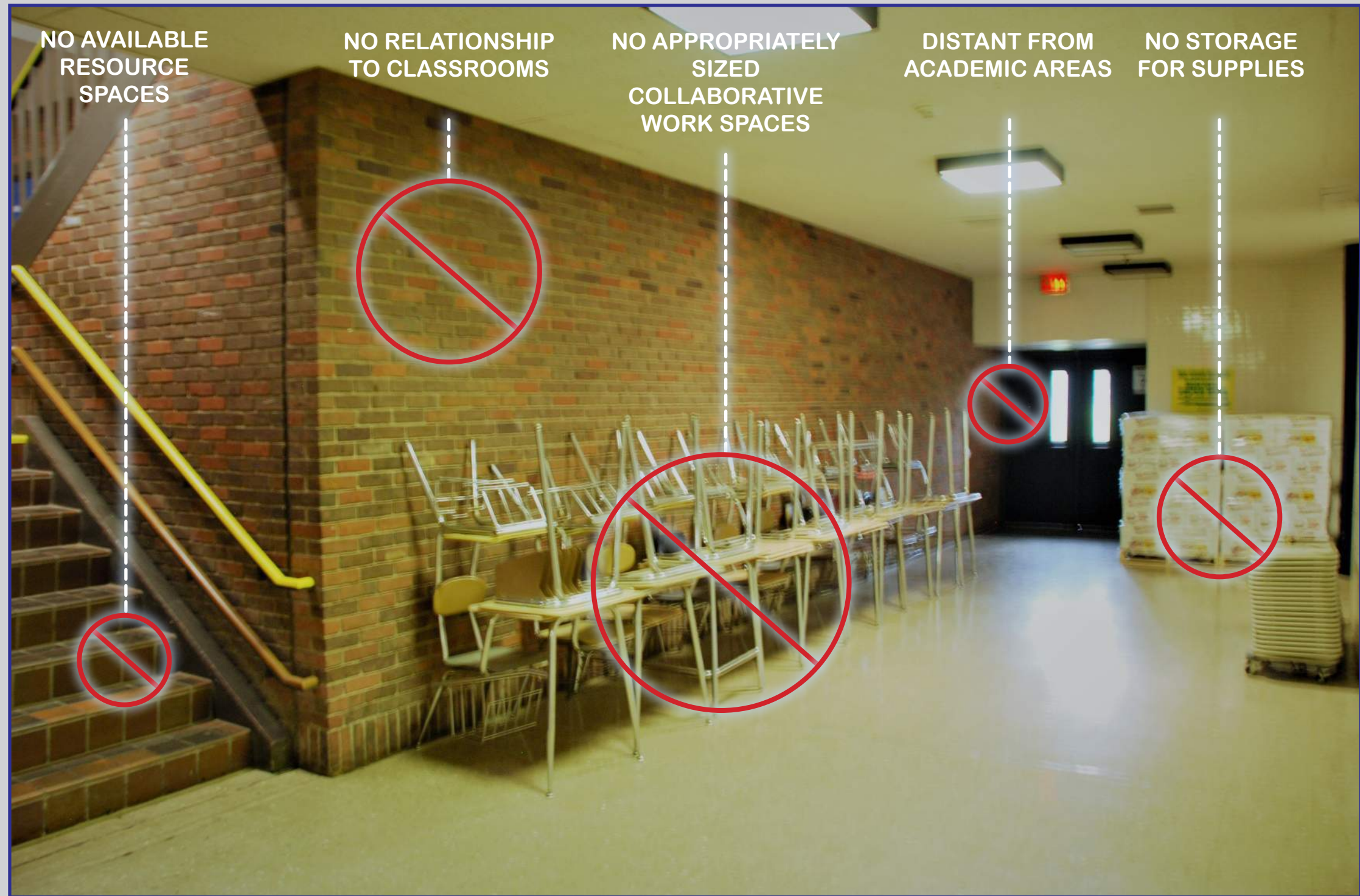
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488 sf

existing avg

1,200 sf

recommend. avg



## Coakley Middle School - Educational Deficiency Collaborative Work Spaces



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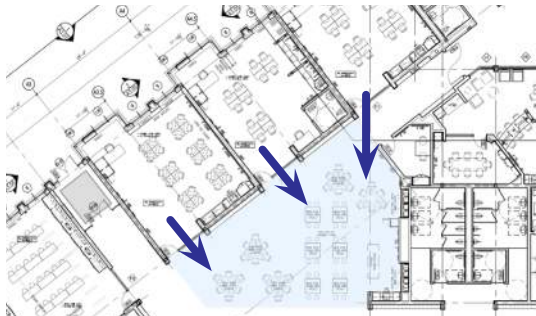
Norwood, MA



## PASS

### 21<sup>st</sup> Century Education Design:

- ✓ Spacious, available collaboration space that creates a positive link between teacher and student
- ✓ Collaboration spaces that are easily accessed and visible from classrooms
- ✓ Varied work settings that better assist a multitude of learning types
- ✓ Opportunities for solo or group work

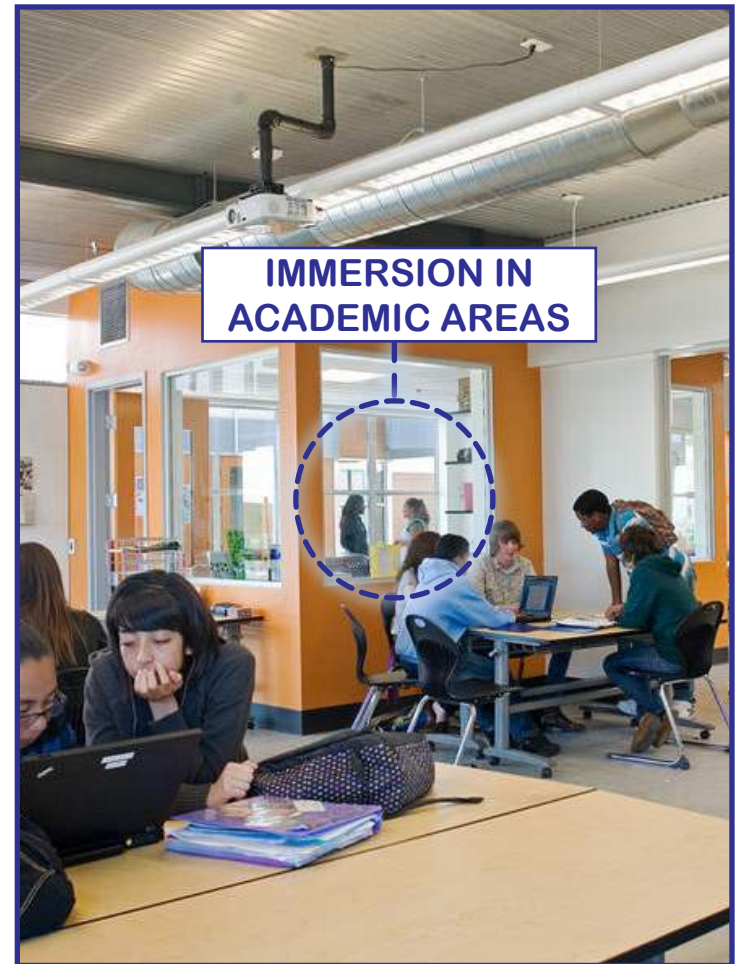


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## Coakley Middle School - Resolution Collaborative Work Spaces

Norwood, MA







## FAIL

Existing Education Design:

- **No** modern project labs for students to gain diverse workshop experiences
- **No** spaces that accommodate hands-on experimentation in engineering or design
- **No** hydroponics lab, no planetarium, no graphic design or visual arts studios, no media production, no engineering technologies, no general project labs, etc...

2,704 sf

existing avg

6,400 sf

recommend. avg



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Coakley Middle School - Educational Deficiency  
S.T.E.A.M. Facilities & Project Labs

Norwood, MA



## FAIL

Existing Education Design:

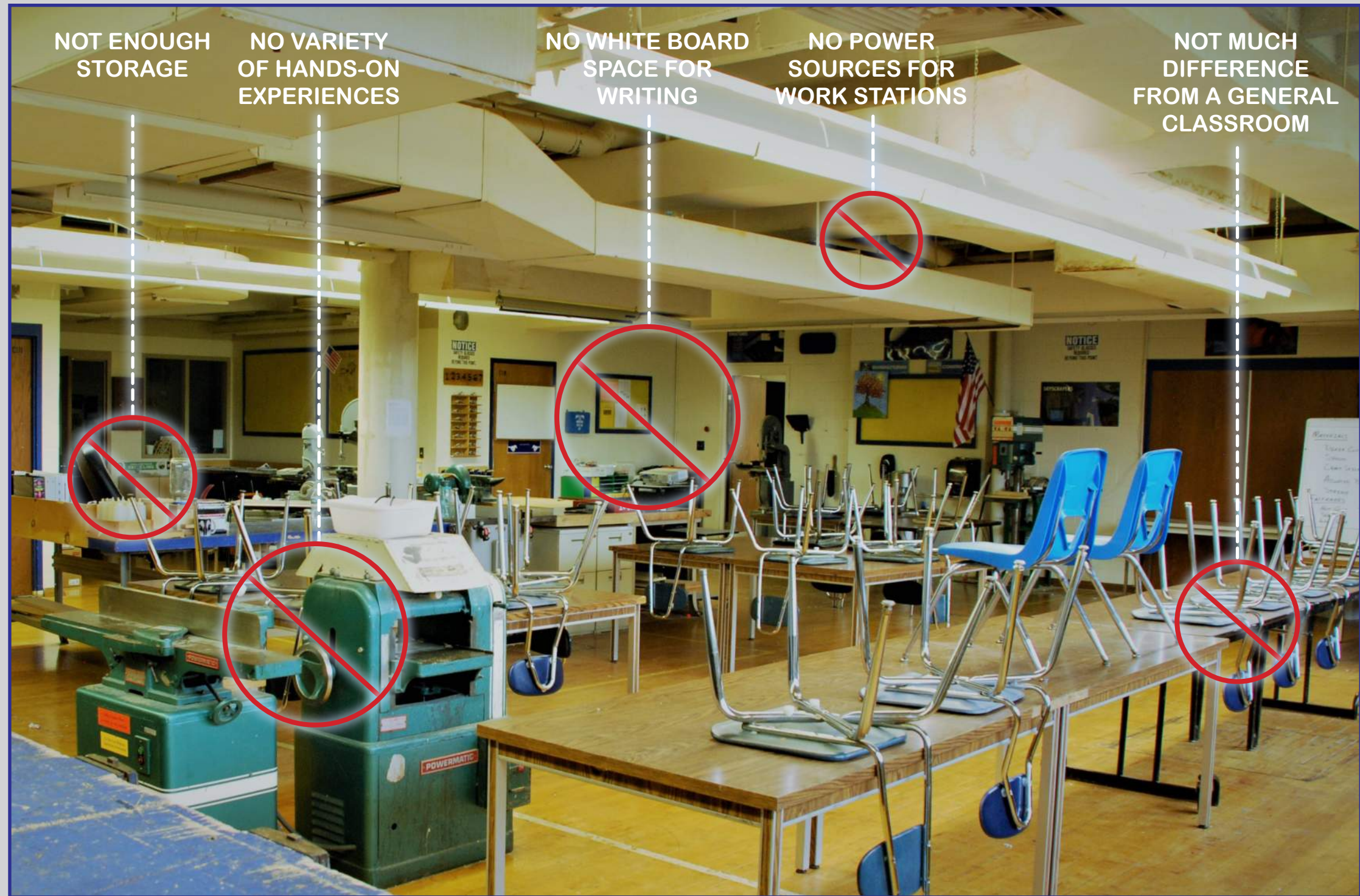
- **No** modern project labs for students to gain diverse workshop experiences
- **No** spaces that accommodate hands-on experimentation in engineering or design
- **No** hydroponics lab, no planetarium, no graphic design or visual arts studios, no media production, no engineering technologies, no robotics, etc...

2,704 sf

existing avg

6,400 sf

recommend. avg



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## Coakley Middle School - Educational Deficiency S.T.E.A.M. Facilities & Project Labs

Norwood, MA



## PASS

21<sup>st</sup> Century Education Design:

- ✓ Space available for Science, Technology, Engineering, Art, and Math (S.T.E.A.M.) curricula
- ✓ Dedicated S.T.E.A.M. spaces integrated within academic classroom areas to provide interdisciplinary instruction
- ✓ Project labs that promote hands-on learning, a sense of discovery, and independent investigation

grade 8 lab

grade 7 lab

grade 6 lab

grade 5 lab



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## Coakley Middle School - Resolution S.T.E.A.M. Facilities & Project Labs

Norwood, MA





**HANDS-ON  
EXPERIENCES**



**ACADEMIC FREEDOM**



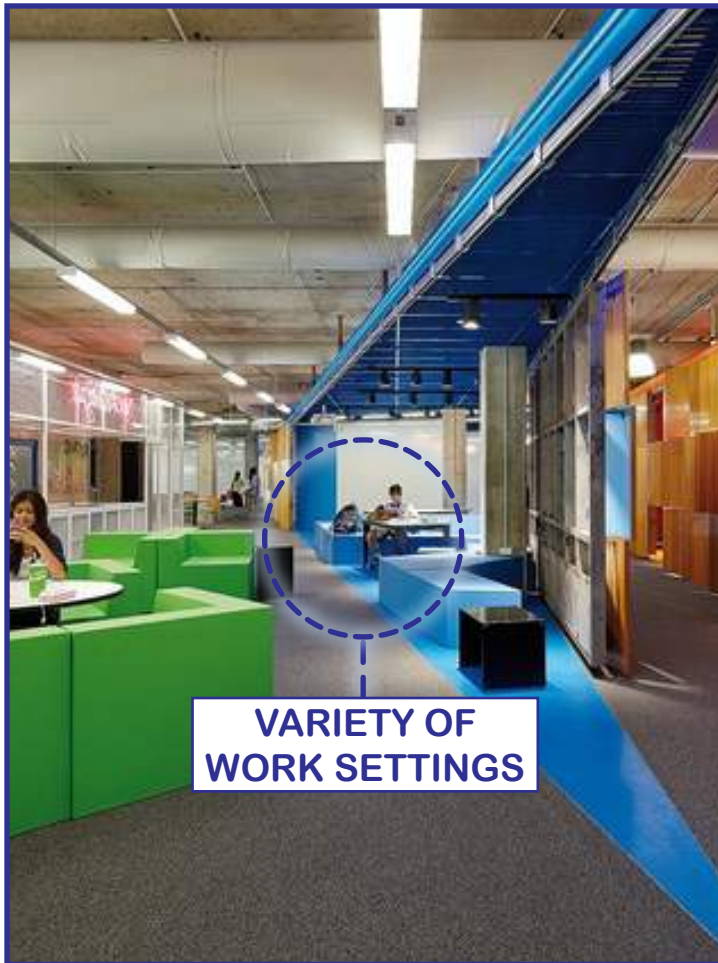
**DIFFERENT EQUIPMENT  
AVAILABLE**



**TOOLS FOR  
BRAIN-STORMING**



**BUILT-IN STORAGE**



**VARIETY OF  
WORK SETTINGS**



**ESTABLISHES  
INDEPENDENCE**



**FUNCTION + CREATIVITY**



## FAIL

Existing Education Design:

- **No** integration of digital media, broadcasting, video/web production, digital publishing, or modern resources
- **No** 1:1 technology program, which would operate via wi-fi and eliminate obsolete computer labs
- **No** variation in research methods or work stations for either students or staff

3,210 sf

existing avg

4,727 sf

recommend. avg



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## Coakley Middle School - Educational Deficiency Media Center & School Resources

Norwood, MA



## FAIL

Existing Education Design:

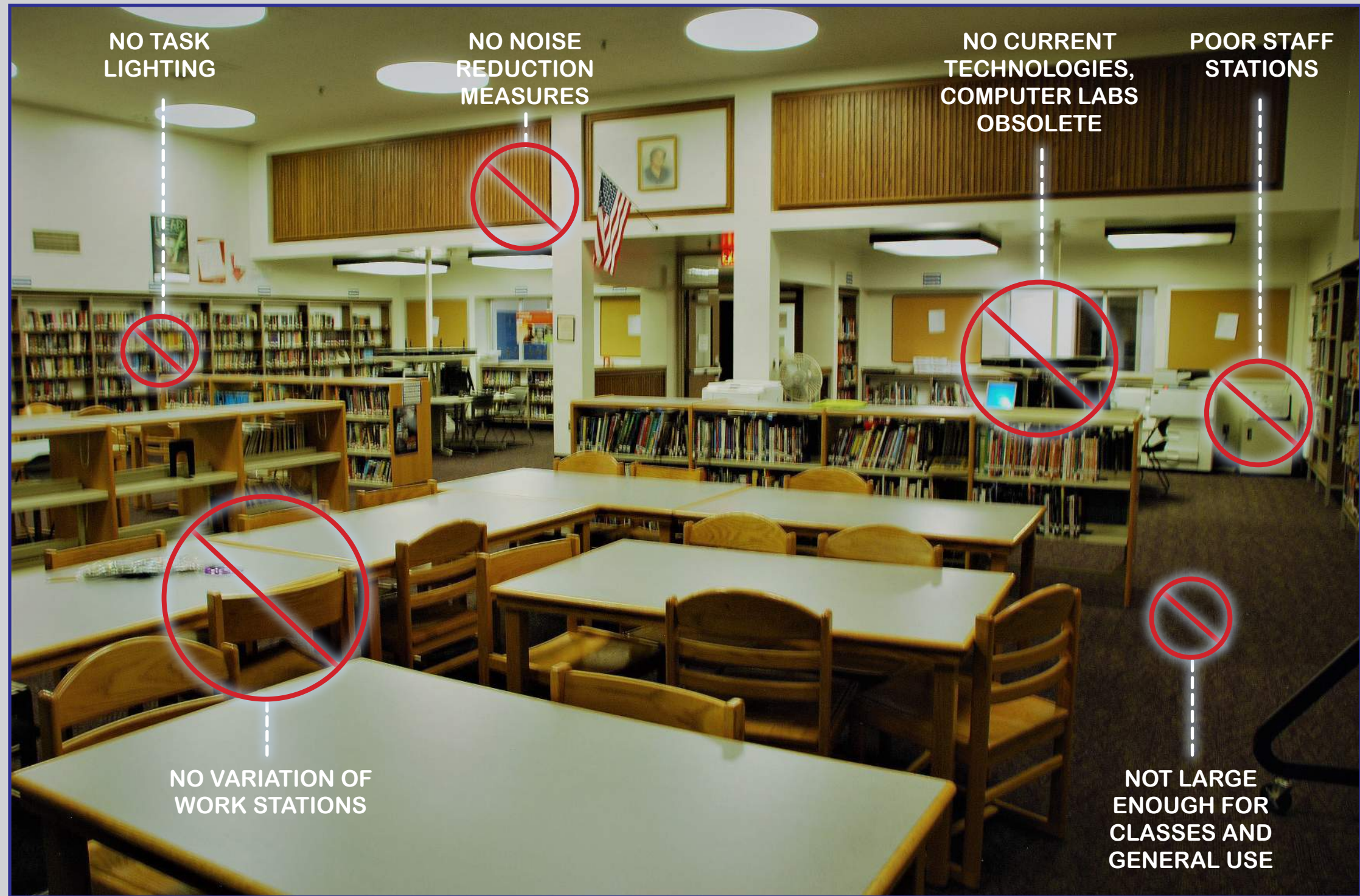
- **No** integration of digital media, broadcasting, video/web production, digital publishing, or modern resources
- **No** 1:1 technology program, which would operate via wi-fi and eliminate obsolete computer labs
- **No** variation in research methods or work stations for either students or staff

3,210 sf

existing avg

4,727 sf

recommend. avg



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## Coakley Middle School - Educational Deficiency Media Center & School Resources

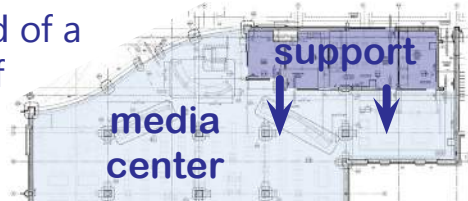
Norwood, MA



## PASS

### 21<sup>st</sup> Century Education Design:

- ✓ Library/media center that operates as a highly advanced media retrieval center
- ✓ Located in close proximity to all academic functions to allow for key sharing of valuable resources
- ✓ Advanced technologies provided for in areas such as media production, digital arts, graphic design, and digital communication
- ✓ Serves a multitude of functions and is composed of a multitude of spaces



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## Coakley Middle School - Resolution Media Center & School Resources

Norwood, MA





**EASILY ACCESSED  
SUPPORT SPACES**



**SIZE SUPPORTS  
STUDENT BODY**



**RESOURCES  
THROUGHOUT**



**PROPER LIGHTING  
SOLUTIONS**



**PRACTICAL  
STAFF STATIONS**



**DIVERSITY OF  
WORK STATIONS**



**COMBINES DIGITAL  
& STANDARD MEDIA**



**THOUGHTFULLY  
LOCATED WITHIN  
SCHOOL**



## FAIL

Existing Education Design:

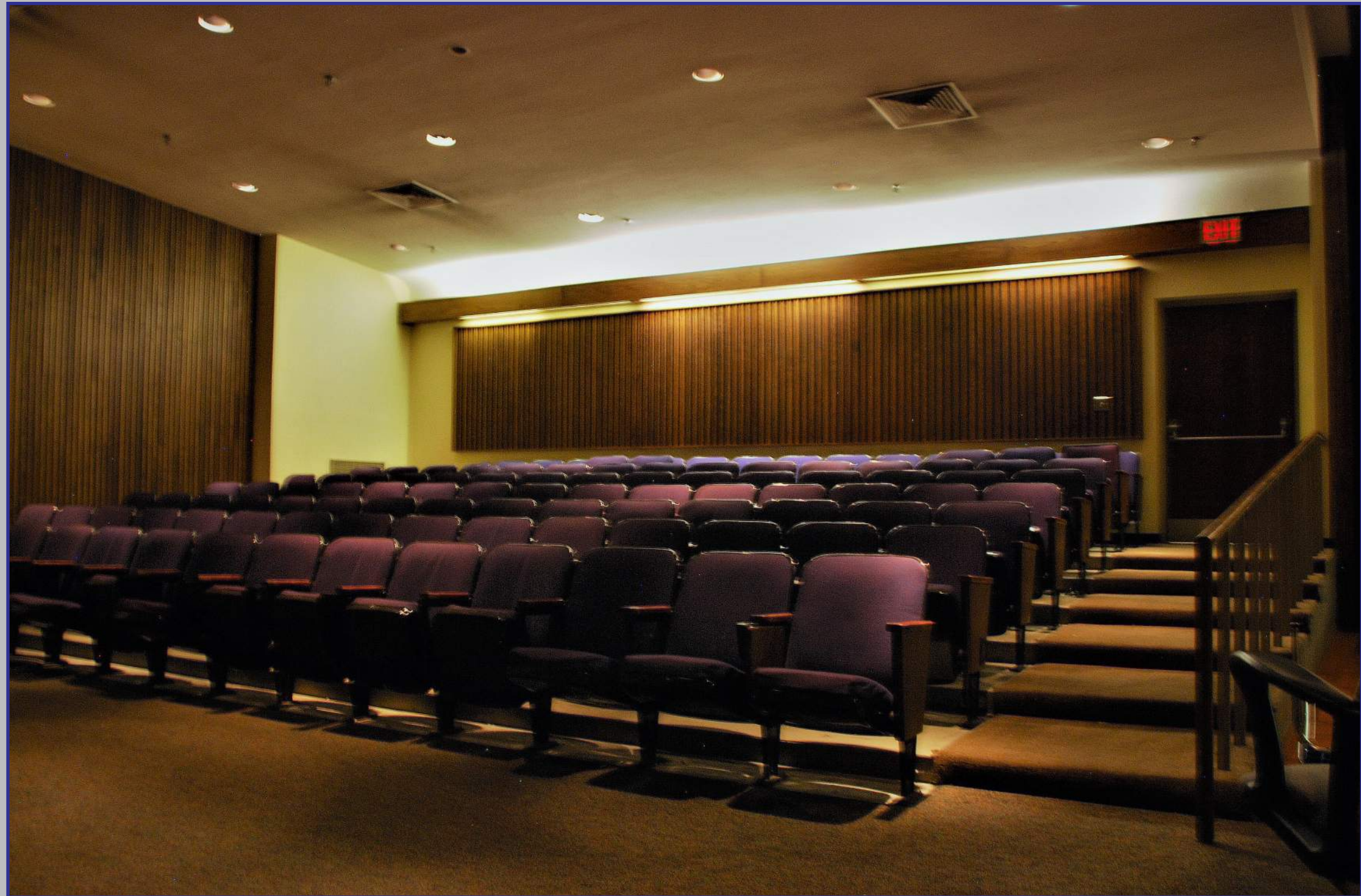
- **No** acoustical materials of an appropriate sound transmission class
- **No** work surfaces for class use
- **Not** a welcoming place of assembly
- **Not** used for community performance events or seminars

950 sf

existing avg

1,950 sf

recommend. avg



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Coakley Middle School - Educational Deficiency  
Performance & Language Arts

Norwood, MA



## FAIL

Existing Education Design:

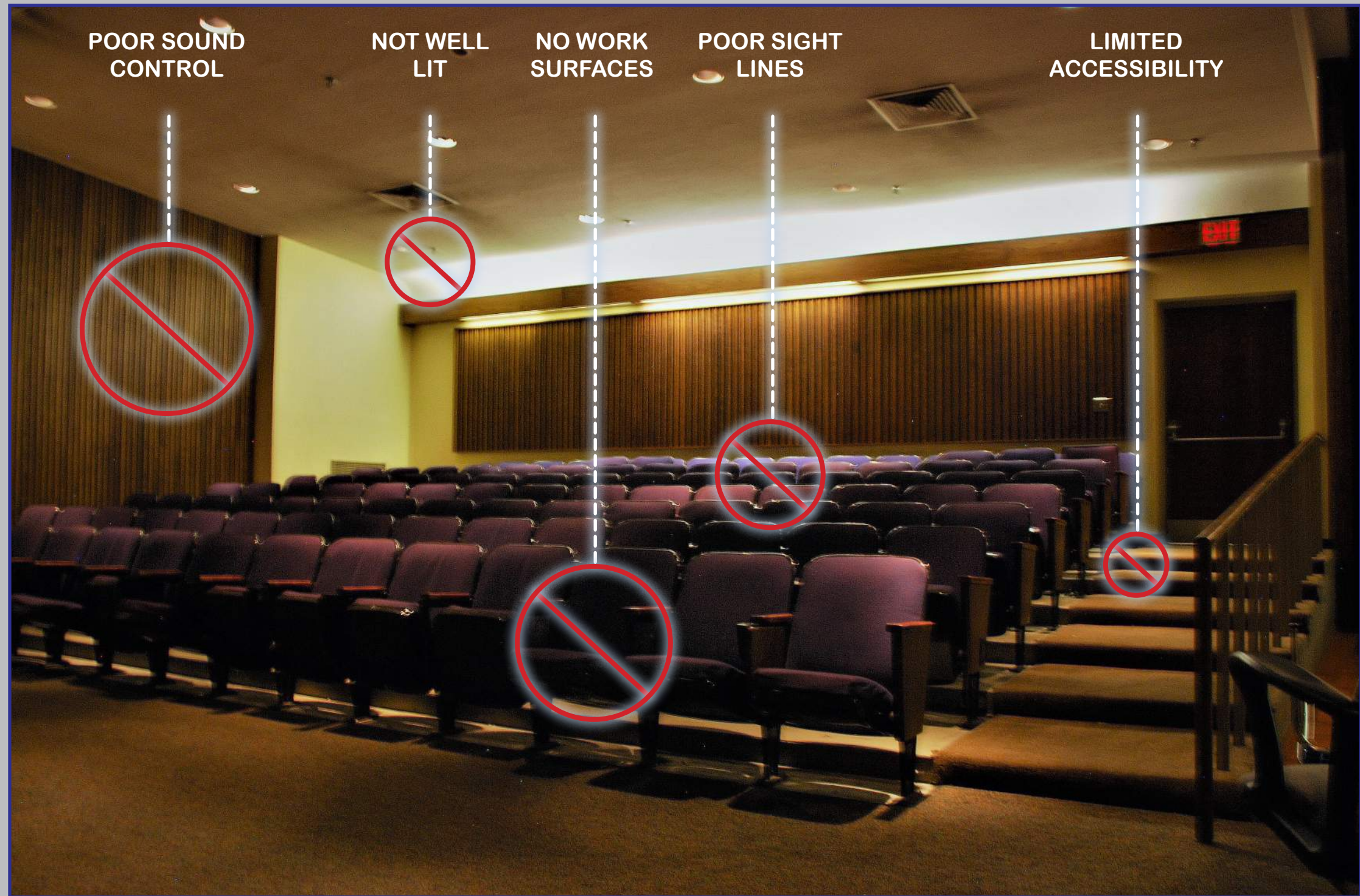
- **No** acoustical materials of an appropriate sound transmission class
- **No** work surfaces for class use
- **Not** a welcoming place of assembly
- **Not** used for community performance events or seminars

950 sf

existing avg

1,950 sf

recommend. avg



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Coakley Middle School - Educational Deficiency  
Performance & Language Arts

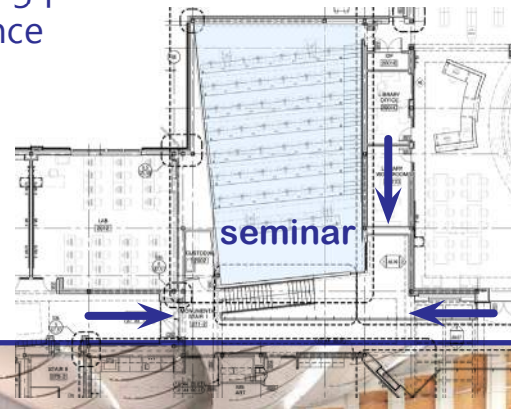
Norwood, MA



## PASS

### 21<sup>st</sup> Century Education Design:

- ✓ Provides an enhanced environment for learning arts and language
- ✓ Makes parent and community involvement, outreach events, and showcases for student work possible
- ✓ Acts as an auditory and oratory learning lab, which is as important as hands-on learning labs when it comes to gaining practical experience

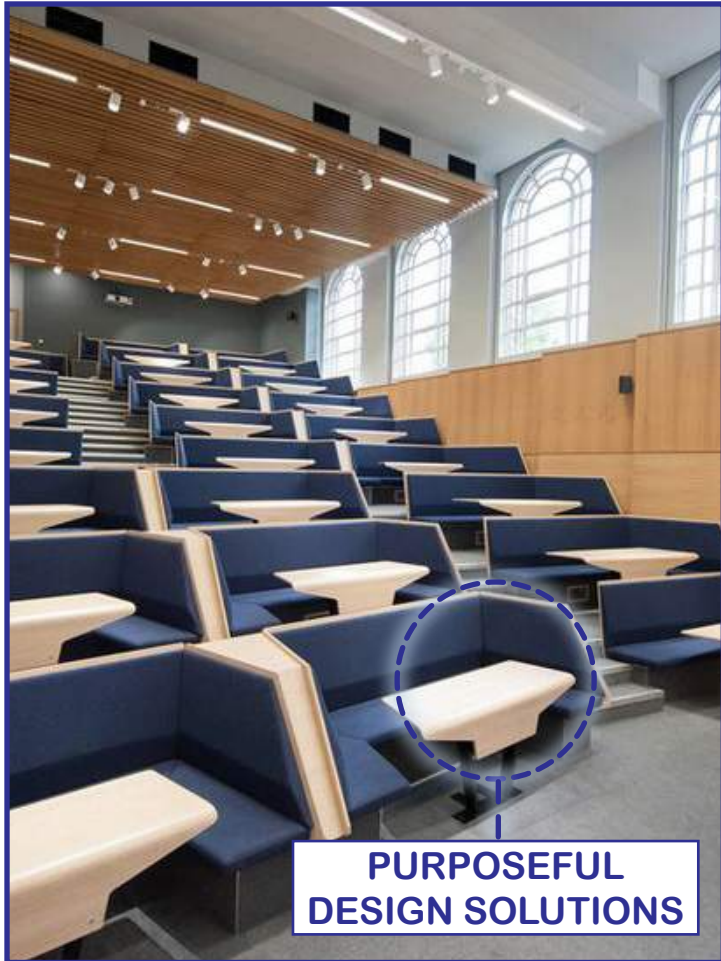


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## Coakley Middle School - Resolution Performance & Language Arts

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*III.*

*Long Range Study:  
Middle School Options*







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## Coakley Middle School Site Analysis







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## Coakley Middle School Existing Conditions















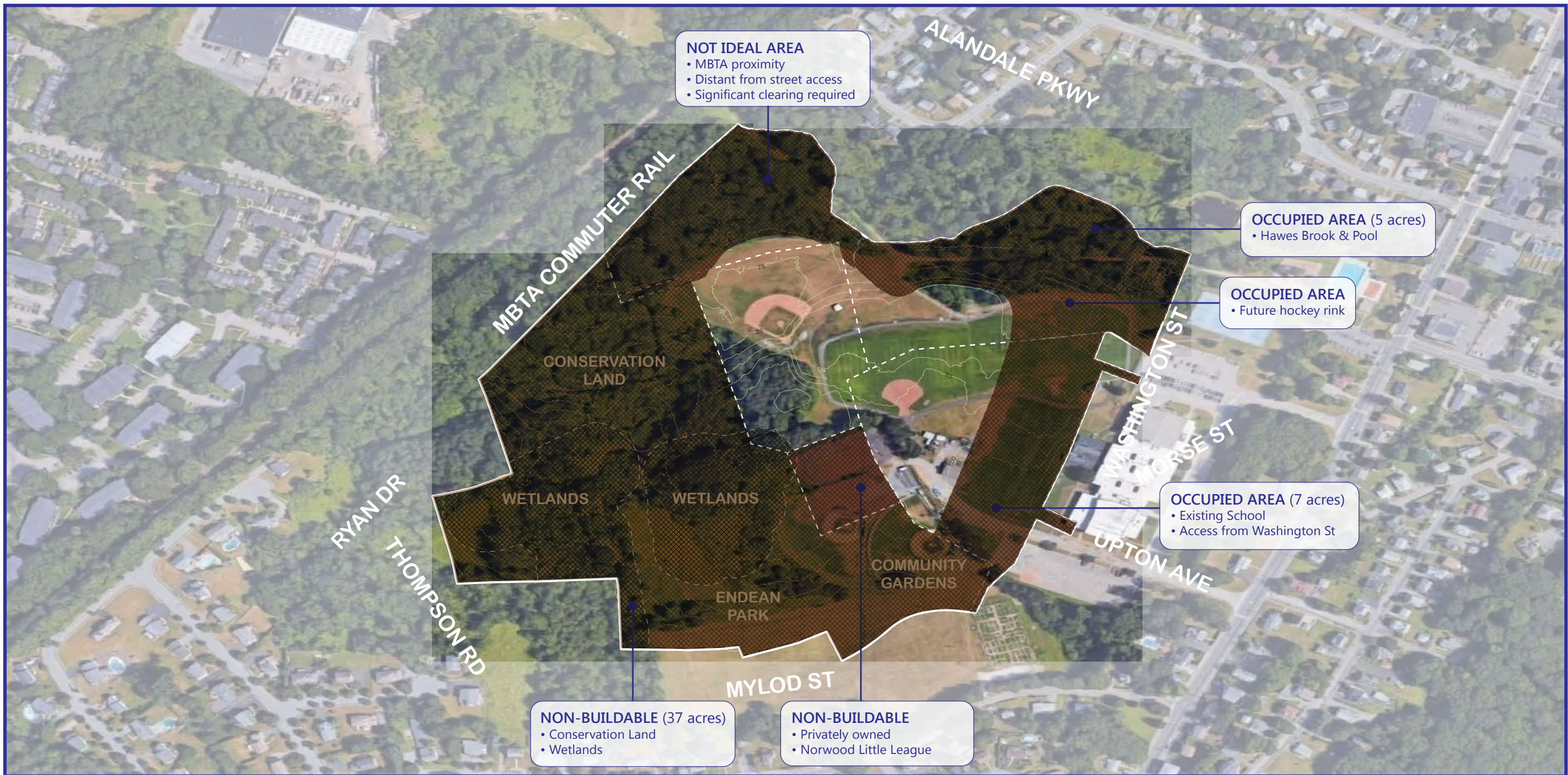
























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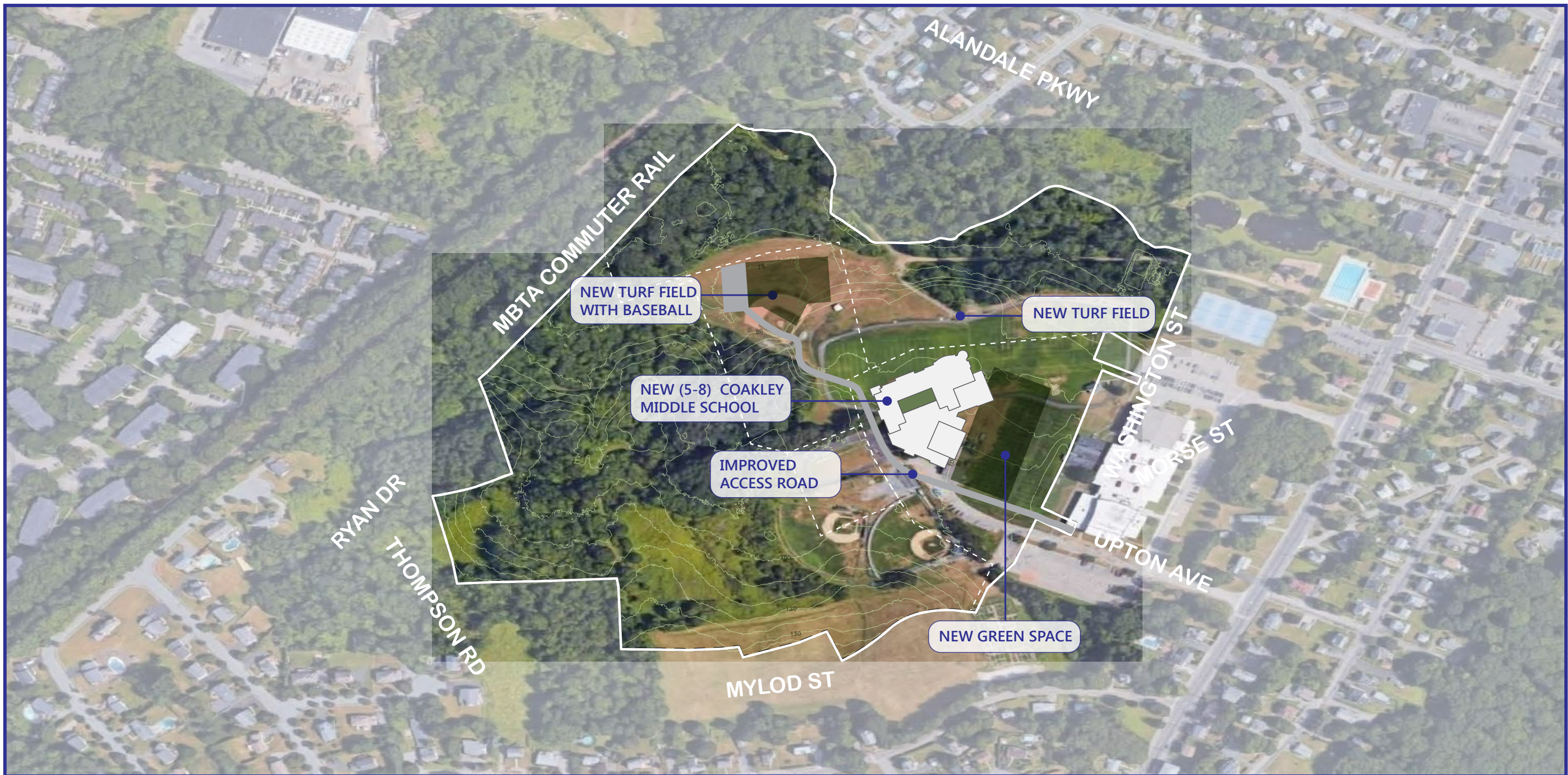
## Coakley Middle School Proposed Solution

















*What does the Norwood Schools Long Range Study Committee recommend?*

// Agreed that the middle school is the most pressing issue and top priority

// Voted to reject Type 1 options (retain all neighborhood elementary schools) and Type 5 options (total consolidation)

// Voted to recommend that the School Committee consider the option of a **5-8 grade middle school** configuration

*Why a 5-8 configuration?*

- Addresses middle school needs
- Relieves over-crowding at the elementary schools
- Has a positive impact across all grade levels, from PK-8





*What happens now?*

// Ai3 Architects produces the final Long Range Study Report



// The School Committee reviews all options and chooses a preferred alternative



// Submit a Statement of Interest (SOI) to the MSBA in early 2018







*Questions?*

