

## Massachusetts School Building Authority

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### Next Steps to Finalize Submission of your FY 2022 Statement of Interest

Thank you for submitting an FY 2022 Statement of Interest (SOI) to the MSBA electronically. **Please note, the District's submission is not yet complete if the District selected statutory priority 1 or priority 3.** If either of these priorities were selected, the District is required to mail the required supporting documentation to the MSBA, which is described below.

**ADDITIONAL DOCUMENTATION FOR SOI STATUTORY PRIORITIES #1 AND #3:** If a District selects Statutory priority #1 and/or priority #3, the District is required to submit additional documentation with its SOI.

- If a District selects statutory priority #1, Replacement or renovation of a building which is structurally unsound or otherwise in a condition seriously jeopardizing the health and safety of the school children, where no alternative exists, the MSBA requires a hard copy of the engineering or other report detailing the nature and severity of the problem and a written professional opinion of how imminent the system failure is likely to manifest itself. The District also must submit photographs of the problematic building area or system to the MSBA.
- If a District selects statutory priority #3, Prevention of a loss of accreditation, the SOI will not be considered complete unless and until a summary of the accreditation report focused on the deficiency as stated in this SOI is provided.

**ADDITIONAL INFORMATION:** In addition to the information required above, the District may also provide any reports, pictures, or other information they feel will give the MSBA a better understanding of the issues identified at a facility.

If you have any questions about the SOI process please contact the MSBA at 617-720-4466 or [SOI@massschoolbuildings.org](mailto:SOI@massschoolbuildings.org).

## Massachusetts School Building Authority

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School District Natick

District Contact Peter Gray TEL: (508) 647-6491

Name of School Memorial

Submission Date 4/20/2022

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### SOI CERTIFICATION

To be eligible to submit a Statement of Interest (SOI), a district must certify the following:

- ☒ The district hereby acknowledges and agrees that this SOI is NOT an application for funding and that submission of this SOI in no way commits the MSBA to accept an application, approve an application, provide a grant or any other type of funding, or places any other obligation on the MSBA.
- ☒ The district hereby acknowledges that no district shall have any entitlement to funds from the MSBA, pursuant to M.G.L. c. 70B or the provisions of 963 CMR 2.00.
- ☒ The district hereby acknowledges that the provisions of 963 CMR 2.00 shall apply to the district and all projects for which the district is seeking and/or receiving funds for any portion of a municipally-owned or regionally-owned school facility from the MSBA pursuant to M.G.L. c. 70B.
- ☒ The district hereby acknowledges that this SOI is for one existing municipally-owned or regionally-owned public school facility in the district that is currently used or will be used to educate public PreK-12 students and that the facility for which the SOI is being submitted does not serve a solely early childhood or Pre-K student population.
- ☒ Prior to the submission of the SOI, the district will schedule and hold a meeting at which the School Committee will vote, using the specific language contained in the "Vote" tab, to authorize the submission of this SOI. This is required for cities, towns, and regional school districts.
- ☒ Prior to the submission of the SOI, the district will schedule and hold a meeting at which the City Council/Board of Aldermen or Board of Selectmen/equivalent governing body will vote, using the specific language contained in the "Vote" tab, to authorize the submission of this SOI. This is not required for regional school districts.
- ☒ The district hereby acknowledges that current vote documentation is required for all SOI submissions. The district will use the MSBA's vote template and the required votes will specifically reference the school name and the priorities for which the SOI is being submitted.
- ☒ The district hereby acknowledges that it must upload all required vote documentation on the "Vote" tab, in the format required by the MSBA. All votes must be certified or signed and on city, town or district letterhead.
- ☒ The district hereby acknowledges that this SOI submission will not be complete until the MSBA has received all required supporting documentation for statutory priority 1 and statutory priority 3. If statutory priority 1 is selected, your SOI will not be considered complete unless and until you provide the required engineering (or other) report, a professional opinion regarding the problem, and photographs of the problematic area or system. If statutory priority 3 is selected, your SOI will not be considered complete unless and until you provide a summary of the accreditation report focused on the deficiency as stated in this SOI. The documentation noted above must be post-marked and submitted to the MSBA by the Core Program SOI filing period closure date.

**LOCAL CHIEF EXECUTIVE OFFICER/DISTRICT SUPERINTENDENT/SCHOOL COMMITTEE CHAIR  
(E.g., Mayor, Town Manager, Board of Selectmen)**

**Chief Executive Officer \***

**School Committee Chair**

**Superintendent of Schools**

(signature)	(signature)	(signature)
Date	Date	Date

\* Local chief executive officer: In a city or town with a manager form of government, the manager of the municipality; in other cities, the mayor; and in other towns, the board of selectmen unless, in a city or town, some other municipal office is designated to the chief executive office under the provisions of a local charter. Please note, in districts where the Superintendent is also the Local Chief Executive Officer, it is required for the same person to sign the Statement of Interest Certifications twice.

## Massachusetts School Building Authority

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School District NatickDistrict Contact Peter Gray TEL: (508) 647-6491Name of School MemorialSubmission Date 4/20/2022

### Note

#### The following Priorities have been included in the Statement of Interest:

1. ☐ Replacement or renovation of a building which is structurally unsound or otherwise in a condition seriously jeopardizing the health and safety of school children, where no alternative exists.
2. ☐ Elimination of existing severe overcrowding.
3. ☐ Prevention of the loss of accreditation.
4. ☒ Prevention of severe overcrowding expected to result from increased enrollments.
5. ☒ Replacement, renovation or modernization of school facility systems, such as roofs, windows, boilers, heating and ventilation systems, to increase energy conservation and decrease energy related costs in a school facility.
6. ☐ Short term enrollment growth.
7. ☒ Replacement of or addition to obsolete buildings in order to provide for a full range of programs consistent with state and approved local requirements.
8. ☐ Transition from court-ordered and approved racial balance school districts to walk-to, so-called, or other school districts.

### SOI Vote Requirement

☒ I acknowledge that I have reviewed the MSBA's vote requirements for submitting an SOI, which are set forth in the Vote Tab of this SOI. I understand that the MSBA requires votes from specific parties/governing bodies, in a specific format using the language provided by the MSBA. Further, I understand that the MSBA requires certified and signed vote documentation to be submitted with the SOI. I acknowledge that my SOI will not be considered complete and, therefore, will not be reviewed by the MSBA unless the required accompanying vote documentation is submitted to the satisfaction of the MSBA. All SOI vote documentation must be uploaded on the Vote Tab.

SOI Program: CorePotential Project Scope: Renovation\ AdditionIs this a Potential Consolidation? NoIs this SOI the District Priority SOI? YesSchool name of the District Priority SOI: MemorialIs this part of a larger facilities plan? Yes

If "YES", please provide the following:

Facilities Plan Date: 12/22/2020Planning Firm: TBA Architects

**Please provide a brief summary of the plan including its goals and how the school facility that is the subject of this SOI fits into that plan:**

02/17/2012 - Dore and Whittier Architects, Inc

12/17/202 - TBA Architects, Inc

A summary of the findings:

The Dore and Whittier Architects, Inc report has a more extensive evaluation of the Memorial School from a facilities standpoint. The general summary of this report was that the “building has equipment and building components that have reached the end of their useful life and are due for replacement. Some manufacturers are no longer in business, making parts difficult to find and costly to replace. Codes have changed significantly over the last five decades and have increased requirements to provide safe, healthy, and accessible school environments. Energy

Codes have been developed and enhanced over the last 10 years, demanding increased insulation properties in the windows, walls and roofs as well as higher efficiency mechanical and electrical equipment, plumbing fixtures and building systems components.” They stated that for its age the “overall the facility is in very good condition”, noting the following areas of concern:

Windows and doors - full replacement required

Fire protection - evaluate water pressure and expand system for full building coverage

Asphalt driveway and sidewalks - need to be replaced

Code compliance - full code review assessment and compliance needed

HVAC - replacement recommended (new boilers, water heater, and unit ventilators since report). Air handling system and DDC controls still need to be addressed

Full electrical upgrade needed (electrical service panels and feeders, additional classroom plugs, generator, lighting, master clock system, fire alarm devices)

Interior space renewal needed (kitchen, flooring, doors, toilet rooms etc.)

ADA - upgrades needed for full compliance

HazMat - allowance needed for abatement during renovations (asbestos, pcb, lead etc.)

The TBA Architect report in 2020 updated the recommendations and findings of the 2012 Dorr & Whittier report and recommended the renovation or replacement of the Memorial Elementary School.

**Please provide the current student to teacher ratios at the school facility that is the subject of this SOI: 14 students per teacher**

**Please provide the originally planned student to teacher ratios at the school facility that is the subject of this SOI: 20 students per teacher**

**Does the District have a Master Educational Plan that includes facility goals for this building and all school buildings in District?** Yes

**If "YES", please provide the author and date of the District's Master Educational Plan.**

The district currently has a 5-year strategic plan which includes goals for academics, social-emotional learning, equity and belonging, long-range financial and strategic planning and communication. The goal around long-range financial and strategic planning indicates the Master Plan's vision for management of capital and space use for the school system long-ter. That plan is listed here: [https://www.natickps.org/about/transparency\\_new/strategic\\_plan](https://www.natickps.org/about/transparency_new/strategic_plan)  
The plan will be refreshed this year to

**Is there overcrowding at the school facility?** No

**If "YES", please describe in detail, including specific examples of the overcrowding.**

**Has the district had any recent teacher layoffs or reductions?** No

**If "YES", how many teaching positions were affected? 0**

**At which schools in the district?**

**Please describe the types of teacher positions that were eliminated (e.g., art, math, science, physical education, etc.).**

**Has the district had any recent staff layoffs or reductions?** No

**If "YES", how many staff positions were affected?** 0

**At which schools in the district?**

**Please describe the types of staff positions that were eliminated (e.g., guidance, administrative, maintenance, etc.).**

**Please provide a description of the program modifications as a consequence of these teacher and/or staff reductions, including the impact on district class sizes and curriculum.**

Does Not Apply

**Please provide a description of the local budget approval process for a potential capital project with the MSBA. Include schedule information (i.e. Town Meeting dates, city council/town council meetings dates, regional school committee meeting dates). Provide, if applicable, the District's most recent budget approval process that resulted in a budget reduction and the impact of the reduction to the school district (staff reductions, discontinued programs, consolidation of facilities).**

The Natick School Committee meets every other Monday and the Natick Select Board meets every other Wednesday. The Town of Natick has representative town meeting in both the spring and fall of each year where both operational and capital projects are reviewed. In the past, the Town of Natick has held special town meetings to fund special projects, most recently the construction of our new middle school. For the last ten years, the Town of Natick has approved increases to the Natick Public School budgets consistent with maintaining the high level of academic achievement and no reduction to staff or programs have been enacted. In 2021, after two school master plan studies (Dorr & Whittier – 2012), (TBS Architects – 2019) along with a Town of Natick Study of all town owned facilities (2020), it was decided to close the Johnson Elementary School over a three year phase beginning in the fall of 2022. Built in 1949, the Johnson Elementary School was identified as requiring an infusion of capital expenditures (\$10 million plus over the next several years) to address current building code deficiencies (previously grandfathered), structural needs and the lack of ADA accessibility. Due to these factors along with the inadequate classroom space for our smallest school (capacity 220 students), it was decided to return the building to the town in 2025.

## General Description

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**BRIEF BUILDING HISTORY:** Please provide a detailed description of when the original building was built, and the date(s) and project scopes(s) of any additions and renovations (maximum of 5000 characters).

The Memorial Elementary School is a 58,500 sf masonry building constructed in 1970, with no major additions or renovations . Recent improvements include re- roofing 2010, limited HVAC improvements and PV Array 2010, and fire alarm upgrades 2010.

**TOTAL BUILDING SQUARE FOOTAGE:** Please provide the original building square footage PLUS the square footage of any additions.

58500

**SITE DESCRIPTION:** Please provide a detailed description of the current site and any known existing conditions that would impact a potential project at the site. Please note whether there are any other buildings, public or private, that share this current site with the school facility. What is the use(s) of this building(s)? (maximum of 5000 characters).

The existing Memorial Elementary School is located at 107 Eliot Street in Natick, Massachusetts. The site is approximately 25 acres consisting of the school building and associated parking areas, walkways and play areas. The site is bounded by woodland and residences to the west, north, and east. It is bounded by the existing play fields and Eliot Street to the south.

**ADDRESS OF FACILITY:** Please type address, including number, street name and city/town, if available, or describe the location of the site. (Maximum of 300 characters)

Memorial Elementary School is located at 107 Eliot Street in Natick, Massachusetts

**BUILDING ENVELOPE:** Please provide a detailed description of the building envelope, types of construction materials used, and any known problems or existing conditions (maximum of 5000 characters).

The Memorial Elementary School is a 58,500 sf masonry building constructed in 1970, with no major additions or renovations . The school is one contiguous building measuring approximately 245' x 105'. The building is a one-story structure, approximately 13' tall at the classrooms and 20' tall at the cafeteria and gymnasium. The exterior grade varies 3' to 5', and the interior slab has three elevations. The main entrance area to the school at the south side has several steps, including a concrete ramp. There are also exterior slabs on grade at entrances on the north, east and west sides, and a retaining wall on the north side. The building foundations appear to consist of simple spread footings on natural soil. Footing sizes appeared to be approximately 3'x3'. The building slabs are 4" thick mesh-reinforced concrete slabs. The building has a 10"-12" thick exterior foundation wall.

**Has there been a Major Repair or Replacement of the EXTERIOR WALLS?** NO

**Year of Last Major Repair or Replacement:(YYYY)** 1970

**Description of Last Major Repair or Replacement:**

There has not been major repair or replacement of exterior walls.

**Roof Section** A

**Is the District seeking replacement of the Roof Section?** NO

**Area of Section (square feet)** 65000

**Type of ROOF (e.g., PVC, EPDM, Shingle, Slate, Tar & Gravel, Other (please describe))**  
EPDM

**Age of Section (number of years since the Roof was installed or replaced)** 11

**Description of repairs, if applicable, in the last three years. Include year of repair:**

The roof was replaced in 2011 and is warrantied through 2026.

**Window Section A****Is the District seeking replacement of the Windows Section?** YES**Windows in Section (count)** 45**Type of WINDOWS (e.g., Single Pane, Double Pane, Other (please describe))**

Single pane

**Age of Section (number of years since the Windows were installed or replaced)** 52**Description of repairs, if applicable, in the last three years. Include year of repair:**

No capital repairs have been done to the Memorial windows in the past three years.

**MECHANICAL and ELECTRICAL SYSTEMS: Please provide a detailed description of the current mechanical and electrical systems and any known problems or existing conditions (maximum of 5000 characters).**

Mechanical upgrades for the HVAC system was completed in 2014. That project included new boilers, unit ventilators, and water heaters. The distribution system for heating and domestic water is original to the building. Known problems in the mechanical system include needed upgrades of the rooftop air handling system, investigation or replacement of the distribution system.

**Boiler Section 1****Is the District seeking replacement of the Boiler?** YES**Is there more than one boiler room in the School?** YES**What percentage of the School is heated by the Boiler?** 100**Type of heating fuel (e.g., Heating Oil, Natural Gas, Propane, Other)**

Natural Gas

**Age of Boiler (number of years since the Boiler was installed or replaced)** 8**Description of repairs, if applicable, in the last three years. Include year of repair:**

No repairs other than normal yearly maintenance.

**Has there been a Major Repair or Replacement of the HVAC SYSTEM?** YES**Year of Last Major Repair or Replacement:(YYYY)** 2014**Description of Last Major Repair or Replacement:**

The project included new boilers, unit ventilators, and water heaters. Mechanical upgrades for the HVAC system was completed in 2014. That project included new boilers, unit ventilators, and water heaters. The distribution system for heating and domestic water is original to the building. Known problems in the mechanical system include needed upgrades of the rooftop air handling system, investigation or replacement of the distribution system.

**Has there been a Major Repair or Replacement of the ELECTRICAL SERVICES AND DISTRIBUTION SYSTEM?** NO**Year of Last Major Repair or Replacement:(YYYY)** 1970**Description of Last Major Repair or Replacement:**

No, the electrical system is original to the building. The switchgear is dated 1968 and needs to be replaced. Circuit breakers and electrical distribution are original and need to be replaced and updated to current code. The generator is original to the building and needs to be replaced. Power is often lost to this building and the back up power system is not reliable.

**BUILDING INTERIOR: Please provide a detailed description of the current building interior including a description of the flooring systems, finishes, ceilings, lighting, etc. (maximum of 5000 characters).**

Floors Vinyl Composite Tile (VCT) is the primary flooring material throughout the school; it is found in the corridors, classrooms and cafeteria space. Overall it has been maintained well and appears to be in good condition. A few areas where they have been subject to excess moisture, particularly near entry/exit doors, tiles have separated or are lifting. The flooring is outdated and gives the school an institutional look. Built-Ins and Equipment Each classroom has plastic laminate counters with sink and cabinets in fair to good condition. Some



areas have been upgraded with new tops, while others are showing signs of wear. Lighting Systems. a. The lighting throughout the building is primarily linear 4ft fluorescent with acrylic lenses – surface and recess mounted. There is a minimal amount of incandescent lighting evident. The incandescent fixtures are for emergency means of egress lighting and for decorative wall highlighting, such as track lighting. Lighting systems are several generations old and need to be updated. Although maintained well for their age, most interior systems are in need of updating or replacement. Interior doors and hardware are nearing the end of life and should be replaced. Most door hardware does not meet ADA requirements. Window treatments, trim work and other fixed furnishings are tired and are in need of updates.

**PROGRAMS and OPERATIONS: Please provide a detailed description of the current grade structure and programs offered and indicate whether there are program components that cannot be offered due to facility constraints, operational constraints, etc. (maximum of 5000 characters).**

**Program**

The Memorial Elementary School is a 395 student school as of 2022, housing and integrated preschool program (mix of disabled and non-disabled students) of 76 students. In addition, the building houses elementary grades K-4 and an after and before school child care program called ASAP (After School Activities Program). In the coming years, the enrollment is projected to move to 392 in 2023, 389 in 2024 and 386 in 2025.

A recent Natick general analysis of housing, birth rates, and population trends, Jerome McKibben of McKibben and Associates indicates that in the past ten years, Natick, due to its attractive Boston bedroom community status and its then affordable price point for real estate, outpaced projections for enrollment precipitating an unprecedented enrollment spike. However, in recent years, birth rate data has been low and so, too, has stable elementary enrollment. However, the need to close a school building the town and school committee has deemed not a match for significant future capital investment for school programming, coupled with the uncertainty of the housing market, the post pandemic population movement, and the sheer number of building and improvement permits pulled in Natick during the pandemic make us worried that should the 30% of 65+ homeowners decide to sell and move out of Natick, the Memorial school zone would be significantly impacted and, a need for a town redistricting will be inevitable. At this time, the constraints on the Memorial building do not allow us to consider it for future enrollment surge planning which may be needed. Even if such a surge does not arise, we continue to find it inadequate to provide the full range of programming necessary to serve our students, their special education, occupational, therapeutic, psychological, programmatic needs nor it is able to house the professional necessary to address these needs. Behavioral program needs such as additional behaviorists, behavior technicians, OT/PT, psychology and additional special education learning staff will be necessary to make Memorial able to run the full spectrum of services we provide at the other elementary schools.

At Memorial we offer a typical preschool program that demands we serve the needs of disabled preschoolers referred to us via Early Intervention (EI) and hope to integrate their parents into our community. These preschoolers have been, for the past five years, the most diverse set of enrollees ever to cross the Natick Schools' threshold. They are predominantly English as a second language, have, due to the pandemic, not been involved in systematic consultation with medical doctors, early intervention assessments, and private or SMOC preschool to refer them to Early Intervention. As a result, more disabled and non-English speaking students predominate the classroom--therein meaning the need for more consulting practitioners to be adjunct to the Memorial program. In addition, because more and more students who in prior generations, may be born prematurely and/or as multiples and never matriculated to school or were placed in outside placements, are now matriculating to public school in Natick. It is our pride and moral obligation to serve these students in their neighborhood school --just as we do in all other elementary schools. We need the Memorial facility to be able to provide this range of services to the students as well.

**EDUCATIONAL SPACES: Please provide a detailed description of the Educational Spaces within the facility, a description of the number and sizes (in square feet) of classrooms, a description of science rooms/labs including ages and most recent updates, a description of the cafeteria, gym and/or auditorium and a description of the media center/library (maximum of 5000 characters).**

Memorial Elementary School is 88% of Total Building Net Floor Area (NFA) per MSBA Standard for a 400 student elementary school. This puts the current building as inadequately sized at just under the MSBA threshold. Classrooms are adequately sized. The cafeteria and gymnasium are undersized but managed by scheduling that differs from that assumed by the standard. Most deficiencies are in the storage area and repurposing of flexible space into classrooms. The gross square footage is 89% of the MSBA standards mostly attributed to the amount of corridor space and building form. No recent updates.

Core Academic Spaces - 21 rooms - 19,946 square feet

Special Education - 10 rooms - 2,803 square feet

Art & Music - 2 rooms - 2,489 square feet

Health and Physical Education - 4 rooms, 4,324 square feet

Media Center - 1 room - 1,565 square feet

Dining and Food Services - 5 rooms - 5,018 square feet

Medical - 2 rooms - 247 square feet

Administration and Guidance - 9 rooms - 2,391 square feet

Custodial and Maintenance - 5 rooms - 478 square feet

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**CAPACITY and UTILIZATION:** Please provide the original design capacity and a detailed description of the current capacity and utilization of the school facility. If the school is overcrowded, please describe steps taken by the administration to address capacity issues. Please also describe in detail any spaces that have been converted from their intended use to be used as classroom space (maximum of 5000 characters).

The buildings original design accommodated three sections per grade with open project area at each “learning pod”. A gym, caf torium, lecture area, library and music room are part of the original design, as well as three self-contained kindergartens and special education classrooms. Due to expanding enrollment all of the open project areas have been enclosed for additional teaching spaces, the lecture area has become a music room, the original music room has been converted to a third grade classroom. The former teacher dining area and prep rooms have become a kindergarten classroom and the self-contained special education area is now two (2) third grade classrooms. There are currently four sections per grade including kindergarten and an additional fourth grade classroom as well.

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**MAINTENANCE and CAPITAL REPAIR:** Please provide a detailed description of the district’s current maintenance practices, its capital repair program, and the maintenance program in place at the facility that is the subject of this SOI. Please include specific examples of capital repair projects undertaken in the past, including any override or debt exclusion votes that were necessary (maximum of 5000 characters).

The routine maintenance program at Memorial consists of daily cleaning with a staff of two and a half (2.5) custodians. Daily cleaning is bolstered by custodial project work during school vacations and the summer. Project work includes detailed cleaning, minor repairs, and floor waxing. Maintenance work is provided by maintenance technicians in the Facilities department as well as hired vendors. Work orders are tracked with a digital work order system to ensure items are tracked and completed. In addition to repair work, yearly maintenance is performed for the boilers, life safety systems, air handling units and other critical building systems. Capital repairs are determined based on life cycle analysis of building components and systems as well as needs based projects based on condition assessments. The most recent capital projects include a new roof in 2010 and an HVAC system update in 2014. An exterior concrete and asphalt project is planned for summer 2022 and includes replacement of the main entryway and sidewalk area at the bus drop off in the front of the school. Capital projects are submitted to either spring or fall town meeting where they are voted on and if approved given a funding source for the work.

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**Priority 4**

***Question 1: Please describe the conditions within the community and School District that are expected to result in increased enrollment.***

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The Memorial Elementary is located in South Natick--the only area of the Natick town that has ample possible buildable land for additional housing and housing complexes to be built. In addition, due to its building and size limitations, it is the only school in our district that does not house the full range of special education programs (a continuum of sub-separate and inclusion programs for students with a range of intensity of need for disabled students). In addition, due to size restrictions, we currently move ELL (English Language Learner) to the Brown of Lilja elementary schools as we do not have space to adequately address the program needs at Memorial while keeping a preschool feeder program/opportunity for inclusion in the school specials and community activities if we add an ELL classroom. We would be choosing ELL over special education or vice versa.

**Future Expansion**

Given the fact that the Memorial building is still usable, and that there is ample open space on the school campus for program expansion and revision of the grounds and facility, and that the building is located in a part of town that stands to be most impacted by future building and expansion, we are unable, at this time to house a possible housing bubble which may result in increased enrollment in this sector of town.

#### Priority 4

***Question 2: Please describe the measures the School District has taken or is planning to take in the immediate future to mitigate the problem(s) described above.***

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Sadly, due to ADA limitations and a budget situation demanding us to reduce our staffing footprint and a town budget structural deficit, we have made the decision to close the almost 80- year old Johnson Elementary school. These students will be reassigned to 4 other elementary schools and an eventual district redistricting will occur to rebalance town school enrollment.

#### Priority 4

***Question 3: Please provide a detailed explanation of the impact of the problem described in this priority on your district's educational program. Please include specific examples of how the problem prevents the district from delivering the educational program it is required to deliver and how students and/or teachers are directly affected by the problem identified.***

Sadly, due to ADA limitations and a budget situation demanding us to reduce our staffing footprint and a town budget structural deficit, we have made the decision to close the almost 80- year old Johnson Elementary school. These students will be reassigned to 4 other elementary schools and an eventual district redistricting will occur to rebalance town school enrollment. The Johnson school housed 150 students who will be moved to other schools and will result in 1-2 students max per classroom K-4 as the transition occurs. Like Memorial, due to the space and further limited by ADA (Americans with Disabilities) lack of accessibility on this campus, the JES facility is no longer a prudent or safe investment for the safety of children or for the financial safety of the school system. The lack of programming capacity and ADA accessibility at Johnson elementary compounds the pre-existing problem that we could not provide the full range of programs at Memorial and underscores the need for expansion.

The Memorial School has to have repair or renovation within the next 5-10 year period, regardless of an enrollment uptick or a lack of one. Regardless of space and condition, the Memorial school cannot house the same programs as the rest of our schools and therefore we are limited in providing that sector of students the same high quality Natick education that we are able to provide in neighborhood schools across the rest of the district.

As a safety net for enrollment surges, the town administration (town administrator and facilities director) have agreed to place modular classrooms on the 5 year capital plan to provide 10 classes should they be needed. This is a good safety net for an enrollment surge, but does not address the long-term programmatic needs that should be present in today's modern PK and elementary programs. In addition, modular classrooms that were added to the Lijla and Brown Elementary schools were added in 2016 and 2017 respectively. While they were good short term solutions structures attached to our buildings, they were not meant to be permanent 50 year structures. Should enrollment for those 12 classrooms hold, a plan for extension of their condition and/or elimination of those classrooms should occur within this decade. If eliminated, the only known buildable/expandable space for school property is on the Memorial elementary site.

Prior space and facilities analyses conducted by the town Dore and Whittier 2012, indicated this need, and the addressing of the Memorial needs and closure of Johnson have been widely discussed over the past decade or more. Indeed, the report indicates that the JES does not have adequate real estate for traffic or parking and therefore gives us no options to expand our district's space capacity. A 2016 parks and recreation study, however, identified the JES site as an ideal place for possible renovation of outside space to create a recreation or community center, with ADA upgrades--but not the kind that would allow the full range of special education and early childhood programs to occur at the school.

Given the current conditions, the time to address this is now, given Memorial's pending need for repair. The town, therefore, would like to explore if this repair can be coupled with a renovation or, if deemed appropriate, an expansion of the memorial School to address its current deficits, plan for deterioration of the Lilja and Brown modular classes and the closure of the failing, old, and not ADA accessible Johnson School.

In addition to the noted lack of capacity for the full range of program demands for a modern elementary school, the Memorial School cannot house the full range of administrative and professional staff required to consult to classrooms in a modern elementary school. The special education coordinator squats in the school conference room as an office but cannot use it while the school runs IEP, data team or parents meetings. The music staff run classes in a modified

classroom which is the only open space within the day for staff professional development or professional learning community training. The cafeteria is the auditorium so performance and community engagement cannot occur during the large mid-day chunk. Also relative to community engagement, the traffic system and design currently in place does not serve the current number of children and families in existence at the site. Office spaces for learning center special educators, occupational, speech, behavioral and physical therapy staff do not exist; they often work in and meet with parents in hallway or renovated closet or storage spaces. Some tier 2 small group interventions occur in hallway spaces. Playground equipment needs update and repair and will reach its natural life end soon. Should we be able to add more integrated preschool and early elementary sub-separate programming on site, the preschool playground will need updating to ADA specifications.

**Please also provide the following:**

**Cafeteria Seating Capacity:** 250

**Number of lunch seatings per day:** 5

**Are modular units currently present on-site and being used for classroom space?:** NO

**If "YES", indicate the number of years that the modular units have been in use:**

**Number of Modular Units:**

**Classroom count in Modular Units:**

**Seating Capacity of Modular classrooms:**

**What was the original anticipated useful life in years of the modular units when they were installed?:**

**Have non-traditional classroom spaces been converted to be used for classroom space?:** YES

**If "YES", indicate the number of non-traditional classroom spaces in use:** 4

**Please provide a description of each non-traditional classroom space, its originally-intended use and how it is currently used (maximum of 1000 characters):**

Memorial currently has 4 classrooms that were originally open spaces for collaboration that are now closed in for classrooms. They were intended to be used for group work, pulling multiple classes together and work on team building and curriculum projects. These spaces were located in the wings of the grade 1, 2 and 3/4 areas and are now being used as classrooms.

**Please explain any recent changes to the district's educational program, school assignment policies, grade configurations, class size policy, school closures, changes in administrative space, or any other changes that impact the district's enrollment capacity (maximum of 5000 characters). :**

The Memorial Elementary School is a 395 student school as of 2022, housing and integrated preschool program (mix of disabled and non-disabled students) of 76 students. In addition, the building houses elementary grades K-4 and an after and before school child care program called ASAP (After School Activities Program). In the coming years, the enrollment is projected to move to 392 in 2023, 389 in 2024 and 386 in 2025.

A recent Natick general analysis of housing, birth rates, and population trends, Jerome McKibben of McKibben and Associates indicates that in the past ten years, Natick, due to its attractive Boston bedroom community status and its then affordable price point for real estate, outpaced projections for enrollment precipitating an unprecedented enrollment spike. However, in recent years, birth rate data has been low and so, too, has stable elementary enrollment. However, the need to close a school building the town and school committee has deemed not a match for significant future capital investment for school programming, coupled with the uncertainty of the housing market, the post pandemic population movement, and the sheer number of building and improvement permits pulled in natick during the pandemic make us worried that should the 30% of 65+ homeowners decide to sell and move out of Natick, the Memorial school zone would be significantly impacted and, a need for a town redistricting will be inevitable. At this time, the constraints on the Memorial building do not allow us to consider it for future enrollment surge planning which may be needed. Even if such a surge does not arise, we continue to

find it inadequate to provide the full range of programming necessary to serve our students, their special education, occupational, therapeutic, psychological, programmatic needs nor it is able to house the professional necessary to address these needs. Behavioral program needs such as additional behaviorists, behavior technicians, OT/PT, psychology and additional special education learning staff will be necessary to make Memorial able to run the full spectrum of services we provide at the other elementary schools.

At Memorial we offer a typical preschool program that demands we serve the needs of disabled preschoolers referred to us via Early Intervention (EI) and hope to integrate their parents into our community. These preschoolers have been, for the past five years, the most diverse set of enrollees ever to cross the Natick Schools' threshold. They are predominantly English as a second language, have, due to the pandemic, not been involved in systematic consultation with medical doctors, early intervention assessments, and private or SMOC preschool to refer them to Early Intervention. As a result, more disabled and non-English speaking students predominate the classroom--therein meaning the need for more consulting practitioners to be adjunct to the Memorial program. In addition, because more and more students who in prior generations, may be born prematurely and/or as multiples and never matriculated to school or were placed in outside placements, are now matriculating to public school in Natick. It is our pride and moral obligation to serve these students in their neighborhood school --just as we do in all other elementary schools. We need the Memorial facility to be able to provide this range of services to the students as well.

**What are the district's current class size policies (maximum of 500 characters)?:**

The district does not have a class size policy. However, the district has had a procedure for the past ten years that for every elementary class that moves above 22, an additional staffer/paraprofessional or support staffer (interventionist) is added to the classroom to assist with class sizes. There are class sizes limits only for middle and high school band, chorus and physical education classes.

**Priority 5**

***Question 1: Please provide a detailed description of the issues surrounding the school facility systems (e.g., roof, windows, boilers, HVAC system, and/or electrical service and distribution system) that you are indicating require repair or replacement. Please describe all deficiencies to all systems in sufficient detail to explain the problem.***

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The Memorial School was built in 1960 and consists of approximately 65,000 square feet. The building has been appropriately maintained through the years but has many systems that are nearing the end of life.

**Exterior envelope:**

The roof was replaced in 2011. The exterior doors and windows are original to the building and are in need of replacement in the near term. Caulking is deteriorating leading to water infiltration in the building. This has caused mold issues as recently as the summer of 2021. The exterior walls are masonry block and brick are due for cleaning and repointing in some areas.

**HVAC:**

The boilers were replaced in 2013 and the unit ventilators were replaced in 2005. There is no central air conditioning in the building. There are five air handlers on the roof that need to be replaced in the near term.

**Code compliance:**

Memorial School does not have a whole building sprinkler system. Code compliance would need to be evaluated compared to current code.

**Space renewal:**

The interior of the Memorial School is dated. Flooring, window treatments, interior doors, door hardware, and other internal finishes need to be updated in the near term.

**Electrical system:**

The electrical system is original to the building and is significantly outdated. The switchgear, distribution system and emergency power generator all need to be updated in the near term.



MEMORIAL			SHORT TERM	MEDIUM TERM	LONG TERM
ROOF		Roof			
HVAC		Boilers			
		Air Handlers			
		Unit Ventilators			
		Water Heaters			
ELECTRICAL / PLUMBING		Electrical			
		Plumbing			
EXTERIOR ENVELOPE		Windows			
		Caulking			
		Masonry / Foundation			
SPACE RENEWAL		Flooring			
		Walls / Window Treatment			
		Doors / Hardware			
CODE		Sprinklers*			
		Alarm Panel			
		Accessibility (ADA)			
LEGEND			* Building not sprinklered, grandfathered under code		
	Good				
	Fair				
	Poor				

## Priority 5

***Question 2: Please describe the measures the district has already taken to mitigate the problem/issues described in Question 1 above.***

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The District has invested resources in this building as evidenced by the roof and HVAC improvements. The District has established a five year capital plan which has been shared with Town administration and the Finance Committee. The District continues to maintain the building in good condition despite its age.

**Priority 5**

***Question 3: Please provide a detailed explanation of the impact of the problem/issues described in Question 1 above on your district's educational program. Please include specific examples of how the problem prevents the district from delivering the educational program it is required to deliver and how students and/or teachers are directly affected by the problem identified.***

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**Exterior envelope:**

The windows and caulking issues have a direct impact on the educational programs. Mold issues caused by water infiltration create a potential health hazard if not found and addressed quickly. Some of the windows are no longer functional, preventing them from being opened during the spring and fall. On more than one occasion, degraded windows have been opened by children and teachers only to fall on the floor or in their hands. They are heavy sections and could be a safety issue as they continue to degrade.

**HVAC:**

The rooftop air handlers provide fresh air to the building. These units are at the end of their useful life. Fresh air is critical for providing a healthy environment for education.

**Code compliance:**

Life safety and code issues are important components of the educational environment. Updated systems enhance the built environment to create an inclusive learning environment.

**Space renewal:**

Some of the original door hardware prevents doors from being secured properly. This has a direct impact on the security of the building. There are tall window treatments that no longer shade the sun. This impacts learning because the sun shines directly on the screen making it unreadable for the students. Old carpets create an unappealing and less sanitary space for younger students to gather on the floor. Space renewal projects enhance the learning environment.

Exterior concrete and asphalt entries and walkways are in poor shape and must be replaced soon. The hard surfaces are beyond their useful life and need to be replaced.

**Electrical system:**

Electrical system failures directly impact the learning environment. Memorial frequently loses power and does not have a reliable back up generation system. This has resulted in having to cancel school on several occasions. The switchgear and distribution system is at the end of its useful life. Poor plug placement and old infrastructure limit new installations. The switchgear is the largest risk to the educational environment. Failure of the switchgear would likely force the building to be closed until a new unit could be procured. No parts are available for equipment this old.

**Priority 5**

***Question 4: Please describe how addressing the school facility systems you identified in Question 1 above will extend the useful life of the facility that is the subject of this SOI and how it will improve your district's educational program.***

Addressing the building facility systems will keep Memorial School functioning for many generations to come. The building generally has been maintained appropriately but critical systems need to be updated for the building to continue to operate as it was intended. The building will need significant capital investment to continue to function as intended.

**Please also provide the following:**

**Have the systems identified above been examined by an engineer or other trained building professional?:**

YES

**If "YES", please provide the name of the individual and his/her professional affiliation (maximum of 250 characters):**

Dore & Whittier Architects, Inc. evaluated the Memorial School in 2012

TBA Architects, Inc evaluated the Memorial School in 2020

**The date of the inspection:** 12/15/2020

**A summary of the findings (maximum of 5000 characters):**

The Dore and Whittier Architects, Inc report has a more extensive evaluation of the Memorial School from a facilities standpoint. The general summary of this report was that the “building has equipment and building components that have reached the end of their useful life and are due for replacement. Some manufacturers are no longer in business, making parts difficult to find and costly to replace. Codes have changed significantly over the last five decades and have

increased requirements to provide safe, healthy, and accessible school environments. Energy

Codes have been developed and enhanced over the last 10 years, demanding increased

insulation properties in the windows, walls and roofs as well as higher efficiency mechanical

and electrical equipment, plumbing fixtures and building systems components.” They stated that for its age the “overall the facility is in very good condition”, noting the following areas of concern:

Windows and doors - full replacement required

Fire protection - evaluate water pressure and expand system for full building coverage

Asphalt driveway and sidewalks - need to be replaced

Code compliance - full code review assessment and compliance needed

HVAC - replacement recommended (new boilers, water heater, and unit ventilators since report). Air handling system and DDC controls still need to be addressed

Full electrical upgrade needed (electrical service panels and feeders, additional classroom plugs, generator, lighting, master clock system, fire alarm devices)

Interior space renewal needed (kitchen, flooring, doors, toilet rooms etc.)

ADA - upgrades needed for full compliance

HazMat - allowance needed for abatement during renovations (asbestos, pcb, lead etc.)

**Priority 7**

***Question 1: Please provide a detailed description of the programs not currently available due to facility constraints, the state or local requirement for such programs, and the facility limitations precluding the programs from being offered.***

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We are currently unable to provide special education programs for students with substantial needs due to spacing constraints. In the past there have been programs offered at Memorial but due to increasing enrollment we had to move all programs to other schools in the district. We also currently house a preschool classroom at the Memorial School. This program will also need to be moved at the end of this school year due to increased enrollment and the need to add an additional Kindergarten classroom.

We are also unable to offer services for EL students. Again because of space constraints we do not have a space for these services to take place and are required to bus these students to another school.

In addition, we currently have counselors working in closets in order to provide social emotional support to our students. This impacts the space that the counselor has to pull small groups and work on the social emotional challenges these students face.

**Priority 7**

***Question 2: Please describe the measures the district has taken or is planning to take in the immediate future to mitigate the problem(s) described above.***

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to be added

## Priority 7

***Question 3: Please provide a detailed explanation of the impact of the problem described in this priority on your district's educational program. Please include specific examples of how the problem prevents the district from delivering the educational program it is required to deliver and how students and/or teachers are directly affected by the problem identified.***

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Because of the space constraints, students who live within the Memorial district are required to be bussed to other schools which may be on the opposite side of town. This impacts these students as they are unable to attend a school near their home and attend with their neighborhood peers.

EL students also have to spend time on buses traveling to schools across town preventing them from being able to attend school with their neighborhood peers.



**CERTIFICATIONS**

The undersigned hereby certifies that, to the best of his/her knowledge, information and belief, the statements and information contained in this statement of Interest and attached hereto are true and accurate and that this Statement of Interest has been prepared under the direction of the district school committee and the undersigned is duly authorized to submit this Statement of Interest to the Massachusetts School Building Authority. The undersigned also hereby acknowledges and agrees to provide the Massachusetts School Building Authority, upon request by the Authority, any additional information relating to this Statement of Interest that may be required by the Authority.

**Chief Executive Officer \*****School Committee Chair****Superintendent of Schools**\_\_\_\_\_  
(signature)\_\_\_\_\_  
(signature)\_\_\_\_\_  
(signature)\_\_\_\_\_  
Date\_\_\_\_\_  
Date\_\_\_\_\_  
Date

\* Local chief executive officer: In a city or town with a manager form of government, the manager of the municipality; in other cities, the mayor; and in other towns, the board of selectmen unless, in a city or town, some other municipal office is designated to the chief executive office under the provisions of a local charter. Please note, in districts where the Superintendent is also the Local Chief Executive Officer, it is required for the same person to sign the Statement of Interest Certifications twice.