District: Town of West Bridgewater
School Name: Rose L. MacDonald Elementary School
Recommended Category: Preferred Schematic
Date: June 11, 2025

Recommendation

That the Executive Director be authorized to approve the Town of West Bridgewater (the "District"), as part of its Invitation to Feasibility Study, to proceed into Schematic Design to consolidate the student populations of the existing Rose L. MacDonald Elementary School, the Howard Elementary School, and the Kindergarten population from the Spring Street School and to construct a new facility serving 1,075 students in Kindergarten through grade 6, on the site of the existing Rose L. MacDonald Elementary School. MSBA staff has reviewed the Feasibility Study and accepts the District's Preferred Schematic.

District Information	
District Name	Town of West Bridgewater
Elementary Schools	Spring Street School (PK-K) Rose L. MacDonald Elementary School (1-3) Howard Elementary School (4-6)
Middle School	N/A
High School	West Bridgewater Junior/Senior High School (7-12)
Priority School Name	Rose L. MacDonald Elementary School
Type of School	Elementary School
Grades Served	1-3
Year Opened	1968
Existing Square Footage	44,427
Additions	N/A
Acreage of Site	27.41 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 and does not adequately address existing and projected overcrowding.
Original Design Capacity	Unknown
2024-2025 Enrollment	296 students
Agreed Upon Enrollment	Study Enrollment includes the following configurations: – 455 students in grades 1-3 at the Rose L. MacDonald Elementary School.

District Information	
	– 750 students in Kindergarten through grade 4, plus Pre-kindergarten, consolidating the student population at the Rose L. MacDonald Elementary School and Spring Street School, and the grade 4 students from the Howard Elementary School. – 930 students in grades 1-6 consolidating the student population of the Rose L. MacDonald Elementary School and the Howard Elementary School. – 1,075 students in Kindergarten through grade 6, plus Pre-Kindergarten, consolidating the student population of the Rose L. MacDonald Elementary School, the Howard Elementary School, and the Spring Street School. (Preferred Schematic but without Pre-Kindergarten)
Enrollment Specifics	Contingent upon the Board's approval of the Preferred Schematic, the District will sign a Design Enrollment Certification for 1,075 students in Kindergarten through grade 6.
Total Project Budget – Debt Exclusion Anticipated	Yes

MSBA Board Votes	
Invitation to Eligibility Period	December 21, 2022
Invitation to Feasibility Study	December 13, 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)	54.79%

Consultants	
Owner's Project Manager (the "OPM")	PMA Consultants, LLC
Designer	HMFH Architects, Inc.

Discussion

As part of the Feasibility Study, the MSBA accepted the District's request to explore the following four (4) study enrollment options, which include various consolidation options for students in pre-kindergarten through grade 6:

- Enrollment 1: 455 students in grades 1-3 at the Rose L. MacDonald Elementary School.
- Enrollment 2: 750 students in Kindergarten through grade 4, plus Pre-Kindergarten, consolidating the student population of the Rose L. MacDonald Elementary School and Spring Street School, and including grade 4 students from the Howard Elementary School. Please note this option reconfigures the Howard Elementary School to serve students in grades 5-6.
- Enrollment 3: 930 students in grades 1-6, consolidating the student population of the Rose L. MacDonald Elementary School and the Howard Elementary School.

– Enrollment 4: 1,075 students in Kindergarten through grade 6, plus Pre-Kindergarten, consolidating the student populations of the Rose L. MacDonald Elementary School, the Howard Elementary School, and the Spring Street School.

The existing Rose L. MacDonald Elementary School is a 44,427 square foot facility located on a 27.4-acre site that currently serves students in grades 1 through 3. The original building was constructed in 1968 and has remained relatively unchanged since its construction.

The District's Statement of Interest ("SOI") identifies deficiencies in the existing facility associated with outdated mechanical, electrical, and plumbing systems; the building envelope; windows; roof; and accessibility issues. The SOI also identifies deficiencies in existing spaces that are deemed incapable of appropriately delivering the District's educational program, including inadequate space for music, art, and STEM education; insufficient spaces for small group and pull out instruction; inadequate spaces for special education programs; and inadequate space for student support services. The SOI also notes that existing spaces within the facility are not conducive to delivering the District's educational program.

As noted above, the District's Feasibility Study included four (4) study enrollment options. Two (2) of those proposed options included a consolidation of the student population at the existing Spring Street School, which is a 25,765 square-foot facility located on a 21.1-acre site co-located with the West Bridgewater Junior/Senior High School and is currently serving students in Pre-Kindergarten through Kindergarten. The original building was constructed in 1956, with minor renovations and new boilers installed in 1994 through 1995.

Additionally, two (2) options considered consolidation of the student population at the existing Howard Elementary School, which is a 39,090 square-foot facility located on a 15.93-acre campus site co-located with the Town Library and playground and is currently serving students in grades 4 through 6. The original building was constructed in 1971, and an 8,000 square-foot addition, which included a new administrative office, library, and main entrance, was constructed in 1993.

In conjunction with its consultants, the District performed a comprehensive assessment of the existing conditions and the District's educational program, receiving input from its educators, administrators, and facilities personnel. Based on the findings of this effort, the District and its consultants initially studied nineteen (19) preliminary options, which included: three (3) code upgrade options, eight (8) addition/renovation options, and eight (8) new construction options as presented below.

Option	**Description of Preliminary Options**
Option 1	Code upgrade at the existing Rose L. MacDonald Elementary School facility designed for 455 students in grades 1-3; with an estimated total project cost of $47 million.
Option 2	Addition/renovation for grades 1-3 with an enrollment of 455 students at the existing Rose L. MacDonald Elementary School; with an estimated total project cost of $104 million.
Option 3	New construction for grades 1-3 with an enrollment of 455 students at the existing Rose L. MacDonald Elementary School site; with an estimated total project cost of $91 million.
Option 4	Code upgrade for grades K-4 with an enrollment of 750 students at the existing Spring Street School; with an estimated total project cost of $32 million.

Option 5	Addition/ renovation for grades K-4 with an enrollment of 750 students (plus Pre-K) at the existing Rose L. MacDonald Elementary School; with an estimated total project cost of $146 million.
Option 6	Addition/ renovation for grades K-4 with an enrollment of 750 students (plus Pre-K) at the existing Spring Street School; with an estimated total project cost of $155 million.
Option 7	New construction (single phase outside of the existing building footprint) for grades K-4 with an enrollment of 750 students (plus Pre-K) at the existing Rose L. MacDonald Elementary School site; with an estimated total project cost of $150 million.
Option 8	New construction for grades K-4 with an enrollment of 750 students (plus Pre-K) at the existing Spring Street School site; with an estimated total project cost of $156 million.
Option 9	Code upgrade for grades 1-6 with an enrollment of 930 students at the existing Howard Elementary School; with an estimated total project cost of $48 million.
Option 10	Addition/ renovation for grades 1-6 with an enrollment of 930 students at the existing Rose L. MacDonald Elementary School; with an estimated total project cost of $154 million.
Option 11	Addition/ renovation for grades 1-6 with an enrollment of 930 students at the existing Howard Elementary School; with an estimated total project cost of $154 million.
Option 12	New construction for grades 1-6 with an enrollment of 930 students at the existing Rose L. MacDonald Elementary School site; with an estimated total project cost of $158 million.
Option 13	New construction for grades 1-6 with an enrollment of 930 students at the existing Howard Elementary School site; with an estimated total project cost of $162 million.
Option 14	Addition/ renovation for grades K-6 with an enrollment of 1,075 students (plus Pre-K) at the existing Rose L. MacDonald Elementary School; with an estimated total project cost of $194 million.
Option 15	Addition/ renovation for grades K-6 with an enrollment of 1,075 students (plus Pre-K) at the existing Spring Street School; with an estimated total project cost of $199 million.
Option 16	Addition/ renovation for grades K-6 with an enrollment of 1,075 students (plus Pre-K) at the existing Howard Elementary School; with an estimated total project cost of $188 million.
Option 17	New construction for grades K-6 with an enrollment of 1,075 students (plus Pre-K) at the existing Rose L. MacDonald Elementary School site; with an estimated total project cost of $198 million.
Option 18	New construction for grades K-6 with an enrollment of 1,075 students (plus Pre-K) at the existing Spring Street School site; with an estimated total project cost of $200 million.
Option 19	New construction for grades K-6 with an enrollment of 1,075 students (plus Pre-K) at the existing Howard Elementary School site; with an estimated total project cost of $198 million.

As a result of this analysis, the District determined that "Option 2" would not be considered for further evaluation because this option results in Pre-Kindergarten and Kindergarten remaining at the Spring Street School and the grades 4 through 6 student population remaining at the Howard Elementary School, which was determined by the District to be disadvantageous. Additionally, this option does not

resolve the current and projected overcrowding within these existing facilities and does not resolve the deficiencies associated with these buildings.

The District determined that "Option 6", "Option 8", "Option 15", and "Option 18", proposed to be located at the existing Spring Street School site, would not be considered for further evaluation because the existing Spring Street School site would require a wastewater treatment plant, which is not desired by the District. Additionally, it is anticipated these options would add unwanted vehicular traffic and congestion due to the co-location with the Middle/High School population. The District also determined that the site would not accommodate their educational program or preferred development of the site.

The District determined that "Option 11", "Option 13", "Option 16", and "Option 19", proposed to be located at the existing Howard Elementary School site, would not be considered for further evaluation because the existing Howard Elementary School site would require a wastewater treatment plant, which is not desired by the District. The District also determined that the site would not accommodate their educational program or preferred development of the site. Additionally, it is anticipated these options would result in unwanted vehicular traffic and congestion.

The District determined that "Option 10" would not be considered for further evaluation because this option does not address current and projected overcrowding at the Spring Street School, which would continue to serve students in Pre-Kindergarten through Kindergarten.

Subsequent to the evaluation of preliminary options, the District further developed the following options:

- "Option 7" was further developed into three (3) additional sub-options related to layout and academic organization, referred to as "Options 7A, 7B, and 7C".
    - "Option 7A": New construction (single-phased construction of a two-story building on an occupied site) for grades K-4 with an enrollment of 750 students (plus Pre-K), located on the northwest corner of the existing Rose L. MacDonald Elementary School site;
    - "Option 7B": New construction (single-phased construction of a two-story building on an unoccupied site) for grades K-4 with an enrollment of 750 students (plus Pre-K), located on the northwest corner of the existing Rose L. MacDonald Elementary School site; and,
    - "Option 7C": New construction (multi-phased construction of a two-story building on an occupied site) for grades K-4 with an enrollment of 750 students (plus Pre-K), located on the northwest corner of the existing Rose L. MacDonald Elementary School site.

- "Option 17" was further developed into three (3) additional sub-options related to layout and academic organization, referred to as "Options 17A, 17B, and 17C.1".
    - "Option 17A": New construction (single-phased construction of a three-story building on an occupied site) for grades K-6 with an enrollment of 1,075 students (plus Pre-K), located on the northwest corner of the existing Rose L. MacDonald Elementary School site;
    - "Option 17B": New construction (single-phased construction of a three-story building on an unoccupied site) for grades K-6 with an enrollment of 1,075 students (plus Pre-

K), located on the northwest corner of the existing Rose L. MacDonald Elementary School site; and,

- "Option 17C.1": New construction (multiple-phased construction of a two-story building on an occupied site) for grades K-6 with an enrollment of 1,075 students (plus Pre-K), located on the northwest corner of the existing Rose L. MacDonald Elementary School site.

In addition to the four (4) new construction alternatives proposed by the District for 1,075 students in Kindergarten through grade 6, plus Pre-Kindergarten, the District, in collaboration with their consultants, proposed an additional option that does not include Pre-Kindergarten and would allow the District to maintain a facility occupancy level that would not trigger the need for a wastewater treatment plant, as described below:

- "Option 17C.2": New construction (multi-phased construction of a two-story building on an occupied site) for grades K-6 with an enrollment of 1,075 students, located on the northwest corner of the existing Rose L. MacDonald Elementary School site.

MSBA staff and the District agreed to explore the following sixteen (16) options for further development and consideration in the final evaluation and development of preliminary design pricing, as presented below, including: three (3) code upgrade options, two (2) addition/renovation options, and eleven (11) 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) for 455 students grades 1-3 at the MacDonald ES	44,427	44,427 $736/sq. ft.	N/A	N/A	$32,718,264 $736/sq. ft.	$48,517,990
Option 3: (New) for 455 students (1-3) at the MacDonald ES site	82,290	N/A	82,290 $710/sq. ft.	$12,288,371	$70,714,271 $859/sq. ft.	$91,150,355
Option 4: (Code Upgrade) for 750 students grades K-4 (plus Pre-K) consolidation w/ Spring Street & Howard (grade 4) at the Spring Street School	25,765	25,765 $736/sq. ft.	N/A	N/A	$18,970,654 $736/sq. ft.	$32,341,008
Option 5: (Add/Reno) for 750 students grades K-4 (plus Pre-K) consolidation w/ Spring Street & Howard (grade 4) at the MacDonald ES	131,803	20,800 $626/sq. ft.	111,003 $712/sq. ft.	$20,052,554	$112,113,738 $851/sq. ft.	$149,586,089
Option 7: (New) for 750 students grades K-4 (plus Pre-K) consolidation w/ Spring Street & Howard (grade 4) at MacDonald ES site	131,633	N/A	131,633 $704/sq. ft.	$22,343,653	$114,978,165 $873/sq. ft.	$148,824,089

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 7A: (New) for 750 students grades K-4 (plus Pre-K) consolidation w/ Spring Street & Howard (grade 4) at MacDonald ES site	131,633	N/A	131,633 $729/sq. ft.	$23,143,685	$119,094,928 $905/sq. ft.	$154,161,012
Option 7B: (New) for 750 students grades K-4 (plus Pre-K) consolidation w/ Spring Street & Howard (grade 4) at MacDonald ES site	131,633	N/A	131,633 $746/sq. ft.	$21,693,899	$119,834,198 $910/sq. ft.	$155,186,735
Option 7C: (New) for 750 students grades K-4 (plus Pre-K) consolidation w/ Spring Street & Howard (grade 4) at MacDonald ES site	131,633	N/A	131,633 $736/sq. ft.	$23,352,845	$120,174,181 $913/sq. ft.	$155,546,775
Option 9: (Code) for 930 students grades 1-6 at the Howard ES site	39,090	39,090 $715/sq. ft.	N/A	$4,015,764	$31,965,114 $818/sq. ft.	$47,532,870
Option 12: (New) for 930 students grades 1-6 at the MacDonald ES site	144,713	N/A	144,713 $705/sq. ft.	$21,169,806	$123,192,471 $851/sq. ft.	$158,446,663
Option 14: (Add/Reno) for 1,075 students grades K-6 (plus Pre-K) consolidation w/ Spring Street & Howard at the MacDonald ES	168,635	20,800 $626/sq. ft.	147,835 $697/sq. ft.	$23,360,507	$139,458,681 $827/sq. ft.	$186,325,656
Option 17: (New) for 1,075 students grades K-6 (plus Pre-K) consolidation w/ Spring Street & Howard at the MacDonald ES site	166,290	N/A	166,290 $687/sq. ft.	$23,569,393	$137,838,892 $829/sq. ft.	$178,616,499
Option 17A: (New) for 1,075 students grades K-6 (plus Pre-K) consolidation w/ Spring Street & Howard at the MacDonald ES site	166,290	N/A	166,290 $711/sq. ft.	$22,968,933	$141,234,383 $849/sq. ft.	$183,027,308
Option 17B: (New) for 1,075 students grades K-6 (plus Pre-K) consolidation w/ Spring Street & Howard at the MacDonald ES site	166,290	N/A	166,290 $722/sq. ft.	$21,025,762	$141,055,546 $848/sq. ft.	$182,874,185
Option 17C.1: (New) for 1,075 students grades K-6 (plus Pre-K) consolidation w/ Spring Street & Howard at the MacDonald ES site	166,290	N/A	166,290 $718/sq. ft.	$23,178,035	$142,516,053 $857/sq. ft.	$184,672,974
Option 17C.2: (New) for 1,075 students grades K-6 (without Pre-K) consolidation w/ Spring	***156,264***	***N/A***	***156,264 $732/sq. ft.***	***$21,496,394***	***$135,925,396 $860/sq. ft.***	***$176,210,571***

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
Street & Howard at the MacDonald ES site***						

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

The District has selected "Option 17C.2" as its Preferred Schematic to proceed into Schematic Design, as the District determined this option best meets the needs of the District's educational program for a Kindergarten through grade 6 enrollment. This option supports the desired grade-level neighborhoods and adjacencies, and it provides the desired site development and traffic distribution for the proposed site. In addition, this option does not trigger the need for a wastewater treatment plant and allows the District to maintain the Pre-Kindergarten program exclusively at the existing Spring Street facility.

"Option 1", "Option 4", and "Option 9" were not selected by the District because the square footage of the existing facilities do not accommodate the spatial needs of the District's desire to consolidate the student populations of the Rose L. MacDonald Elementary School, the Spring Street School, and the Howard Elementary School.

"Option 3" was not selected by the District because this option does not accommodate the District's desire to consolidate the student populations of the Rose L. MacDonald Elementary School, the Spring Street School, and the Howard Elementary School. This option also results in Pre-Kindergarten and Kindergarten remaining at the Spring Street School and the grades 4 through 6 student population remaining at the Howard Elementary School, which the District determined to be disadvantageous. Additionally, this option does not address the current and projected overcrowding within these existing facilities, nor does it resolve the deficiencies associated with these buildings.

"Option 5", "Option 7", "Option 7A", "Option 7B", and "Option 7C" were not selected by the District because these options do not accommodate the District's desire to consolidate the student populations of the Rose L. MacDonald Elementary School, the Spring Street School, and the Howard Elementary School. These options also result in grades 5 and 6 student population remaining at the Howard Elementary School, which the District determined to be disadvantageous. Additionally, it is anticipated that "Option 5" would require a substantial amount of phasing, which could result in significant disruption to ongoing education during construction.

"Option 12" was not selected by the District because this option does not address current and projected overcrowding at the Spring Street School, which would continue to serve students in Pre-Kindergarten through Kindergarten.

Although "Option 14" meets the District's desire to consolidate the student populations of the Rose L. MacDonald Elementary School, the Spring Street School, and the Howard Elementary School, it was not selected by the District because this option it is anticipated to require a substantial amount of phasing, which has the potential to not only extend the timeline of the project, but also result in significant disruption to ongoing education during construction. Additionally, this option provides limited swing space during construction. Furthermore, this option would require a wastewater treatment plant to be constructed as part of the project scope, which is not desired by the District.

Although “Option 17”, “Option 17A”, “Option 17B” and “Option 17C.1” meet the District’s desire to consolidate the student populations of the Rose L. MacDonald Elementary School, the Spring Street School, and the Howard Elementary School, these options were not selected by the District because these options would require a wastewater treatment plant to be constructed as part of the project scope, which is not desired by the District.

The District presented its proposed Preferred Schematic to the MSBA Facilities Assessment Subcommittee (“FAS”) on May 21, 2025. At that meeting, members of the FAS discussed the following: appreciation of the District's thorough Educational Program and its inclusion of multilingual learning; review of the distribution of Special Education spaces and the DESE review process; clarification of intent to include toilets in central area between the upper and lower schools; the building footprint and design considerations associated with the location of proposed play areas; bus and vehicular access, and appreciation for the proposed site circulation plan; the location of the parking lot and potential opportunities to increase green space, if possible; proposed use of separate cafeterias for the upper and lower grades and associated scheduling; community use of the cafeteria after school hours; the proposed elevator; construction delivery method and phasing considerations; site topography, wetlands, and associated site constraints; topography and proposed water management; and, preliminary thoughts regarding resiliency and building elevation.

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, cost-effective, and meets the needs identified by the District.

2) The District has submitted an operational budget for educational objectives and a capital budget statement for MSBA review.

3) 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.

4) 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.

5) 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 West Bridgewater be approved to proceed into Schematic Design to consolidate the student populations of the existing Rose L. MacDonald Elementary School, the Howard Elementary School, and the Kindergarten population from the Spring Street School, and construct a new facility serving 1,075 students in Kindergarten through grade 6, on the site of the existing Rose L. MacDonald Elementary School.