

# Town Council Unified School Questions

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## Town Council Questions

### Topic: Cost

1. What is the current estimated cost and how does that break down by driver?  
Answer: As presented in the 2024 School CIP, the current construction estimate is \$137.5MM. This number will be updated after the site is selected and final design is completed.
  
2. Have previous savings models been validated with the changes being proposed?  
Answer: As requested, operational savings and savings between alternatives will be modeled in the revised business case.
  
3. Cost? Why? Breakdown?: What is the current estimated cost of the school? What are the key elements and cost drivers impacting the cost? When do you anticipate having a final cost for the referendum and what is required to get there?  
Answer: The rough order of magnitude cost will be updated with the new business case. Once a site is determined the site and building can be designed and detailed cost estimates can be provided.
  
4. What is the process you are taking to develop your cost estimates? What are the must dos and what's considered discretionary?  
Answer: The rough order of magnitude cost will be updated with the new business case. Once a site is determined, the site and building can be designed and detailed cost estimates can be provided. The space allocation workbook will outline the program needs in detail for the building.
  
5. Why can't we approach this like most people make spending decisions? What is our budget and what can we afford? What efficiencies and cost minimization can we capture?  
Answer: A school design process is based on program space needs and number of students. We are approaching this as efficiently as possible. The intent is to design a school that meets state benchmarks, state guidelines and best practices, and supports our student's programming needs.
  
6. What is the projected bottom line impact on Tax bills (Town to Answer)? How would you justify this investment to taxpayers?  
Answer: After site selection and final cost estimates are provided, the Town will determine the average annual impact on a \$400,000 home. The cost of the school will be derived from the final design and site.

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### Topic: Finance

1. What is the communication and financing plan? How does Tax Increment Financing (TIF) help to finance the project (TIF is for the Town to explain)?

Answer: The current plan is to bond for the construction and land. The land is to be determined based on land acquisition discussions between the Town and prospective land owners. If the School is ultimately sited within a TIF area, the Town will illustrate how the TIF benefit can be leveraged to reduce the tax burden to existing residents.

### Topic: Design

1. What is the square footage per student that Harriman is designing to and why?

Answer: Scarborough Schools is working to make this school as efficient as possible while providing the necessary program spaces. Currently, the estimated square footage is 165 sq/ft per student, but is subject to change as the project is further developed.

It is important to understand that the number of square feet per student includes all space inside the walls of the school including mechanical spaces (boiler room, air handler rooms, electrical/data rooms, etc.) and storage space for educational materials and furnishings.

2. Buildings tend to be 140 - 210 sq/ft per student. Is there a specific target sq/ft per student for this project?

Answer: The current estimate of 165 sq/ft per student school size is based on the needs identified for this school in the space allocation workbook, wherein we have examined all programming needs including classrooms, special education needs, support services, etc, all the way down to planning how many potential sections of allied arts would be needed (for example, we determined the need for gym space based on number of classes and minutes per week for PE).

3. The biggest driver of costs is our estimate of the size of the school based on square footage per student population. How has this been calculated and how will it be determined?

Answer: The current estimate of 165 sq/ft per student school size is based on the needs identified for this school in the space allocation workbook, wherein we have examined all programming needs including classrooms, special education needs, support services, etc, all the way down to planning how many potential sections of allied arts would be needed (for example, we determined the need for gym space based on number of classes and minutes per week for PE)."

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### Topic: The Specific Solution

1. Given the changes that have occurred since the original analysis, is there going to be a refresh of the analysis and options that illustrates why a consolidated solution is the preferred approach?

Answer: Yes, as requested by the Council, a revised business case is being put together that compares the K-3 consolidated solution to expansions of the existing K-2 schools to K-3 sites with a 4th K-3 site so we can continue as planned to move 6th grade to Wentworth.

2. What role does Pre-K have in the solution?

Answer: None at this time. To focus on the key issues facing the schools today with the existing schools and to minimize costs, it was recommended by the Committee to limit the scope on K-8 and defer discussion on Pre-K.

### Topic: The Existing School Sites

1. What is the plan to address the existing sites? Are there school facilities needs that would require the district to retain some/all the properties?

Answer: The School will partner with the Town on this decision. There is a possibility that one school could be reserved for a Pre-K solution, but the details are not currently known. It is suggested that this is a future discussion item as the Town works through a capital facilities plan to determine needs with the schools and consider the best ways to use the properties. This is ultimately a Town and Town Council decision but the School is pleased to participate in the process and have our needs and ideas considered.

2. Why is the current land around the middle school insufficient to meet the space needs for the solution?

Answer: There are significant wetlands surrounding the middle school that make it cost prohibitive as a site. If we were able to secure a permit, and it is extremely unlikely that a permit would be granted, the cost to impact wetlands is currently around \$285,000 per acre. We would need to spend around \$5M on wetlands mitigation, not including the cost to bring in fill or other drainage improvements.

In order to successfully add on to the middle school to accommodate the current and future grades 6-8 enrollment, more than a dozen classrooms would need to be added in addition to expanding the cafeteria and other common spaces for allied arts. Because of the site design of the current building, all major utilities run underground at the end of the cafeteria, including water, sewer, natural gas and power. Therefore the cost for adding on to the middle school in such a way would

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be exorbitant, due to unearthing and moving all major utilities and would likely cause the need to disrupt/move the current athletic fields to make room for classroom expansions.

3. Are there any suggestions/proposed uses for the existing schools if a consolidated school moves forward?

Answer: The School will partner with the Town on this decision. There is a possibility that one school could be reserved for a Pre-K solution, but the details are not currently known. It is suggested that this is a future discussion item as the Town works through a capital facilities plan to determine needs with the schools and consider the best ways to use the properties. This is ultimately a Town and Town Council decision but the School is pleased to participate in the process and have our needs and ideas considered.

4. Has there been any consideration as to how the existing K-2 schools may be leveraged to meet long-range school facilities needs (e.g. Pre-K, School Administration Building)?

Answer: The School will partner with the Town on this decision. There is a possibility that one school could be reserved for a Pre-K solution, but the details are not currently known. It is suggested that this is a future discussion item as the Town works through a capital facilities plan to determine needs with the schools and consider the best ways to use the properties. This is ultimately a Town and Town Council decision but the School is pleased to participate in the process and have our needs and ideas considered.

5. What is the current estimated value of the 3 K-2 schools and has the sale of them been considered as part of the way to off-set financing of the new school site or construction?

Answer: While noting that selling the current school sites has not yet been considered by the Town Council, the assessed value update in the spring of 2023, the current K-2 schools are valued as follows:

- Blue Point: \$10,339,064
- Eight Corners: \$10,470,680
- Pleasant Hill: \$7,562,139

6. Are the space requirements (building and lot) the same (as well as costs) with Pre-K population projections removed?

Answer: Pre-K is no longer included in the current planning, so the best resource on the up to date space requirements will be the new business case.

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7. Can you remind us why the 23 acre parcel next to the middle school that abuts Sawyer Rd is not sufficient for the school? Could this be a potential site for a Community Center (Town to Answer)

Answer: Answer: There are significant wetlands surrounding the middle school that make it cost prohibitive as a site. If we were able to secure a permit, and it is extremely unlikely that a permit would be granted, the cost to impact wetlands is currently around \$285,000 per acre. We would need to spend around \$5M on wetlands mitigation, not including the cost to bring in fill or other drainage improvements.

8. It appears the driver for the 25 acres is because of the consolidated primary school effort, has anyone conducted a cost estimate to acquire properties adjacent to the existing schools for possible expansion?

Answer: No, not at this time. However, this approach would likely only increase costs of a more costly alternative.

9. Site selection has been the primary focus of the building committee, using a number of factors. In view of the \$150MM price tag for a consolidated primary school, can this be revisited? It should not be too late.

Answer: The Building Committee was specifically charged with identifying a site for a K-3 consolidated solution based on the School Board vote to move a K-3 solution forward.

### Topic: The Unified School Option

1. Can you refresh your 2017 analysis of the 4th school option vs. the consolidated option? Can you help us understand the regulatory assumptions/must haves vs the more discretionary assumptions? What are the benchmarks you are using to assume costs? What does the new enrollment study indicate in a 4th vs. consolidated school?

Answer: The new business case is considering a 4th K-3 option.

2. I would like to have seen a thorough examination of a 4th school option - numbers, potential locations, etc. Understanding this may cause a delay in the desired timeframe.

Answer: The new business case is considering a 4th K-3 option.

3. The Building Committee charge was focused on advising and recommending what to build, where to build it and who will design it in an effort to address overcrowding at the K-2 level. What analysis has been done to ensure that the

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proposed solution of a Consolidated Primary school is the optimal solution for our K-8 facility needs?

Answer: The revised business case will be the primary source to answer this. Until then, the existing material on the website is the best source of information that was used to inform the School Board vote to move with a consolidated option.

4. In the 2017 Facilities Master Plan, page 29 states option F (consolidated school) saves \$2 million in project costs vs. option B (renovating schools), what's the updated number, what would that break down for a \$400k home over a 30 year bond? Is this construction vs. renovation cost enough to persuade residents to close the neighborhood schools?

Answer: The revised business case will provide updates to this information.

5. In the 2017 Facilities Master Plan, page 31 deals with energy inefficiencies. I understand these are the costs "currently" however, if a renovation of all the schools were to take place, is it safe to assume those costs would be brought back in line with the new construction (high school, Wentworth). If so, are the expense estimates accurate in the comparison model between Options B & F?

Answer: The revised business case will provide updates to this information.

6. In the 2017 Facilities Master Plan, Options B&F are studied - both assume Pre-K in some manner when projecting, space, enrollment, needs, etc. So - if B&F are both reworked to exclude Pre-K - what does that do to the analysis?

Answer: The revised business case will provide updates to this information. Pre-K is no longer within the scope of consideration.

7. The 2017 Facilities Master Plan mentions \$4 million in savings from reduced personnel - is it the BOE/Administration's intent to lay off personnel if a consolidated school comes to fruition?

Answer: The revised business case will provide updates to this information.

8. Can we revisit the option of making improvements to current schools (Wentworth and the Middle School) and making use of the current school property? There must be enough land available. Have we considered the operational and staffing efficiencies as well as logistical benefits?

Answer: The revised business case will provide updates to this information.

9. Do we have the will to take the time to do this right? The right improvements for the right cost, at the right time the right way with the full support of the Town?

Answer: The process has been ongoing since 2016 and we believe sufficient time, investment, and work has gone into this process.

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10. Much has been made of the disruption to current school operations, students and staff renovating current buildings. In fact, Yarmouth is managing improvements at four schools with a \$52MM project approved in 2018 including a complete renovation of the elementary school. Can this be revisited?

Answer: This assumes a renovation approach is fiscally the best path forward. Both the previous business case and the new business case will demonstrate not only the challenges of renovating the existing schools, but also the significant cost impacts to do so. The School District does not want students in the building while construction is ongoing due to the impact on learning. Even if we were to do so, we have limited-to-no space for construction vehicles and a lay-down area (a lay-down area is the space where construction materials are stored/stacked during construction. A yard of sorts and a place to receive deliveries-most always on trailer trucks) on site while school is in session. This will either eliminate our playground and/or parking area on the site.

11. We should plan for success, but what is Plan B if this fails at referendum?

Answer: If the referendum is not successful, we will analyze why, make necessary adjustments, and put it back out to referendum. However, any delay in a successful referendum past November 2023, the School and Town will need to arrive at a temporary solution to house the increased students that are projected, as there will no longer be adequate time for a permanent solution. For example, find or acquire land for a school made up of portable classrooms.

12. Have we included Pre-K in our estimates? If not, why not?

Answer: Pre-K is not included in the current planning. The Building Committee debated this early in the project and determined the primary focus needs to be on our current students.

13. Have we considered fully the savings from the operating costs of closing three primary schools? It could offset potential tax increases from building a new school.

Answer: The revised business case will provide updates to this information.

### Topic: Enrollment Data

1. What are the current school enrollment projections and how will that impact previous analysis to justify the solution?

Answer: Based on the 2023 completed enrollment study, the projection used for design will be 1130 K-3 students, approximately 100 more than was initially considered. The School is using the Best Fit+COVID Model and the highest year in our planning.



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2. When is the enrollment study going to be completed? How will that impact the solution and design?

Answer: The projections are complete. As noted above, Based on the completed 2023 enrollment study, the projection used for design will be 1130 K-3 students, approximately 100 more than was initially considered. The School is using the Best Fit+COVID Model and the highest year in our planning.

3. In the 2018-2019 Enrollment Projection Study, Appendix Table 2 (page 60 in PDF) shows K-2 peak in 2021-2022 - hold true?

Answer: This is related to an outdated enrollment projection document. Please refer to the [updated enrollment study](#).

4. In the 2018-2019 Enrollment Projection Study, Appendix Table 5 (page 63 in PDF) which includes a High MFI projection, still doesn't exceed 2008/2009 enrollment levels (just an observation).

Answer: This is related to an outdated enrollment projection document. Please refer to the [updated enrollment study](#).

5. In the 2018-2019 Enrollment Projection Study, K-12 overall projected enrollment shows an overall high in 2008 - the study shows 2028 getting close, but still not topping what the schools have already handled in the past (just an observation).

Answer: This is related to an outdated enrollment projection document. Please refer to the [updated enrollment study](#).

6. In the 2018-2019 Enrollment Projection Study, middle school projection shows a peak in 2027 - does this still hold up with new enrollment study?

Answer: This is related to an outdated enrollment projection document. Please refer to the [updated enrollment study](#).

7. The 2018-2019 Enrollment Projection Study used 135 units as the average housing model (not including the 1 bedroom) - we know that the average permits from the last 3 years are 375 (1 bedrooms are included in that number) - how does the model change if the 135 is not the right assumption?

Answer: This is related to an outdated enrollment projection document. Please refer to the [updated enrollment study](#).

8. The 2018-2019 Enrollment Projection Study shows a K-2 peak in 2021 - did it come true?

Answer: This is related to an outdated enrollment projection document. Please refer to the [updated enrollment study](#).

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9. In looking at the 2018-2019 Enrollment Projection Study, what are the trends now - we know development occurred faster than this study projected (are the assumptions/formulas still viable?)

Answer: This is related to an outdated enrollment projection document. Please refer to the [updated enrollment study](#).

10. In the 2018-2019 Enrollment Projection Study, what does changing 135 units to 200 or 280 do to the model? (this is related to our current GMO discussions).

Answer: This is related to an outdated enrollment projection document. Please refer to the [updated enrollment study](#).

11. What impact does the School Department see (project) from the Downs development have on the 2018-2019 Enrollment Projection Study?

Answer: This is related to an outdated enrollment projection document. Please refer to the [updated enrollment study](#).

12. When will an updated projection be available with the current known school enrollment data?

Answer: Now. The [updated enrollment study](#) is available on our website.

### Topic: Communication Efforts

1. What is your communications plan to ensure you get community buy-in on the solution?

Answer: The School has brought on a communications consultant to help with planning and has established a communications sub-committee to work through planning and execution. Councilor Caterina is participating in the communications sub-committee and will be a good point of contact for the Council.

2. Is there a plan to hire a political/marketing consultant to support the communications of the project?

Answer: Yes, a communications consultant has been hired.

3. What are the biggest political barriers you anticipate you need to overcome and how do you plan to address them? (e.g. The final site selected could have public opinion issues with the public)

Answer: The biggest challenges we believe are:

- Cost - We acknowledge that a \$137.5MM school is a large number. The intent will be to demonstrate how from a long-term cost perspective the

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consolidated school is the best option compared to the alternatives as we had seen in our 2017 analysis. Additionally, we will need the Town's support to demonstrate the fiscal health of our debt and a plan to mitigate any adverse effects on the bond rating due to such a large increase in our debt.

- Community Schools - Many feel an attachment to the community schools and have concerns about a large school in one location within Scarborough. The design will consider this so the children and school staff retain that small community feel. Additionally, having the Town consider the need to retain a sense of community when determining what to do with the existing sites will be important. While we would like to retain our existing schools, unfortunately expanding on site is not feasible given our needs. We need to demonstrate that to the community.
- Town Council Support - It is important as we move this forward, that this is seen as a Town solution and not just a school solution. Having the Town Council and Town demonstrate support and show that this solution has been properly vetted to go to voters is important.

4. What do you see as the biggest headwinds/risks to this passing referendum and what is your mitigation plan?

Answer: The biggest challenges we believe are:

- Cost - We acknowledge that a \$137.5MM school is a large number. The intent will be to demonstrate how from a long-term cost perspective the consolidated school is the best option compared to the alternatives as we had seen in our 2017 analysis. Additionally, we will need the Town's support to demonstrate the fiscal health of our debt and a plan to mitigate any adverse effects on the bond rating due to such a large increase in our debt.
- Community Schools - Many feel an attachment to the community schools and have concerns about a large school. The design will consider this so the children and school staff retain that small community feel. Additionally, having the Town consider the need to retain a sense of community when determining what to do with the existing sites will be important. While we would like to retain our existing schools, unfortunately the feasibility for our needs including extending is not feasible and we need to be able to demonstrate that to the community.

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- Town Council Support - It is important as we move this forward, that this is seen as a Town solution and not just a school solution. Having the Town Council and Town demonstrate support and show that this solution has been properly vetted to go to voters is important.
5. What is your plan to bring likely opponents on-board (e.g. SmarTaxes, SAGA)?  
Answer: We have engaged community interest groups and offered to meet and discuss their concerns. We hold community forums that will be open to all to engage in conversations. All of our meetings are open to the public and encourage public participation and comment.
6. What is the best resource for us to leverage for executive level talking points with references that clearly articulate the following questions when they are ready. For questions not yet available, when will they be ready?
- What is the problem and why now?
  - Why is the solution proposed is the best solution compared to the alternatives?
  - Why is the location selected the best site compared to the alternatives?
  - What the cost for the land and construction will be and how was it derived? How is future enrollment factored into this? Where are we exceeding state requirement minimums and why?
  - How will the solution impact operating costs and future town budgets?
  - What is the plan for the other K-2 sites? (TOWN)
  - What the impact will be to taxpayers, near and long term, including other long-range facilities needs (e.g. Community Center)? (TOWN)
  - What is Plan B if this fails referendum?

Answer: The website is currently the best resource for most of this information. With our new communications consultant on board, as we finalize information, we will provide material for the Council as reference.

7. Big Why in 3 Sentences: What's the quick and brief elevator pitch on the why?  
Answer: Our K-8 schools already exceed their ideal capacity, resulting in program inadequacies and scheduling inefficiencies that hinder our students' learning. And according to the 2022-23 enrollment study, K-8 enrollment is projected to increase 18-22% over the next 10 years, adding additional urgency to an already pressing problem. Our aging schools cost 50% more per square foot to operate (compared to Wentworth) due to energy inefficiency and were not designed for 21st century learning or educational equity meaning Scarborough students do not have access to many important educational opportunities available to other students. The unified K-3 school is a strategic district-wide solution that will serve

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the needs of the Scarborough of today and the growth of the Scarborough of tomorrow.

### Topic: Community Involvement

1. What evidence suggests the community is adequately involved and supports the solution?

Answer: There have been several community opportunities to participate in the work to date. There will continue to be additional forums to educate and include the community. It is recognized that time has passed since the initial solution was voted on, that also went through a public process. Time has been the biggest challenge as it relates to community involvement with the starts and stops since 2016.

2. What is our plan to engage and align the community around this work and the final recommendation? It appears we've picked the solution and now need to sell it.

Answer: The communications plan revolves around community education and engagement. This will take place through a number of mediums, including: Social media, the Scarborough Leader, district and town newsletter updates, community forums (both large and smaller scale), better communication around meetings (both to encourage attendance and after the fact for key takeaways), peer to peer communications, community event presence, and engagement with community groups, organizations, and neighborhoods (such as sports groups, neighborhood associations, school class groups). As we get closer to the Election, volunteers will start to go door to door to talk to neighbors and answer questions and share information.

Additionally there is a focused effort in breaking communication down in more easily absorbable segments. We realize there is a lot of information, so our efforts are focused on breaking it down and answering key questions and concerns. We are doing this through video, FAQs, and shorter, more focused updates.

3. How much resident input have we received to date? Is there a willingness to pulse the community with a survey to get input on the consolidated solution to understand where they are? Could we do a non-binding question at the June election to understand the challenge ahead for November (Town Council Discretion)?

Answer: Throughout this process, the Building Steering Committee has been transparent and open to the public for participation. The Committee will continue

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to establish forums for public engagement. A non-binding referendum question is at the Council's discretion.

4. There are two major components of this project: Concept and Cost. What have we done to align the community around these? Do people know the community schools will be closed if we implement the Consolidated Primary School Plan?

Answer: As stated above, the process has been open and transparent. With our new communications support, these items are top of mind to continue to drive awareness to the community. We have public forums, open public committee meetings, a facebook page, a website, a partnership with the Leader to publish stories, updates during Public Comment at the Town Council, and also information in both town and district newsletters. We are using every channel available to us to communicate and engage the public.

5. Has there ever been a survey conducted (formal or informal) that seeks residential input as to whether or not the community is willing to pay more to keep the neighborhood schools vs. a consolidated school?

Answer: No, this has not been done. The only survey that has been completed related to the school facilities is the Town-wide Community Survey. Quality of Existing School Facilities was our second to last lowest rated question.

### Topic: State Requirements

1. What are the state requirements for the school and where are we going above and beyond? Why?

Answer: As we design the school, we will be leveraging state and industry benchmarks for the square footage. The School is maintaining a detailed inventory of space needs and will be able to demonstrate how the request compares to benchmarks. You can watch our March Building Committee Meeting to get an update.

2. Are we doing more than state requirements require? What are they? Can you outline what the minimum state requirements are for a new school and if there are plans to go beyond them? If so, why?

Answer: These will be outlined in our final design requirements where we indicate sq/ft per space to support programming. There are state and industry benchmarks and guidelines that will be used to guide these estimates.

3. Have we reapplied for state funding- did the scores change?

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Answer: No. It is highly unlikely if Scarborough applied again that there would be a substantial change of Scarborough's priority ranking on the State list. Currently, there is not an open process for state applications.

4. Have you/or do you plan to apply for waivers for any state requirements?

Answer: No. Since this is not a state funded school, we will not need to apply for any waivers.

5. It appears the state did not view the dire need for a new school (any of them) as stringent as the current administration/school board - please explain discrepancy.

Answer: The state has a broader perspective than Scarborough. To place high on the priority list, schools typically have extreme needs such as dire fire, life, safety concerns or indoor air quality concerns. Out of 75+ applicants per application process, the state funds 1-3 projects per year. The last application was in 2017 and currently there is not an open process for state applications."

### Topic: The Community Center

1. What role, if any, should a community center play with the school solution?

Answer: At this time, this is out of scope for the School Building Committee. As the Council charges a new Ad Hoc Community Center Committee, the school is happy to participate and assist in identifying opportunities for facilities optimization.

2. From your perspective, what is your recommendation on going out to referendum with a community center element attached (NOTE: this is ultimately a Town Council Decision to do this)?

Answer: There is no plan at this time to integrate the two, but the School Board looks forward to sitting on the Ad Hoc Community Center Committee and look for synergies as both advance.

3. What is the plan for the Community Center and how should it impact the timing of the project (Town to Answer)?

Answer: The Town is embarking on a new Community Center ad hoc committee targeting a referendum date of November 2024. The Town will include a School Board representative on the committee so the Community Center does not duplicate the School Project.

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### Topic: Elected Official Involvement

1. Is the current School Board committed to the consolidated solution? What are your expectations of the Town Council?

Answer: Yes, as indicated in the Capital Improvement Plan (CIP) portion of the budget, the School Board is supportive of advancing the K-8 strategic solution with a consolidated K-3 school and moving 6th grade to Wentworth. Our expectations for the Town Council is to review our business case and allow us the opportunity to go to voters in November 2023 to request funds to support school construction. A successful November 2023 referendum will allow for 2027-2028 enrollment into the new school.

2. What specific actions do you need from the Town or Council in the next 6 months?

Answer: We need support with land acquisition based on the recommendations that were requested from the Building Committee to the School Board and Town Council. A committed site will allow us to finalize site and building design, which will allow us to provide a more accurate cost estimate and finalize financial alternatives analysis. Otherwise, we will continue to only be able to provide rough order of magnitude estimates.

Additional specific actions include:

- Identify specific community groups we can meet with to educate about the project.
- Vote to include the new school on the November 2023 referendum ballot.
- Talk to your constituents about the need for this project.

3. What actions are the Board Members Planning to do to make this a success? What specific actions do you need the Town Council to do to make this a success?

Answer: Working toward a school solution is a goal for both the School Board and the Town Council. The Board and Council value transparency and community engagement so that we can provide project details and rationale as to why this project is the answer for Scarborough. The School Board demonstrates its commitment to the K-8 strategic plan and new school through its work on the building steering committee, its communications efforts and efforts to demonstrate the very real need for our current and future Scarborough students.

Specific Town Council actions needed to make this project a success include:



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- Vote to allow the Town Manager to enter into an agreement to acquire land for the new school site.
  - Identify specific community groups we can meet with to educate about the project.
  - Vote to include the new school on the November 2023 referendum ballot.
  - Talk to your constituents about the need for this project.
4. It appears this decision to go consolidated was made years ago under a different board, with different administrators - does the decision to forge ahead with a consolidated school still align with the active board/administration/community?  
Answer: The Board has since unanimously approved a School CIP for a consolidated school for \$137.5MM.

5. What specific actions can the Council and/or Town do to support the advancement of this project?

Answer:

- Approve a land deal
- Provide financial expertise, support and action to help communicate the cost to taxpayers
- Partner on communication efforts once the project goes to referendum
- Trust that the School and Committee are doing their best job to move this complex project forward
- Support a November 2023 referendum and give us the opportunity to seek voter approval. Time is of the essence and any delay will put the project at risk and put the Town in a situation where our children's education is at risk with the coming enrollment

### Topic: Miscellaneous

1. When the Facilities study was conducted - is there any backup to highlight the construct of the buildings and needs of the school? For example, is there a "Required by State", "Optimal/Best Practice", "Desired/Nice to Have" designation to the anticipated renovation designs and associated cost projections?

Answer: We are designing the schools based on identified student and program needs.

2. What is the difference between a "Portable" and a "Modular" classroom? How many of each do we have and which were designed to be permanent vs temporary?

Answer: No difference—just different ways of referring to the temporary classrooms. The District currently has 30 portables/modulars, 18 of which are at

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the primary schools. All portables/modulars are designed to be temporary solutions. More than half are over 20 years old.

3. Given the current security deficiencies and that this project won't be complete for ~5 years, what is the plan to address the existing security deficiencies in the K-2 Schools?

Answer: The District Emergency Management Team (DEMT), a body of school and town officials, meet quarterly to identify and discuss opportunities to improve safety. Until a new school is in place, the committee will continue to recommend improvements to improve school safety and be included in the School CIP where appropriate.

4. What is the critical path you plan to take to get to referendum and what are the key milestones and deliverables that the Town needs to support you with to be successful? At what date do you need a Purchase and Sale Agreement in place to keep the project on time?

Answer: The School is working towards a November 2023 referendum and understands by 8/16 we need to come to the Council with all the information required on costs, including operating costs, to get on the referendum. We can realistically make this date still assuming we have a site in May 2023 that we can finalize our design. We have done all the pre-work we can at this point but require the Town to negotiate a land deal so we can do the final activities to finalize the design and costs.

5. What are other key workshops we need to have and partner on to advance decisions on key items (e.g. what to do with the existing K-2 sites)

Answer:

- A workshop to review the business case in May
- A workshop in July/August to present the final solution and cost estimates prior to requesting referendum approval.
- We also need financial support from the Town to prescribe the tax impact from the final solution.