



# BuildBPS Phase II

Proposed Facilities Plan 2018 - 2027

Monica Roberts, Chief Engagement Officer

Rob Consalvo, Chief of Staff

Nate Kuder, Deputy CFO



Build **BPS**



BOSTON  
Public Schools



# BuildBPS Phase II: Agenda

- What We Will Accomplish
- How We Got Here
  - BuildBPS Fact Base
- Details of the Proposed Plan
  - 5 Categories of Work
- Opportunities for Feedback
  - Community Engagement Schedule
  - Building Application Process

## Process Overview

- We are presenting the full 10-year arc of BuildBPS Phase II for community comment
  - BPS will host a wide range of community meetings (large and small, in a variety of settings) to solicit feedback in the coming months
- Given the complicated and phased citywide process, BPS will propose an initial specific set of action proposals for School Committee approval in December 2018.
  - We will then continue community dialogue to refine the next set of action proposals for future dates (Spring 2019 and beyond)
- Decisions made in one neighborhood or group of schools may have impact on schools citywide.
  - BPS will continually monitor for unintended consequences and factor any course corrections into the next set of action proposals, along with community feedback.

## The largest school building plan in 40 years

We are launching a plan for public comment that will result in:

- **12 new schools or major transformations** completed or under-construction by 2027
- **New or expanded buildings** in neighborhoods with high student need and low current access.
- **Increased investments district-wide** for all school buildings and communities.
- **Predictable and transparent building and capital planning process** that will allow us to continue opening **new school buildings every 1-2 years hafter 2027.**



## Focus on Equity, Access to Quality, and Pathways

- **High quality learning environments** for more students, which contributes to closing opportunity gaps for more of our learners.
- **Equity of program placement for our specialized programs** for students with disabilities and English learners by prioritizing space for them in new/expanded buildings.
- **New approaches to identifying schools** for new buildings based on student needs & quality of school proposals. This will focus primarily on existing schools but could include proposals for new BPS school models.
- **Fewer K-12 transitions for students and families** by creating up to 20 more K-6 schools and 7 more 6/7-12 school buildings, while preserving strong K-8 & 9-12 options.

# The path forward is not without challenges

Difficult decisions will need to be made during the course of this process:

- Phase out middle schools over time, as we reconfigure the grade composition to create more feeder patterns and reduce school transitions for students (primarily K-6/7-12, with continued K-8/9-12 options)
  - Beginning with the McCormack building closure\* as of June 2020 for reconfiguration into new 7-12 high school building
  - School status (closure, merger) to be determined in discussion with families, school faculty, union partners, and the community for recommendation by spring 2019
  - Other middle schools will transition on a longer time frame dependent on school and community engagement, as well as available space for transitioning students
- Address long-standing deferred maintenance, beginning with critical facility issues at the West Roxbury Education Complex
  - This includes the closure of the both Urban Science Academy and West Roxbury Academy in June 2019.
- Acknowledge that this is a citywide process given the interdependence of our schools
  - The needs of students citywide must be balanced with the aspirations of any individual school community or neighborhood.



# How we got here

## Historical Context

- **65% of BPS buildings were constructed prior to World War II**
- **Only 6 new buildings have been built in the last 20 years**
- **BPS has not had a long-term, strategic facilities plan in more than 40 years**
- With few exceptions, **BPS did not have a consistent, updated, and accessible source of data** on its buildings' capacity, conditions, and amenities
- From 2004 to 2014, **BPS received approximately \$5.9 million in reimbursement from the Massachusetts School Building Authority (MSBA)** related to school building repair or construction costs



Abraham Lincoln Elementary School  
Built in 1911. Currently used for Quincy Upper<sup>8</sup>



## Recent Momentum: 2014-18

- Mayor Walsh launched BuildBPS in 2015, a 10-year facilities and educational master plan, highlighted by **\$1 billion in investment in BPS buildings**
- In partnership with PFD, BPS either **completed construction or began design on 5 buildings**, including the Dearborn Stem Academy and Boston Arts Academy
- Created **a robust, accessible online database**, compiling data on the facility and learning conditions of every BPS building
- From 2014-2018, BPS has been approved for over **\$117 million from the MSBA, from 18 different projects to replace core building systems and 3 new buildings\***

\* Does not include 7 projects submitted in 2018 and currently in design and includes Dearborn, BAA, and initial design for Carter School.



Dearborn STEM 6-12 Early College Academy  
Opened in August 2018

## BPS then and now

### **Boston Arts Academy, 174 Ipswich St.**

Old building, used through 2017-18.  
An old postal warehouse.



Rendering of new building design, opening in 2021.  
A world-class arts education facility.



# Understanding the interaction between school buildings and school-aged populations

## The BuildBPS Fact Base:

- There are not enough elementary seats to serve students close to home in the southern half of the city.
- There are limited options for expanding Special Education, English Learner and K I programs.
- English Learner and Special Education programs are not evenly distributed across our high schools.
- Enrollment in standalone middle schools has declined by roughly 1,800 students over the past 6 years.
- K-8 schools experience a high level of student turnover and many are under-enrolled in grades 7 and 8.
- Current grade configurations lead to multiple transitions for many students.
- On a per pupil basis, small schools cost more and have less diverse programming than larger schools.
- Roughly 50% of our current elementary schools are too small to house a K-6 school with more than one class per grade.

# Revised BuildBPS Planning Principles

1

Leverage real-time facility assessment data and building capacity to enrollment and demographic trends citywide to prompt and validate investment choices.

2

Increase access to high quality schools and seats in high need, high growth and low access neighborhoods

3

Create school environments that promote student and staff safety and well-being.

4

Minimize transitions for students through grade reconfigurations starting with middle school facilities

5

Improve the match between educational programs and their facilities particularly for special education and English learner programs

6

Maximize the energy efficiency of BPS facilities.

7

Expand K1 seats in neighborhoods where the estimated supply of high quality seats does not meet demand

8

Better concentrate resources to invest in quality for more students

9

Develop program and building utilization plans in neighborhoods that are not projected for high growth among youth populations and have excess building capacity.

10

Incorporate emergency facility issues into facilities long-term planning so as to avoid handling them in isolation

11

Optimize the geographic distribution of BPS high schools



## BuildBPS represents a building infrastructure plan that promotes 21st century learning

- Classrooms large enough to accommodate multiple zones and breakout spaces to support differentiation, personalization, special needs support, Universal Design for Learning (UDL) approaches, student collaboration, and virtual and interactive learning through technology.
- Furniture and space that is culturally relevant, open, comfortable, stimulating, easily reconfigured.
- Student-centered environments that meet the needs of our most vulnerable learners such as spaces appropriate for de-escalation and calming
- Learning spaces connected to nature (natural light, fresh air) and outdoor learning spaces;
- Adequate space for visual and performing arts (music, visual arts, dance, theater, etc.), physical activity, and to feature student work;
- Spaces equipped to support community access and programming
- Classrooms that promote student agency by allowing students to control their environments



# Details of the Proposed Plan

# The plan includes 5 categories of projects



## New Builds & Expansions

- Building from the ground up
- Leveraging expandable sites for additional space



## Real Estate Management

- Site selection
- Property acquisition and divestment
- Swing space



## Renovations and Reconfigurations

- Improving and adapting learning spaces
- Grade level reconfiguration
- School closures and mergers



## District-Wide Investments & Initiatives

- Kitchen Projects
- Schoolyard Improvements
- Technology Infrastructure
- Security Improvements
- 21st Century School Furniture
- Climate control and energy efficiency

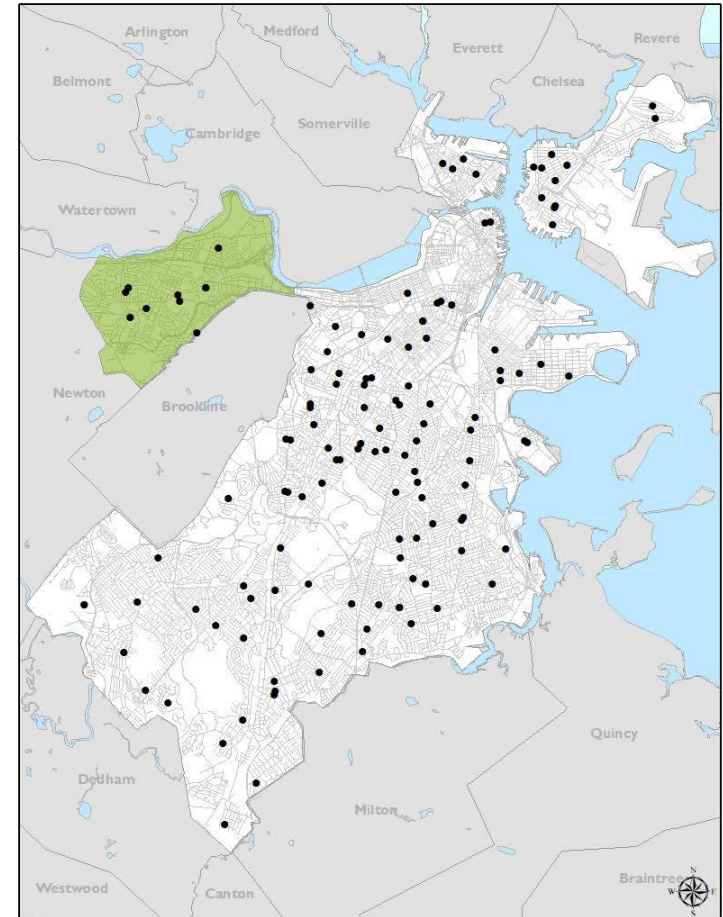


## Capital Repairs to Maintain Existing Buildings

- MSBA Accelerated Repairs Program
  - Roofs, boilers and windows
- PFD and BPS-led capital repair projects
- Address longstanding deferred maintenance with ongoing investments

## Summary of District-wide and Capital Projects

- District-wide initiatives will focus on upgrading school environments for all students in all schools
- Capital repairs will be prioritized by:
  - Leveraging the facilities assessment data
  - Focus projects in areas without a recent or planned major project (most notably Allston-Brighton)

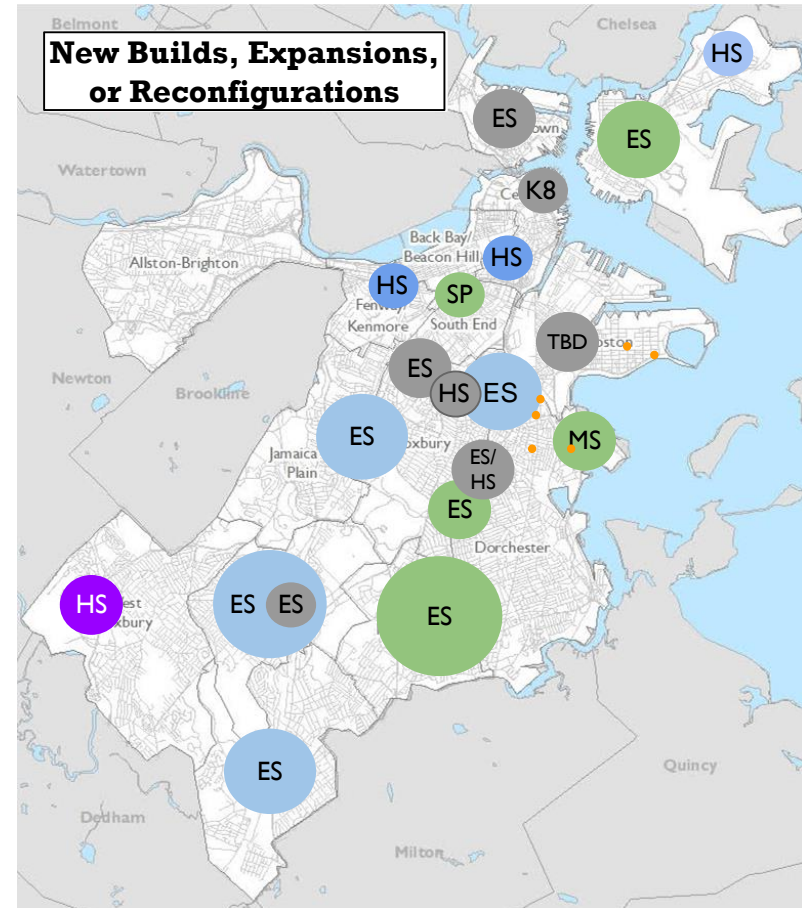




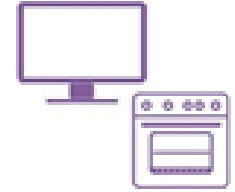
## Summary of proposed new builds, expansions and reconfigurations

The majority of our projects are focused on neighborhoods where most of our students live:

- Dorchester (15,728)
- Roxbury (13,645)
- Mattapan (7,936)
- East Boston (7,453)



## District-wide Initiatives



- Plan calls for **all schools to receive the following:**
  - Security improvements: classroom door locks, camera systems, etc.
  - 21st Century Schools Fund Furniture: Phase I complete; Phase II to roll out over the next 18 months
  - “My Way Cafe” kitchen upgrades
  - Technology infrastructure projects
- Engagement on additional citywide building investments, which may include:
  - Schoolyard improvements
  - Accreditation-related repairs
  - Climate control and energy efficiency upgrades
- Implementing a predictable and transparent building & capital planning process for District-wide Initiatives:
  - Providing opportunities for school leader and community input on investment priorities
  - Ensuring all students benefit from BuildBPS by improving the learning environments for all schools

## Capital Repairs



- MSBA Accelerated Repairs Program (roofs, windows and doors, boilers)
  - 18 schools have received ARP projects since 2014
  - 8 others are in the MSBA pipeline for consideration right now
- Continued capital repairs
  - 101 schools have received significant capital repairs since 2013, totaling 155 projects
- The capital budget will continue to include repairs to building components, such as roofs, HVAC units, electrical systems, plumbing, bathroom repairs, interior painting.
- Implementing a predictable and transparent building & capital planning process for repairs:
  - Using our facilities data to prioritize based on need
  - Developing consistent refresh schedules for all capital repairs and maintenance projects
  - Leveraging MSBA to make the most of our capital budget

*BuildBPS will be highlighted by large-scale projects, but critical repairs across the district will be essential to addressing deferred maintenance and avoiding building emergencies.*

## Real Estate Management Decisions



- Josiah Quincy Upper School site acquisition (pending)
- East Boston site acquisition (pending)
- Rogers Middle School divestment
- McCormack adjacent parcel redevelopment for community use
- Property acquisition for 5 new building sites (see slide above)
- Implementing a predictable and transparent building & capital planning process for major projects:
  - Moving beyond one-off decisions into a multi-year, citywide approach
  - Clarifying our priorities and requirements to invite participation from the community

*Work in this category links with New Builds and Expansions, in that property will need to be acquired, in some cases, before construction can begin.*



## Renovations and Reconfigurations



- Reconfigure McCormack building from middle school to a 7-12 high school
  - Closure after SY20-21 will require Excel to reconfigure as 7-12
  - This will also enable 5-6 area K-5's to reconfigure as K-6's based on community input
- Reconfigure Timilty and Irving Middle Schools
  - Exact timing and new grade structure still to be determined, leveraging community and school leader input, though both will likely become K-6s
  - These moves may require additional reconfigurations or building decisions, as each one creates ripple effects for feeder patterns and for other schools
- Implementing a predictable and transparent building & capital planning process for major projects:
  - Moving beyond one-off projects into a multi-year coordinated plan
  - Clarifying our priorities and requirements to invite participation from school communities
  - Creating a predictable, annual process so everyone knows when and how to participate

## McCormack Middle School

- The BuildBPS plan calls for **phasing out middle schools**, due to declining enrollments and the additional transitions they create for families
  - **The McCormack is the first middle school** under this plan to transition, **closing after 2019-20**
- When McCormack closes, its **rising 7th and 8th graders will transition to Excel**
  - **Excel expands to a 7-12**, with additional supports & renovations in summers 2019 & 2020
  - **K-5 feeders will be able to expand to K-6**, including the Dever, Clap, Everett, Russell, Perkins, and Tynan. Some expansions may require a merger to create a 2-site K-6 program.
- The McCormack building will be **fully renovated as a 7-12 high school**, possibly opening in 2022-23
  - Similar to the process for the West Roxbury Education Complex, BPS would accept proposals for how to best operate the 7-12 at this site

## New Builds & Expansions



- 2 buildings completed in last 18 months: Eliot (Salem St.) and Dearborn
- 2 buildings breaking ground or under construction currently: Eliot (Commercial Ave.), opening in SY19-20; and Boston Arts Academy, opening in SY21-22
- 2 buildings in MSBA process: Josiah Quincy Upper School and Carter School
- 5 new or expanded schools (see next slide)
  - This includes the closure and rebuild of the West Roxbury Education Complex as a new high school
- Implementing a predictable and transparent building & capital planning process for major projects:
  - Moving beyond one-off projects into a multi-year coordinated plan
  - Clarifying our priorities and requirements to invite participation from school communities
  - Creating a predictable, annual process so everyone knows when and how to participate

## Major builds or expansions

### Expansions to address enrollment challenges

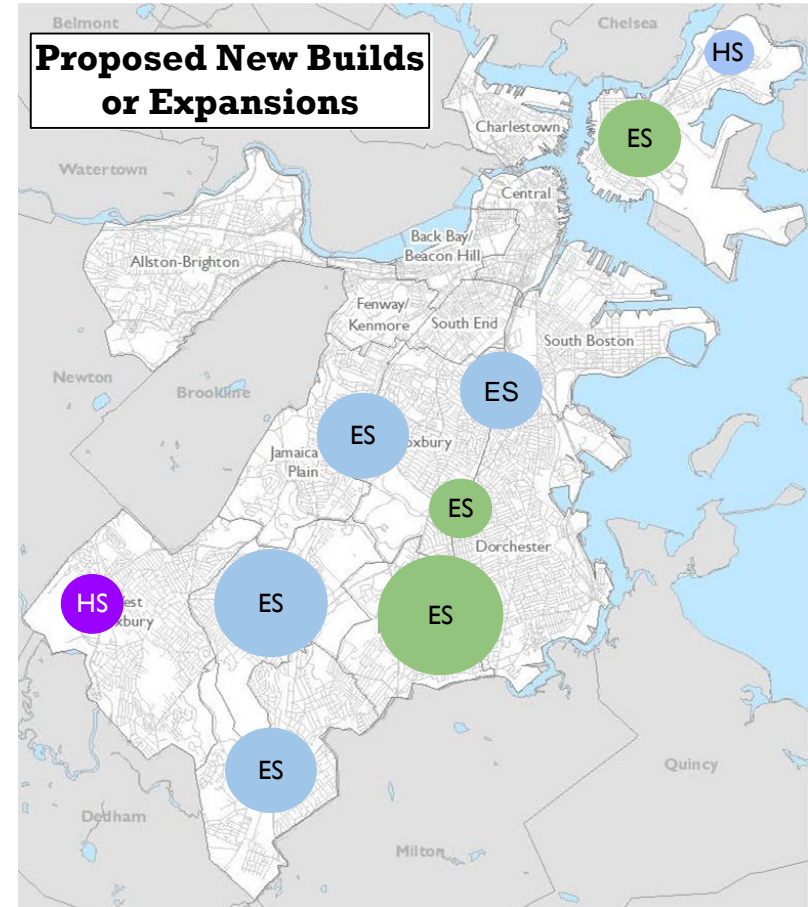
- Mattapan/Dorchester
- Roxbury/Dorchester
- East Boston

### Expansions to address building limitations and reconfigure middle schools.

- Roslindale
- Hyde Park
- Roxbury/Jackson Square
- East Boston (HS)
- Roxbury/Dorchester (Upham's Corner)

### Building Emergencies

- West Roxbury



## West Roxbury Education Complex

The recommendation to close **West Roxbury Academy** and **Urban Science Academy** at the end of the current school year is driven primarily and particularly in terms of timing, by critical facility issues:

- The West Roxbury Education Complex (WREC) facility has been in poor condition for years, despite repairs each year including SY17-18, yet has deteriorated even more rapidly than expected this past year
- During an annual inspection this summer, the Inspectional Services Dept. expressed grave concerns related to the roof, windows, masonry, and HVAC system, calling for immediate, substantial repairs
- BPS Facilities took on these repairs in August, totaling \$312,000
- ISD determined that these repairs mitigated health and safety risks for the current year but ruled out any possibility of operating the site beyond this year without major investments
- These investments are estimated at \$11 million and would require shutting down the site for 2-3 years yet would not substantially renovate or improve any of interior spaces for 21st century learning environments
- The building needs a complete renovation or rebuild to ensure 21st century learning environments are in place -- this would cost approximately **\$100 million through the MSBA process and take 7+ years**



## West Roxbury Education Complex (continued)

- The facilities crisis at WREC is **compounded by long standing enrollment declines at both schools**
  - These have been offset by the placement of a significant number of specialized programs at the school
- BPS has **no current adequate options for swing space** to accommodate one or both of the schools. We explored a range of options moving just the 11-12th graders, moving just one school, and moving the many special education programs intact for all of their students.
  - Both schools have a large number of specialized programs for students with significant needs
  - After careful review, BPS **recommends prioritizing placement of these programs in other high schools**, including additional resources as needed.
- We are developing **extensive plans to support the transition of all other WRA & USA** students to a range of existing high schools, with onsite staff support beginning later this fall.
  - This will include assignment preferences for WREC students, personal assistance with applications to special admission high schools, and additional resources for schools receiving WREC students.
  - This also will include careful planning with our union partners related to staff needs as well.
- The BuildBPS plan calls for a **new 7-12 or 9-12 high school building**, given the campus's size and access to significant athletic facilities. The MSBA process for a tear-down and new building would be 7+ years

## West Roxbury Education Complex Equity Impact

In reviewing the immediate proposal, the following key concerns were identified:

- Equity was not the motivation for the planned closures at the West Roxbury Education Complex; the impetus was the emergent failure of the physical plant.
- How transferring English learners and students in specialized strands (Special Education) will impact their academic outcomes
- How many general education students will be transferred to schools that are low performing, and what the impact will be on their academic outcomes.
- Twelve of the impacted students were previously transferred due to BPS closures.
- The nature of the planning process for school closures has prevented full student, family, or community engagement in the process to date.

## Transitional Supports for Students, Families & Staff:

- On site transition support for students and families, as well as community outreach in neighborhoods where WREC families live
- Guidance support to help students understand their graduation credits and select schools through the choice process; assistance with applications to selective enrollment schools
- 9th, 10th, and 11th grade students not enrolled in a specialized program will have the opportunity to transfer to a new school this year up until December 31st
- Priority in the school choice process through inclusion in Priority Round 1
- MBTA Passes (M7's) through graduation
- Additional resources at schools receiving a number of WREC students
- We are working through the impact bargaining process with our union partners develop supports for our teachers and staff.

# Summary of our current proposal



## New Builds & Expansions

- 2 Buildings breaking ground or under construction (BAA, Eliot)
- 2 Buildings in MSBA process (JQUS, Carter)
- 5 new or expanded schools (focus on Dorchester, Roxbury, East Boston, Mattapan)



## Real Estate Management Decisions

- JQUS Site Acquisition (pending)
- East Boston Site Acquisition (pending)
- Rogers Middle School Divestment
- McCormack Parcel Redevelopment



## Renovations and Reconfigurations

- Close & rebuild West Roxbury Education Complex
- Reconfigure McCormack
- Create 5-6 new K-6s in SY20-21
- Expand 2 new 7-12 high schools

## Districtwide Initiatives

- Schoolyard Improvements
- Technology Infrastructure Projects
- Security Improvements
- “My Way Cafe” Kitchen Projects
- Climate Control and Energy Efficiency
- 21st Century Schools Fund (Furniture)

## Capital Repairs (existing buildings)

- MSBA Accelerated Repairs Program
- Continued capital repairs



# Opportunities for Feedback



## Process Overview

- We are presenting the full 10-year arc of BuildBPS Phase II for community comment
  - BPS will host a wide range of community meetings (large and small, in a variety of settings) to solicit feedback in the coming months
- Given the complicated and phased citywide process, BPS will propose an initial specific set of action proposals for School Committee approval in December 2018.
  - We will then continue community dialogue to refine the next set of action proposals for future dates (Spring 2019 and beyond)
- Decisions made in one neighborhood or group of schools may have impact on schools citywide.
  - BPS will continually monitor for unintended consequences and factor any course corrections into the next set of action proposals, along with community feedback.

## Application for new school buildings

To identify which schools move into new or renovated buildings, we are proposing a selection process that sets expectations for services in those buildings based on student needs and enables the district to select the strongest school proposal that best meets those needs.

- BPS will develop a transparent application process for schools to if they wish to be eligible for the selected site
- Criteria for selection will be specific to each new building site
- Schools may apply with their current school models and students so long as they also are willing to offer the needed programs for special populations
- Focus will be on existing BPS schools. It could include proposals for new BPS school models

## Informing impacted communities first

- School Leaders
- Union Leadership
- WRA and USA Staff & Family Meeting
- McCormack Staff
- WRA and USA Students
- **School Committee Presentation and Press Release**
- Stakeholder Letter to Families, Staff, and other BPS Staff Members (10/18)
- BTU Membership Meeting (10/18)
- Boston Elected Officials Briefing (10/19)
- McCormack Family Meeting (10/22)
- Additional WRA and USA Family Meeting (10/24)

## Building a Shared Understanding

Inform, educate, and generate a healthy discussion about BuildBPS with a full range of stakeholders through the following activities:

- Neighborhood-based meetings October - December
  - Focus on common understanding of plan
- CEAC member meetings
  - Planning and design starts 10/22
  - Stipend provided for staff time and BPS to provide childcare, food and interpretation
- School-based meetings with School Parent Councils and School Site Councils
  - Invitation to request a meeting - list of available dates provided
- District level parent advisory councils
- Communications Campaign Launch
  - Print, radio & television
  - Push out content: BuildBPS video, etc
- Rolling Bolling “Pop-Up” educational series conducted by CE Managers

## Current Meeting Schedule

- CEAC Planning Meeting (10/22)
- Neighborhood Meetings 6-8 pm - childcare, interpretation and food provided.
  - **Dorchester:** Thursday, October 25, 6:00-7:30 PM, Jeremiah E. Burke High School, 60 Washington Street, Dorchester
  - **Charlestown:** Friday, November 2, 4:00-6:00 PM, Charlestown High School, 240 Medford Street, Charlestown
  - **Mattapan:** Saturday, November 3, 10:00 AM-12:00 PM, Mildred Avenue K-8 School, 5 Mildred Avenue, Mattapan
  - **East Boston:** Monday, November 5, 8:00 AM-10:00 AM, Mario Umana Academy, 312 Border Street, East Boston
  - **Jamaica Plain:** Tuesday, November 6, 6:00-8:00 PM, Curley K-8 School, 40 Pershing Road, Jamaica Plain
  - **South End:** Wednesday, November 14, 6:00-8:00 PM, People's Baptist Church, 830 Tremont Street, Boston