District: Town of North Andover
School Name: Kittredge Elementary School
Recommended Category: Preferred Schematic
Date: June 11, 2025

Recommendation

That the Executive Director be authorized to approve the Town of North Andover (the "District"), as part of its Invitation to Feasibility Study, to proceed into Schematic Design to replace the existing Kittredge Elementary School with a new facility serving students in grades 1 through 5, on the site of the existing school. MSBA staff has reviewed the Feasibility Study and accepts the District's Preferred Schematic.

District Information	
District Name	Town of North Andover
Elementary Schools	Anne Bradstreet Early Childhood Center (PK-K) Annie L Sargent Elementary School (1-5) Atkinson Elementary School (1-5) Franklin Elementary School (1-5) Kittredge Elementary School (1-5) Thompson Elementary School (1-5)
Middle School	North Andover Middle School (6-8)
High School	North Andover High School (9-12)
Priority School Name	Kittredge Elementary School
Type of School	Elementary School
Grades Served	1-5
Year Opened	1949
Existing Square Footage	38,340
Additions	2010 – modular classrooms 2013 – prefabricated gymnasium
Acreage of Site	6.5 acres
Building Issues	The District identified deficiencies in the following areas: – Mechanical systems – Electrical systems – Plumbing systems – Building Envelope – Windows – Roof – Accessibility In addition to the physical plant issues, the District reported that the existing facility does not support the delivery of its educational program as well as existing and projected overcrowding.
Original Design Capacity	240 students
2024-2025 Enrollment	211 students
Agreed Upon Enrollment	335 students

District Information	
Enrollment Specifics	The District and MSBA have mutually agreed upon a design enrollment of 335 students serving grades 1-5.
Total Project Budget – Debt Exclusion Anticipated	Yes

MSBA Board Votes	
Invitation to Eligibility Period	March 2, 2022
Invitation to Feasibility Study	June 21, 2023
Preferred Schematic Authorization	On June 18, 2025 Board agenda
Project Scope & Budget Authorization	District is targeting Board authorization on December 12, 2025
Feasibility Study Reimbursement Rate (Incentive points are not applicable)	49.53%

Consultants	
Owner's Project Manager (the "OPM")	Colliers Project Leaders NE, LLC
Designer	Machado and Silvetti Associates, LLC

Discussion

The existing Kittredge Elementary School is a 38,340 square-foot facility located on a 6.5-acre site currently serving students in grades 1 through 5. The original building was constructed in 1949, with a modular addition completed in 2010, and a prefabricated metal gymnasium building added in 2013.

The District's Statement of Interest ("SOI") identified numerous deficiencies in the existing facility associated with outdated mechanical, electrical, and plumbing systems; the building envelope and roof; windows; accessibility; overcrowding; and undersized classrooms. The SOI also identified deficiencies in existing spaces that are deemed incapable of appropriately delivering the District's educational program.

In conjunction with its consultants, the District performed a comprehensive assessment of the existing conditions and the educational program and received input from educators, administrators, and facilities personnel. Based on the findings of this effort, the District and its consultants initially studied four (4) preliminary options that included: one (1) code upgrade option, two (2) addition/renovation options, and one (1) new construction option. The following is a detailed list of the preliminary options considered.

Option	Description of Preliminary Options
Option 1	Code upgrade/base repair at the existing Kittredge Elementary School with an estimated total construction cost of $31.8 million and an estimated total project cost of $43 million.
Option 2B.3	Renovation and addition of the existing Kittredge Elementary School, which proposes to retain a portion of the main building and proposes to renovate the gymnasium. This option has an estimated total construction cost of $63.4 million and an estimated total project cost of $79.3 million.

Option 2C.1	Renovation and addition of the existing Kittredge Elementary School, which proposes to retain only the gymnasium. This option has an estimated total construction cost of $59.9 million and an estimated total project cost of $74.9 million.
Option 3A.2	New construction at the existing Kittredge Elementary School site with an estimated total construction cost of $62.1 million and an estimated total project cost of $77.6 million.

As a result of this analysis, the District determined that all four (4) options would be considered for further evaluation. However, following the preliminary evaluation of alternatives, the District decided to further explore variations of "Option 3A.2" resulting in three (3) additional new construction options as described below:

- "Option 3A.4a": New Construction (L-Shaped Scheme) designed for 335 students in grades 1 through 5, centrally located on the existing Kittredge Elementary School site;
- "Option 3A.4b": New Construction (H-Shaped Scheme) designed for 335 students in grades 1 through 5, centrally located on the existing Kittredge Elementary School site; and,
- "Option 3A.4c": New Construction (Parallel Scheme) designed for 335 students in grades 1 through 5, at the southwest corner of the existing Kittredge Elementary School site.

As a result of community feedback and concerns primarily related to both the adjacency of the new building to abutting residential houses along the southern edge of the property and other site constraints associated with having an occupied building on site during construction, the District explored the possibility of temporary closure of the Kittredge Elementary School, allowing the full site to be accessed and developed. Based on the approach to a revised buildable area, the District explored and developed three (3) additional new construction options to be located within the footprint of the existing school facility, as described below:

- "Option 4A.1c": New Construction (Front Lawn along Main Street) designed for 335 students in grades 1 through 5, at the northwest corner of the existing Kittredge Elementary School site;
- "Option 4A.1d": New Construction (Front of Building along Main Street) designed for 335 students in grades 1 through 5, at the southwest corner of the existing Kittredge Elementary School site; and,
- "Option 4A.1e": New Construction (Parallel to Chickering Street) designed for 335 students in grades 1 through 5, centrally located on the existing Kittredge Elementary School site.

MSBA staff and the District agreed to explore the following nine (9) options for further development and consideration in the final evaluation and development of preliminary design pricing, as presented in the following table, including: one (1) code upgrade option, two (2) addition/renovation options, and six (6) new construction options.

Summary of Preliminary Design Pricing for Final Evaluation of Options

Option (Description)	Total Gross Square Feet	Square Feet of Renovated Space (cost*/sq. ft.)	Square Feet of New Construction (cost*/sq. ft.)	Site, Building Takedown, Haz Mat. Cost*	Estimated Total Construction ** (cost*/sq. ft.)	Estimated Total Project Costs
Option 1: (Code Upgrade / Base Repair)	38,340	38,340 $577/sq. ft.	N/A	$1,342,189	$23,481,872 $612/sq. ft.	$31,300,000
Option 2B.3: (Renovate Central Portion of Main Building & Gymnasium with Addition)	67,670	20,349 $677/sq. ft.	47,321 $677/sq. ft.	$11,822,789	$57,627,005 $852/sq. ft.	$72,400,000
Option 2C.1: (Renovate Gymnasium + Addition)	64,738	5,685 $645/sq. ft.	59,053 $645/sq. ft.	$11,877,789	$53,523,899 $828/sq. ft.	$67,600,000
Option 3A.4a: (New Construction)	66,021	N/A	66,021 $690/sq. ft.	$12,772,083	$58,304,240 $883/sq. ft.	$73,300,000
Option 3A.4b: (New Construction)	66,021	N/A	66,021 $677/sq. ft.	$12,276,668	$56,959,560 $863/sq. ft.	$71,600,000
Option 3A.4c: (New Construction)	66,021	N/A	66,021 $702/sq. ft.	$12,363,041	$58,714,948 $889/sq. ft.	$73,800,000
Option 4A.1c: (New Construction)***	***66,021***	***N/A***	***66,021 $698/sq. ft.***	***$12,514,170***	***$58,581,798 $887/sq. ft.***	***$73,600,000***
Option 4A.1d: (New Construction)	66,021	N/A	66,021 $705/sq. ft.	$12,374,340	$58,908,769 $892/sq. ft.	$74,000,000
Option 4A.1e: (New Construction)	66,021	N/A	66,021 $704/sq. ft.	$12,679,097	$59,166,108 $896/sq. ft.	$74,300,000

**** Marked up construction costs***
***** Does not include construction contingency***
******District's Preferred Schematic***

The District has selected "Option 4A.1c" as the Preferred Schematic to proceed into Schematic Design, as the District determined this option best meets the needs of its educational program. The proposed facility provides separation between the shared programs, such as the gymnasium and cafetorium, and the academic wings, allowing for easier transitions and scheduling opportunities between grade levels. The District also favored the configuration of the gymnasium and the cafetorium whereby both shared a stage, creating the potential for larger school and community events in the gymnasium space. Additionally, the District indicated that this option facilitates grade-level collaboration and maximizes solar exposure of the classroom wing. The Districts indicated that this option offers secure pedestrian friendly spaces for outdoor learning and play while capitalizing on the visual connection to the Town's Main Street. Furthermore, this option is anticipated to improve pedestrian and vehicular circulation to the site and enhance community access to public fields and indoor spaces.

"Option 1" was not selected by the District based on the insufficient square footage of the existing facility not meeting the spatial needs of the District's design enrollment and educational program. The District also indicated that this option would not allow for desired spatial adjacencies. Furthermore,

this option is anticipated to result in significant and undesirable disruption to ongoing education during the construction phase.

“Option 2B.3” was not selected by the District because this option would potentially result in undesirable disruption to ongoing education due to phased construction as well as added cost associated with modular classrooms. Additionally, the proposed building location of this option would likely result in significant disruption to vehicular traffic along Chickering Road and Main Street.

Although “Option 2C.1”, “Option 3A.4a”, “Option 3A.4b”, and “Option 3A.4c” align with the District’s educational program, these options were not selected by the District mainly due to the location of the proposed building in relation to the existing school facility. The District determined that these options would likely create disruption to ongoing education due to the limited building area and site constraints associated with these options.

Although “Option 4A.1d” aligns with the District’s educational program, this option was not selected by the District due to the proposed location of the front entrance, the long driveway to the parking and drop-off area, and the layout of the interior program. Additionally, due to the linear layout of the proposed option, the District felt that the programs were spaced too far apart, leading to longer travel time for students and faculty.

Lastly, “Option 4A.1e” was not selected by the District due to the preference of the location of the outdoor play and learning areas and bus drop-off lane compared to the District’s preferred solution. Additionally, this option did not include the shared stage between the gymnasium and cafetorium programs that was favorable to the District.

The District presented its proposed Preferred Schematic to the MSBA Facilities Assessment Subcommittee (“FAS”) on March 21, 2025. At that meeting, members of the FAS discussed the following items: appreciation of the District’s Educational Program; distribution of Special Education spaces and the DESE review process following Schematic Design; the importance of professional development in preparation for the transition to a new facility and opportunities for faculty feedback and engagement as the design progresses; suggestion to include multilingual and multicultural programming as part of art and music offerings in lieu of a formal World Language program; consideration of a canopy for sheltered access to the building from the proposed bus drop-off area; scheduling considerations for the proposed cafetorium; interior circulation and opportunities to increase connectivity between the academic wing and the art room, the music room, and the media center as the design progresses; site topography; indoor/outdoor connections and considerations associated with the location and development of the proposed outdoor play area; use of the proposed breakout spaces and benefits of providing a minimum of two sinks in each general classroom to facilitate project-based learning and STE exploration for early elementary students; an understanding of the District’s plans for which grade levels will be located on each floor and how the grade levels will access the various specialty spaces; and, an understanding of the envisioned student experience as they move through the building on a typical day.

MSBA staff reviewed the conclusions of the Feasibility Study and all other subsequent submittals with the District and found:

1) The options investigated were sufficiently comprehensive in scope, the approach undertaken in this study was appropriate, and the District's Preferred Schematic is reasonable and cost-effective and meets the needs identified by the District.

2) The District will submit an operational budget for educational objectives and a capital budget for MSBA review.

3) The MSBA may request that the District present a project update at a future FAS meeting during the Schematic Design phase to further understand grade level locations and other associated key design decisions.

4) The District's Special Education submission will be subject to final review and approval by the Department of Elementary and Secondary Education as part of the Schematic Design submittal, which is prior to executing a Project Scope and Budget Agreement.

5) Subject to Board approval, the MSBA will participate in a project that includes spaces that meet MSBA guidelines, except for variations previously agreed to by the MSBA. All proposed spaces will be reviewed during the Schematic Design phase.

6) As part of the Schematic Design phase, the District will work with the MSBA to determine a mutually agreeable methodology to differentiate eligible costs from ineligible costs.

Based on the review outlined above, staff recommends that the Town of North Andover be approved to proceed into Schematic Design to replace the existing Kittredge Elementary School with a new facility serving students in grades 1 through 5, on the site of the existing school.