



Franklin
Public School District



COMPREHENSIVE FACILITIES ASSESSMENT

School Committee
October 27, 2020

PurposeGoals

Optimize School Capacity
Quantitative | Qualitative

Quantitative

- Identify Existing Room Inventory
- Analyze Current Capacity & Utilization
- Analyze Capacity & Utilization based on Projected 2030 Enrollment*

* Franklin Public Schools Demographic
Study – December 2019

*McKibben Demographic
Research, LLC*

Qualitative

- Evaluate Current Educational Adequacy
- Review Opportunities for Enhancement

Provide Recommendations



WHAT IS IN THE REPORT

Introduction and Methodology

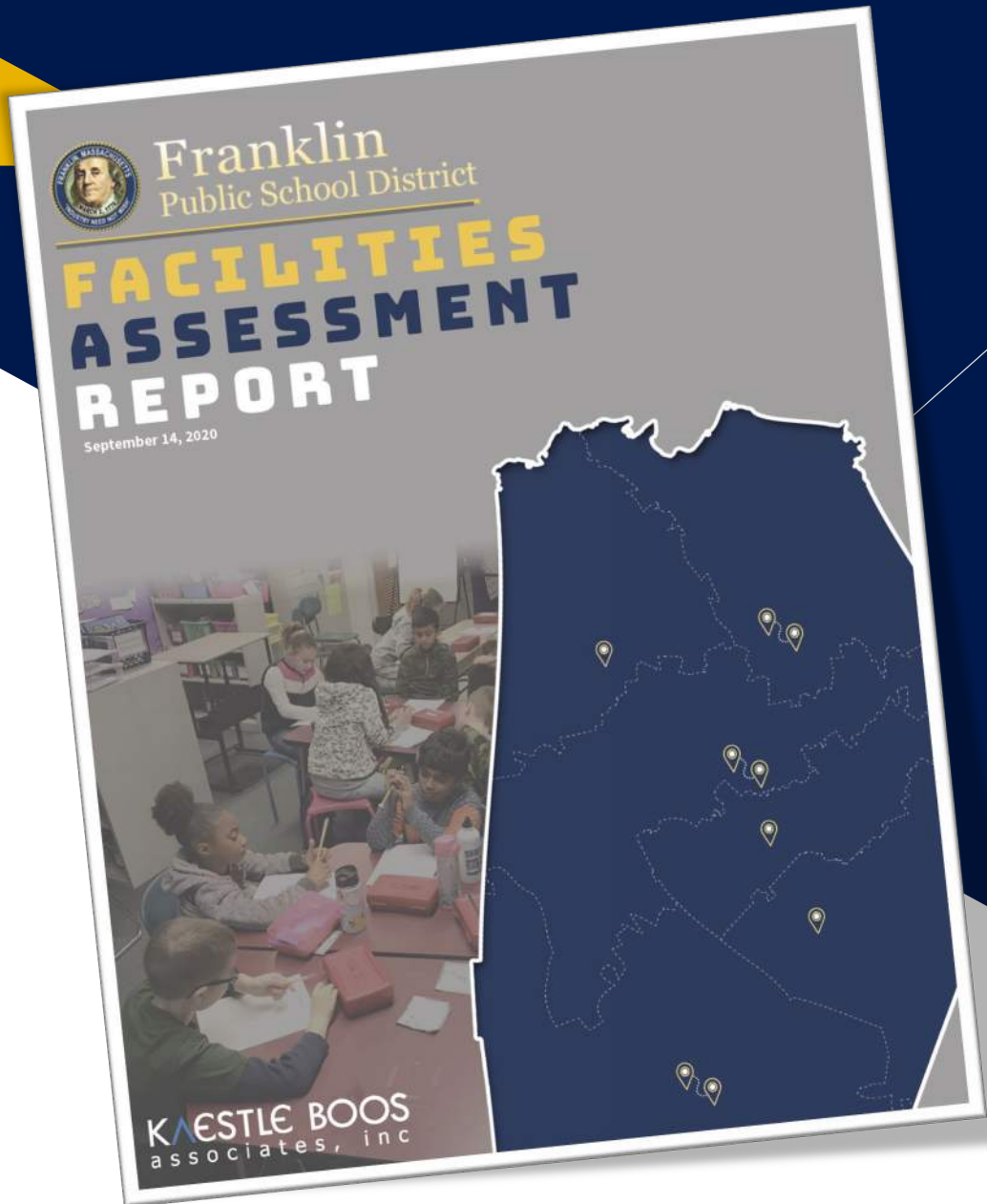
School Facility Portfolio

Capacity Analysis

Educational Adequacy Index

Summary of Findings & 10-Year Need

**21st Century Learning Environment
Transformation**



WHAT ISN'T IN THE REPORT

Limited to the Data of The Report

A Long Range Facilities Master Plan

- Options Planning
- Budget Planning
- Community Engagement



THE REPORT

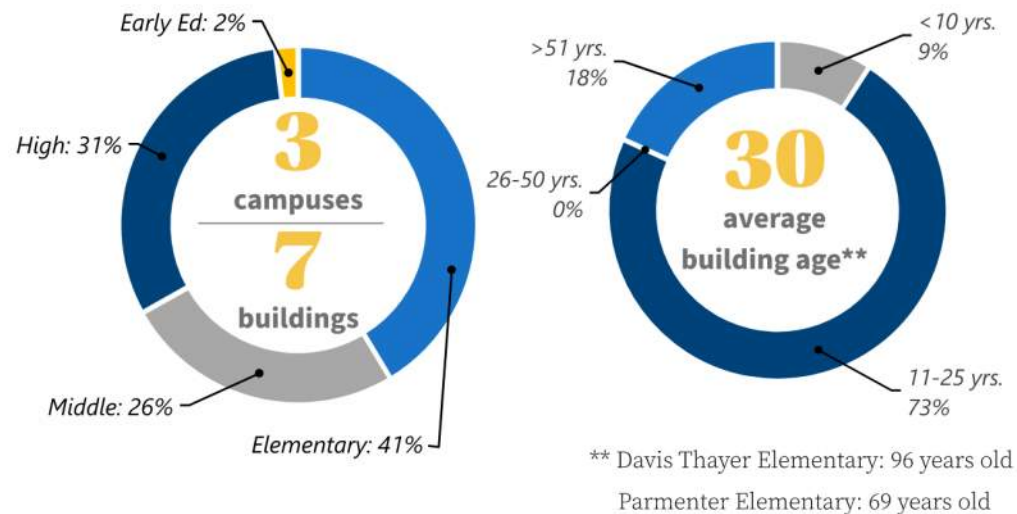
IS A TOOL

IN DEVELOPING

**A LONG-RANGE
FACILITIES
MASTER PLAN**



Overview of Franklin Public Schools



1 Early Childhood Development Center
6 Elementary Schools
3 Middle Schools
1 High School



Elementary Schools



**DAVIS THAYER
ELEMENTARY SCHOOL**

 137 West Central Street
Franklin, MA 02038

Year Built: 1924
Size: 45,000 gross square feet
Functional Capacity: 281 students

Davis Thayer Elementary School serves a population of approximately 225 students in grades K through 5 with a student teacher ratio of 12 to 1. According to state test scores, 5% of students are above state average math and 13% above state average in english language arts.

Students from Davis Thayer transition to Annie Sullivan Middle School, where they combine populations with Helen Keller Elementary.



**OAK STREET
ELEMENTARY SCHOOL**

 224 Oak Street
Franklin, MA 02038


Year Built: 1964 (renovated 1999)
Size: 83,850 gross square feet
Functional Capacity: 515 students

Oak Street Elementary School serves a population of approximately 390 students in grades K through 5 with a student-teacher ratio of 15 to 1. According to state test scores, 24% of students are above state average math and 30% above state average in english language arts.

Students from Oak Street transition to Horace Mann Middle School, where they combine populations with Kennedy Elementary.



**HELEN KELLER
ELEMENTARY SCHOOL**

 500 Lincoln Street
Franklin, MA 02038

Year Built: 2002
Size: 103,860 gross square feet
Functional Capacity: 532 students

Helen Keller Elementary School serves a population of approximately 350 students in grades K through 5 with a student-teacher ratio of 14 to 1. According to state test scores, 23% of students are above state average math and 16% above state average in english language arts.

Students from Helen Keller transition to Annie Sullivan Middle School, where they combine populations with Davis Thayer Elementary.



**JOHN F. KENNEDY
ELEMENTARY SCHOOL**

 551 Pond Street
Franklin, MA 02038

Year Built: 1964 (renovated 1999)
Size: 55,000 gross square feet (not including temporary trailers)
Functional Capacity: 443 students

Kennedy Elementary School serves a population of approximately 350 students in grades K through 5 with a student teacher ratio of 15 to 1. According to state test scores, 28% of students are above state average math and 25% above state average in english language arts.

Students from Kennedy transition to Horace Mann Middle School, where they combine populations with Oak Street Elementary.



**JEFFERSON
ELEMENTARY SCHOOL**

 628 Washington Street
Franklin, MA 02038


Year Built: 1996
Size: 64,000 gross square feet
Functional Capacity: 433 students

Jefferson Elementary School serves a population of approximately 345 students in grades K through 5 with a student-teacher ratio of 14 to 1. According to state test scores, 21% of students are above state average math and 15% above state average in english language arts.

Students from Jefferson transition to Remington Middle School, where they combine populations with Parmenter Elementary.



**GERALD M. PARMENTER
ELEMENTARY SCHOOL**

 235 Wachusett Street
Franklin, MA 02038

Year Built: 1951
Size: 56,000 gross square feet
Functional Capacity: 384 students

Parmenter Elementary School serves a population of approximately 345 students in grades K through 5 with a student-teacher ratio of 15 to 1. According to state test scores, 16% of students are above state average math and 16% above state average in english language arts.

Students from Parmenter transition to Remington Middle School, where they combine populations with Jefferson Elementary.



NOT INCLUDED
IN SCOPE OF REPORT
FRANKLIN EARLY CHILDHOOD DEVELOPMENT CENTER
FRANKLIN HIGH SCHOOL

Middle Schools



**HORACE MANN
MIDDLE SCHOOL**

 224 Oak Street
Franklin, MA 02038


Year Built: 1962 (renovated 2004)
Size: 96,150 gross square feet
Functional Capacity: 720 students

Horace Mann Middle School serves a population of approximately 450 students in grades 6 through 8 with a student teacher ratio of 11 to 1. According to state test scores, 11% of students are above state average math and 7% above state average in english language arts.

Students transition to Horace Mann from Oak Street Elementary and Kennedy Elementary School.



**ANNIE SULLIVAN
MIDDLE SCHOOL**

 500 Lincoln Street
Franklin, MA 02038


Year Built: 2002
Size: 76,150 gross square feet
Functional Capacity: 716 students

Annie Sullivan Middle School serves a population of approximately 380 students in grades 6 through 8 with a student teacher ratio of 11 to 1. According to state test scores, 9% of students are above state average math and 24% above state average in english language arts.

Students transition to Annie Sullivan from Helen Keller Elementary and Davis Thayer Elementary School.



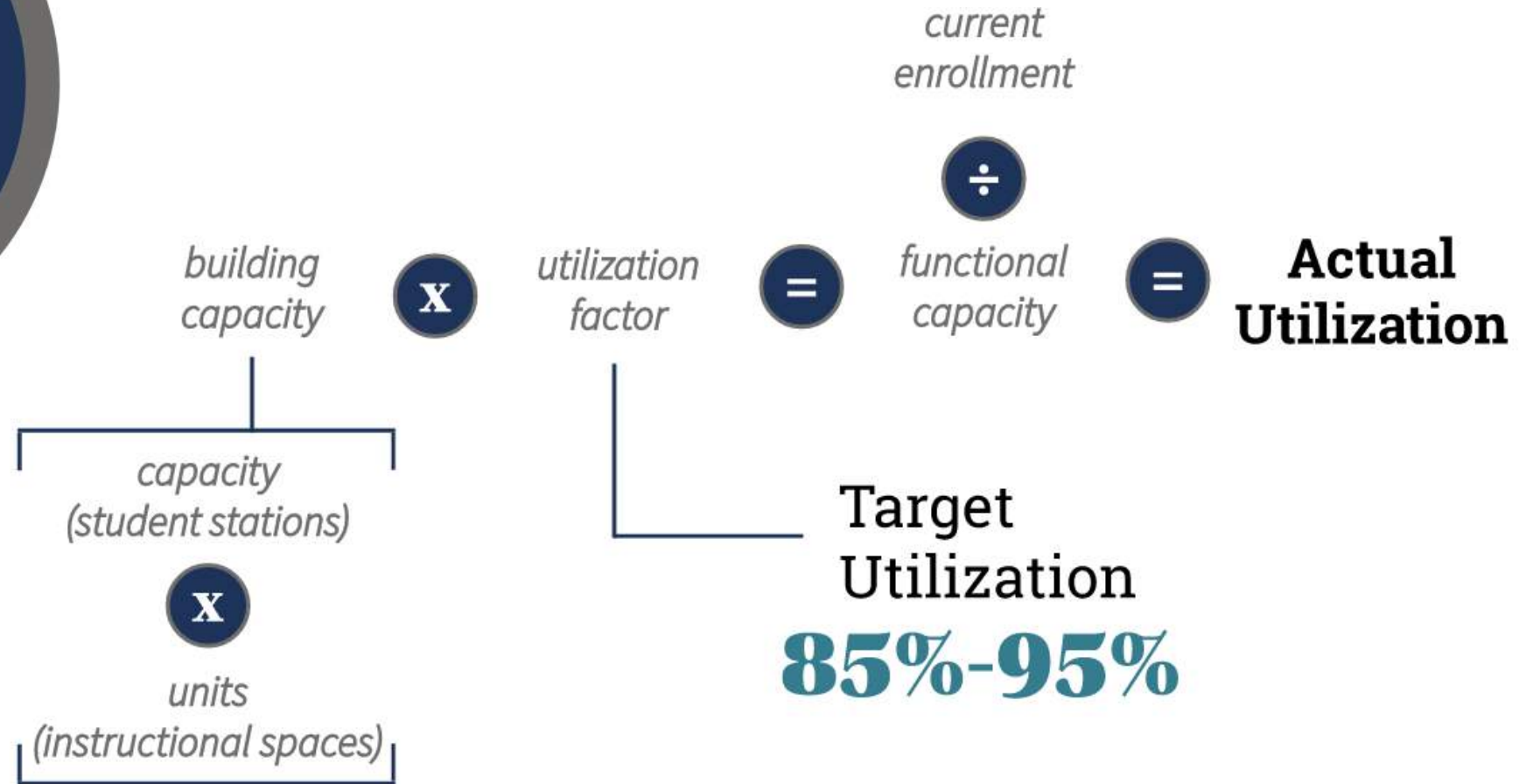
**REMINGTON
MIDDLE SCHOOL**

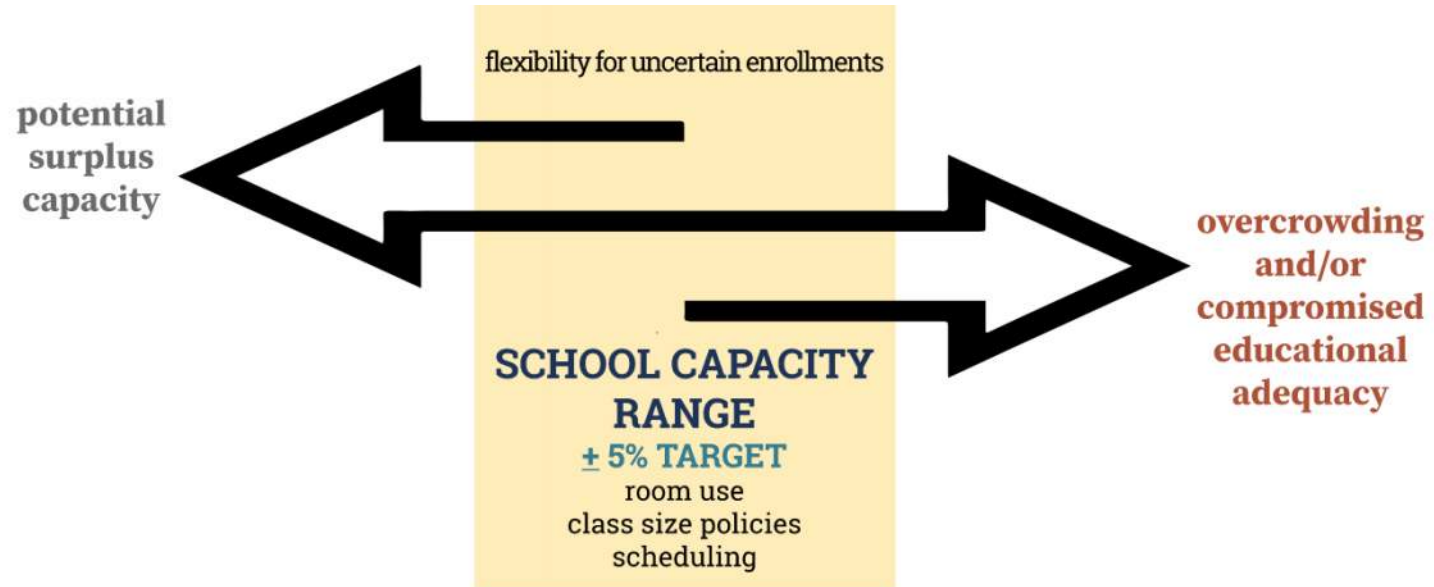
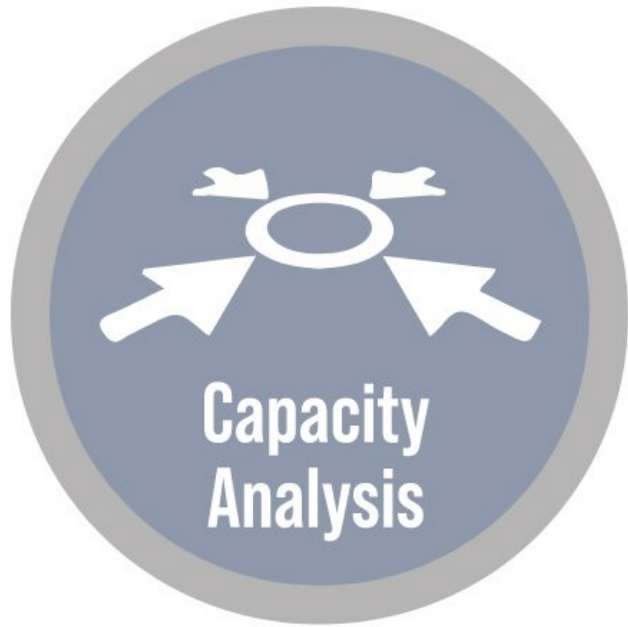
 628 Washington Street
Franklin, MA 02038

Year Built: 1996
Size: 80,000 gross square feet
Functional Capacity: 718 students

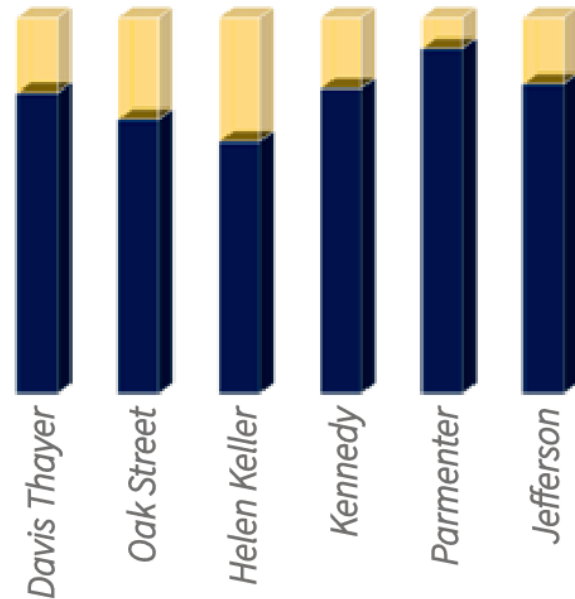
Remington Middle School serves a population of approximately 400 students in grades 6 through 8 with a student teacher ratio of 10 to 1. According to state test scores, 15% of students are above state average math and 9% above state average in english language arts.

Students transition to Remington from Jefferson Elementary and Parmenter Elementary School.





Elementary Enrollment vs. Capacity



CURRENT
77%

PROJECTED
80%

Target Utilization: **95%**

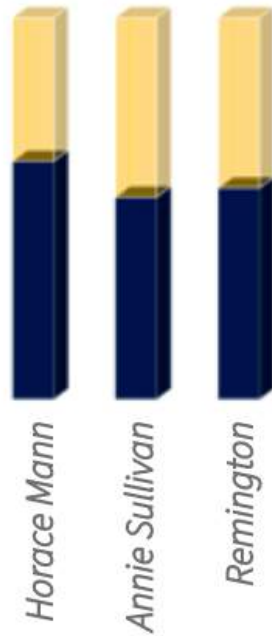
2019-2020 School Year

Davis Thayer Elementary: 81%
Oak Street Elementary: 70%
Helen Keller Elementary: 65%
Kennedy Elementary: 79%
Parmenter Elementary: **90%**
Jefferson Elementary: 80%

2029-2030 School Year

Davis Thayer Elementary: **96%**
Oak Street Elementary: 78%
Helen Keller Elementary: 58%
Kennedy Elementary: 66%
Parmenter Elementary: **104%**
Jefferson Elementary: 78%

Middle School Enrollment vs. Capacity



CURRENT
57%

PROJECTED
48%

Target Utilization: **85%**

2019-2020 School Year

Horace Mann Middle: 68%

Annie Sullivan Middle: 53%

Remington Middle: 56%

2029-2030 School Year

Horace Mann Middle: 49%

Annie Sullivan Middle: 41%

Remington Middle: 53%



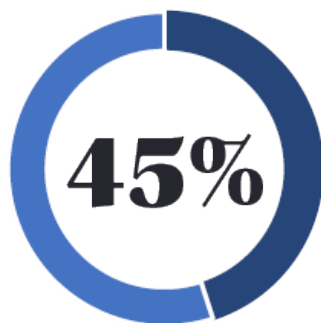
WHY EDUCATIONAL ADEQUACY MATTERS

Research supports the benefits of modern classroom design.



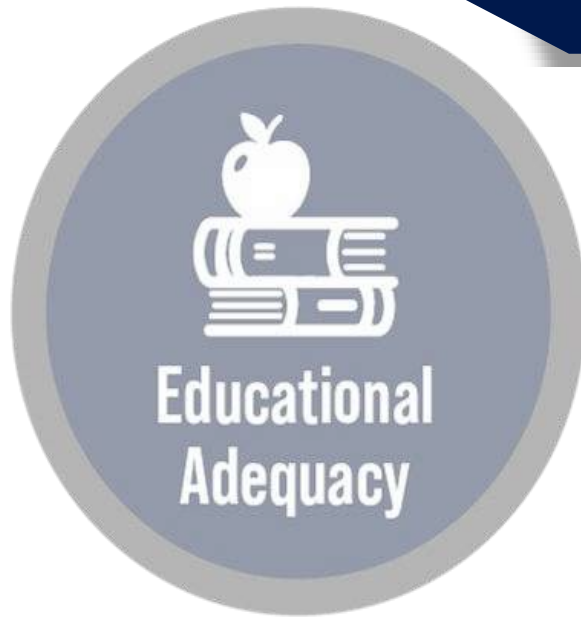
of students reported better grades, better attendance, or improved creativity in newly designed active learning environments

Source: Mark Fehlandt, Hamline University, "Flexible Classroom Design and Its Effects on Student-Centered Teaching and Learning," August 2017



increase in academic engagement can result from improvements to the classroom layout such as creating space for independent work or making a clear pathway to access school supplies

Source: ISTE, "Designing Engaging Learning Spaces," January 2016



Educational Adequacy Index

In order to provide an educational adequacy assessment with objective and consistent results, a collection and reporting instrument was developed by Kaestle Boos Associates for this study. The assessment was conducted by a sole educational planner and was based on the the following reports:

- *Clever Classrooms*, by Peter Barrett, Dr Yufan Zhang, Dr Fay Davies & Dr Lucinda Barrett
- *School Building Assessment Methods*, by Henry Sanoff

The Educational Adequacy Index [EAI] was developed as a measurement indicator of quality utilizing the following categories:

Physical Features

Outdoor Areas

Learning Environments

Social Areas

Media Access

Transition Spaces and Circulation Routes

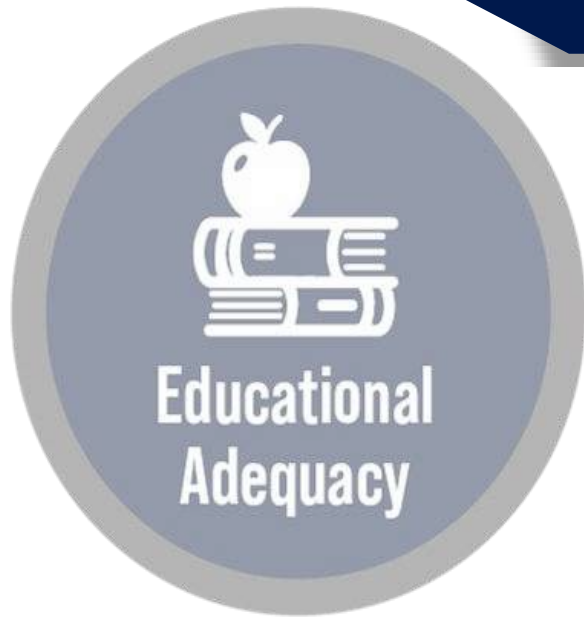
Visual Appearance

Degree of Safety and Security

Site Access



To calculate the Educational Adequacy Index [EAI] each category type was given a score out of 5. The total number of requirements for a category was calculated and divided up to determine the average for that category. Finally, a weight factor is applied to the categories that are deemed more important and have a greater “weight” in the Educational Adequacy Index [EAI] total.



Elementary Schools	Score	Year Built
Davis Thayer Elementary School	40%	1924
Oak Street Elementary School	73%	1962 (renovated 2004)
Helen Keller Elementary School	77%	2002
Kennedy Elementary School	42%	1964 (renovated 1999)
Parmenter Elementary School	47%	1951
Jefferson Elementary School	64%	1996

Middle Schools	Score	Year Built
Horace Mann Middle School	76%	1962 (renovated 2004)
Annie Sullivan Middle School	75%	2002
Remington Middle School	68%	1996



Summary of Findings

DISTRICT ENROLLMENT

Based on the McKibben Demographic Report, enrollment in the Franklin Public School District is anticipated to see an

overall enrollment decrease of approximately -12%



Enrollment
Projections

District Total

2019-2020

5,069 students

2029-2030

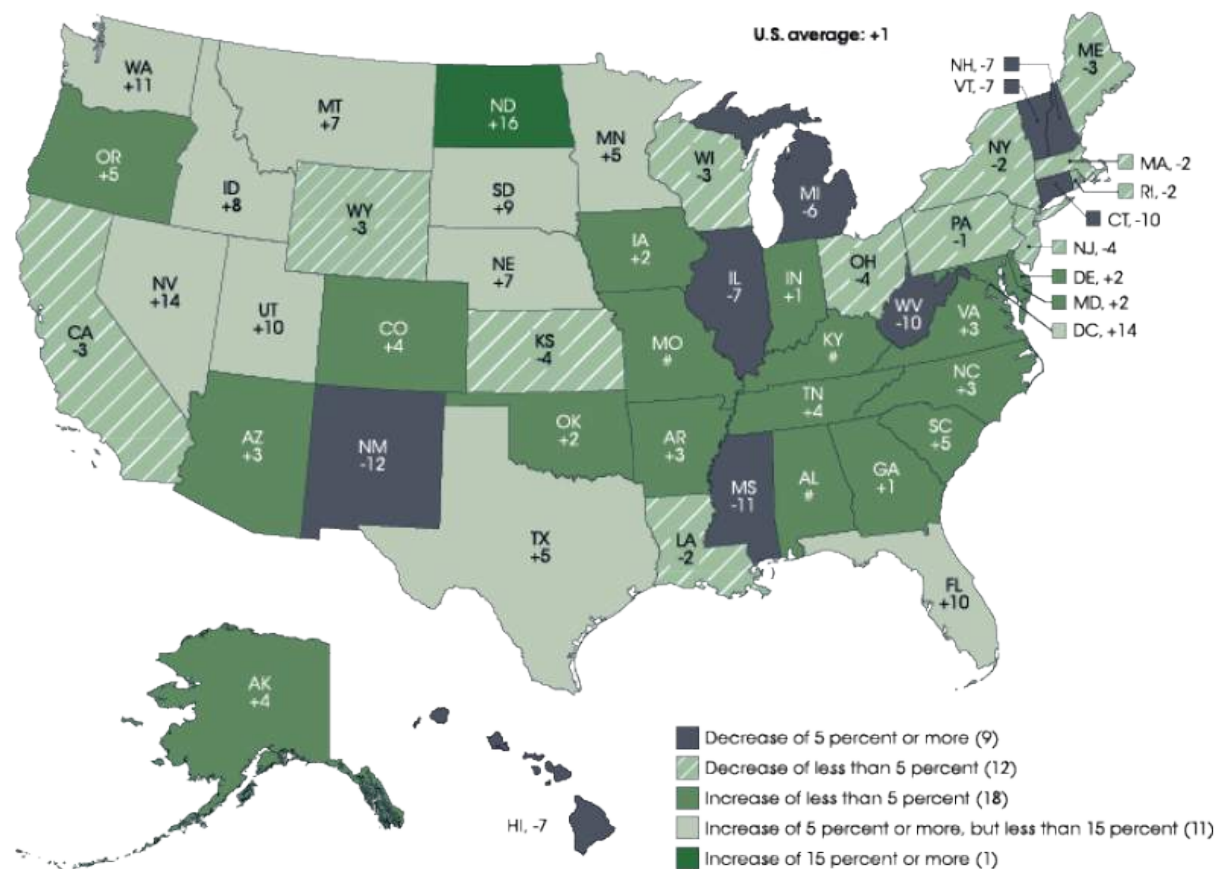
4,458 students

The elementary schools are forecasted to have an increase of 1.6% and the middle schools are forecasted to have an enrollment decrease of 16.9%.



Summary of Findings

NATIONAL ENROLLMENT

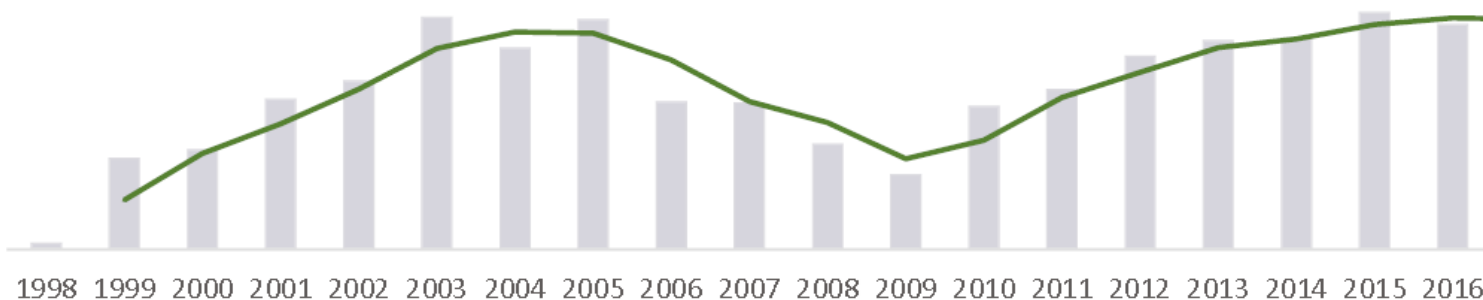


Source: U.S. Department of Education, National Center for Education Statistics, Common Core of Data (CCD), "State Non-fiscal Survey of Public Elementary/Secondary Education," 2017-18; and State Public Elementary and Secondary Enrollment Projection Model, 1980 through 2029



Summary of Findings

NATIONAL ENROLLMENT HISTORICALLY

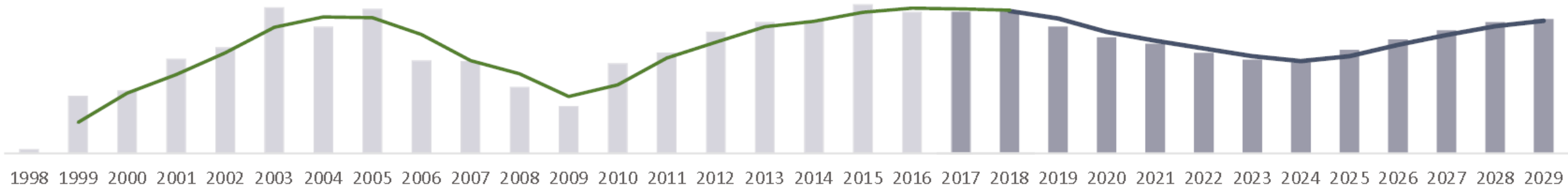




Summary of Findings

NATIONAL ENROLLMENT HISTORICALLY

FRANKLIN'S 10-YEAR PROJECTIONS

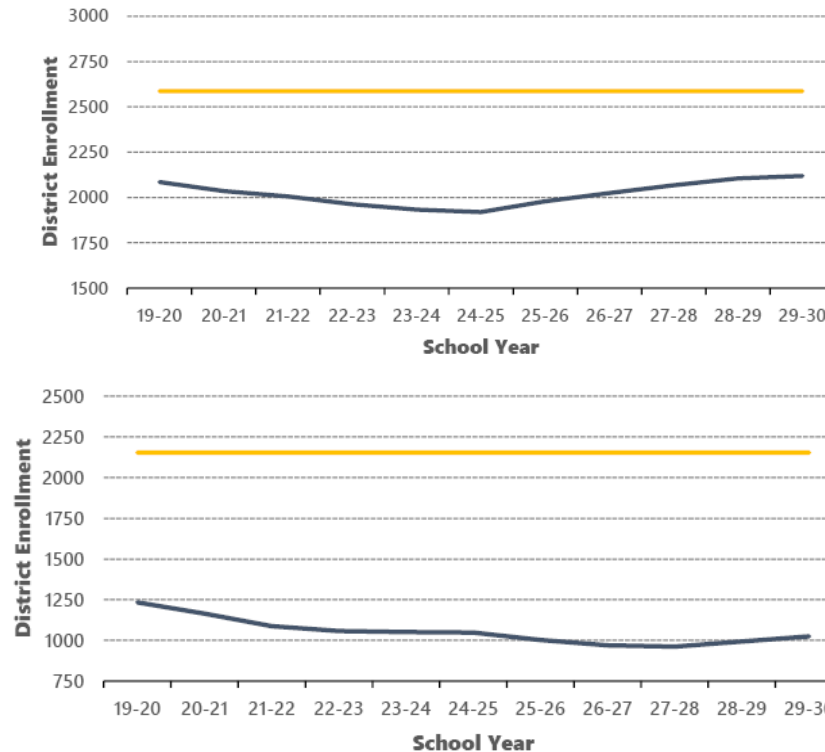




Summary of Findings

DISTRICT CAPACITY

↓ 19% **HORACE MANN MIDDLE**
↓ 12% **ANNIE SULLIVAN MIDDLE**
↓ 3% **REMINGTON MIDDLE**

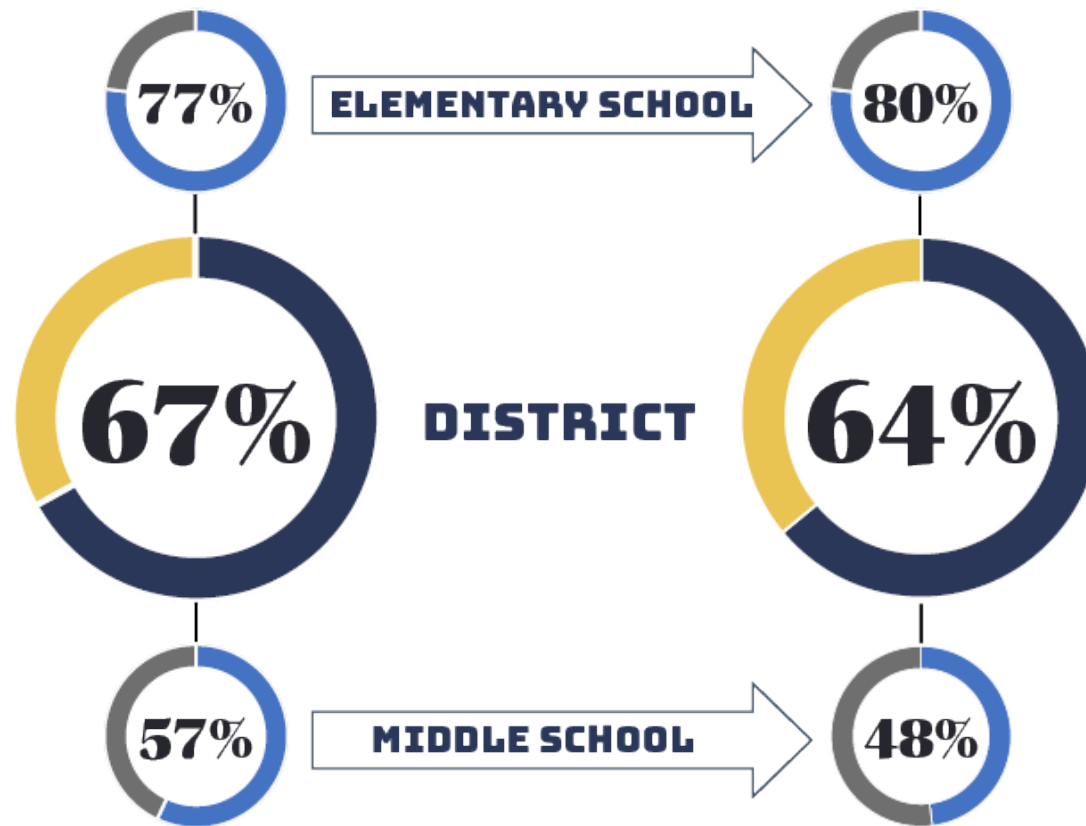


↑ 15% **DAVIS THAYER ELEMENTARY**
↑ 8% **OAK STREET ELEMENTARY**
↓ 7% **HELEN KELLER ELEMENTARY**
↓ 13% **KENNEDY ELEMENTARY**
↑ 14% **PARMENTER ELEMENTARY**
↓ 2% **JEFFERSON ELEMENTARY**



Summary of Findings

DISTRICT CAPACITY

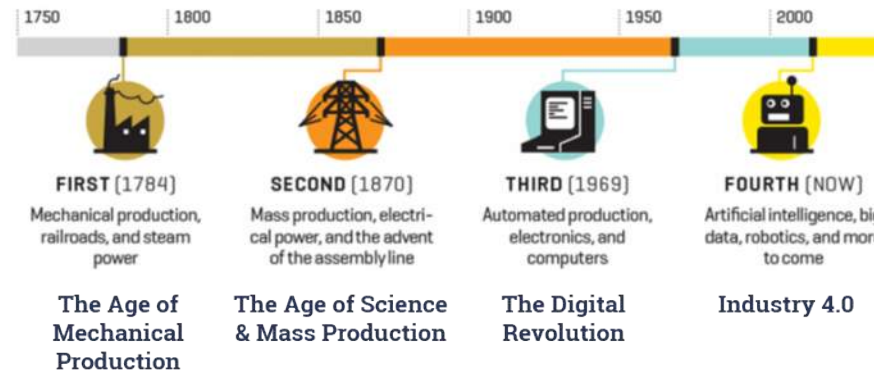




Summary of Findings

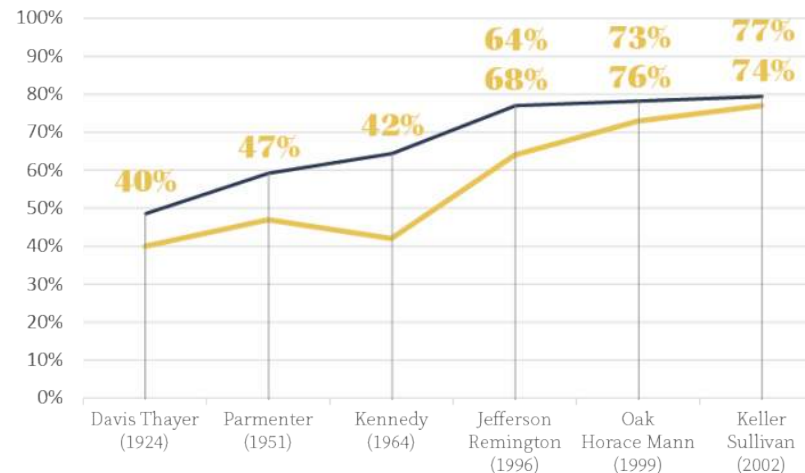
EDUCATIONAL ADEQUACY

The Four Industrial Revolutions



Based on this information if no changes were to occur the school facilities would:

- would continue operate under capacity
- continue to create a financial burden in the maintenance of these underutilized facilities
 - **older schools required added cost as building materials and systems extend beyond their useful life
- added financial burden to as it relates to staffing, utility bills, etc.
- suffer reduced educational adequacy in schools built prior to 1996





Summary of Findings

STRATEGIES TO OPTIMIZE SCHOOL CAPACITY

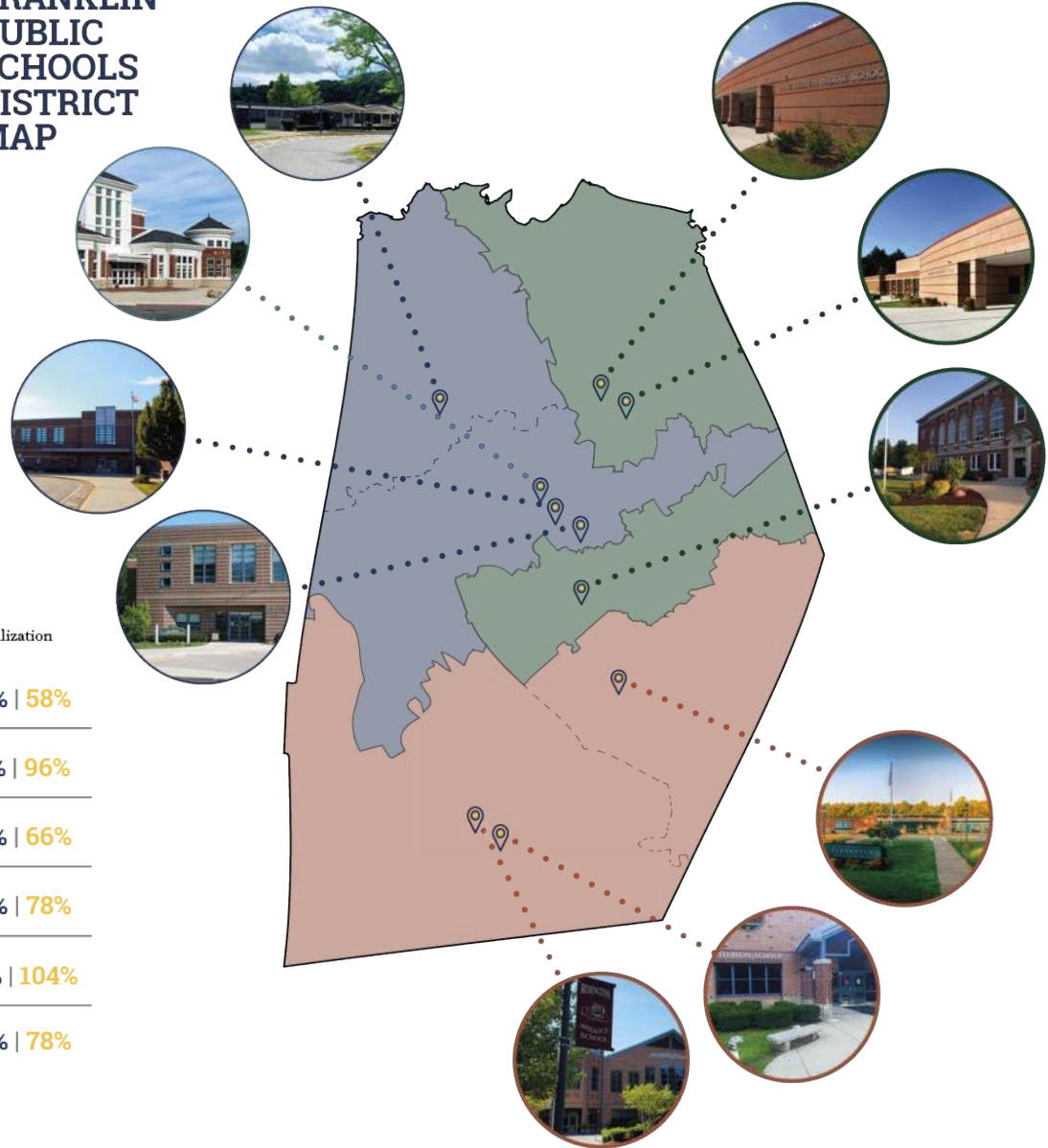


Options Considered

- Close Davis Thayer Elementary School
- Close Davis Thayer & Kennedy Elementary Schools
- Close Davis Thayer & Parmenter Elementary Schools
- Close Davis Thayer, Parmenter & Kennedy Elementary Schools
- Change Horace Mann Middle School/Oak Street Elementary School to be a singular District-wide Middle School



FRANKLIN PUBLIC SCHOOLS DISTRICT MAP



	Functional Capacity	Current Enrollment	Projected Enrollment	Utilization
HELEN KELLER ELEMENTARY	532	346	308	65% 58%
DAVIS THAYER ELEMENTARY	281	227	269	81% 96%
KENNEDY ELEMENTARY	443	351	294	79% 66%
OAK STREET ELEMENTARY	515	359	402	70% 78%
PARMENTER ELEMENTARY	384	345	399	90% 104%
JEFFERSON ELEMENTARY	433	346	336	80% 78%

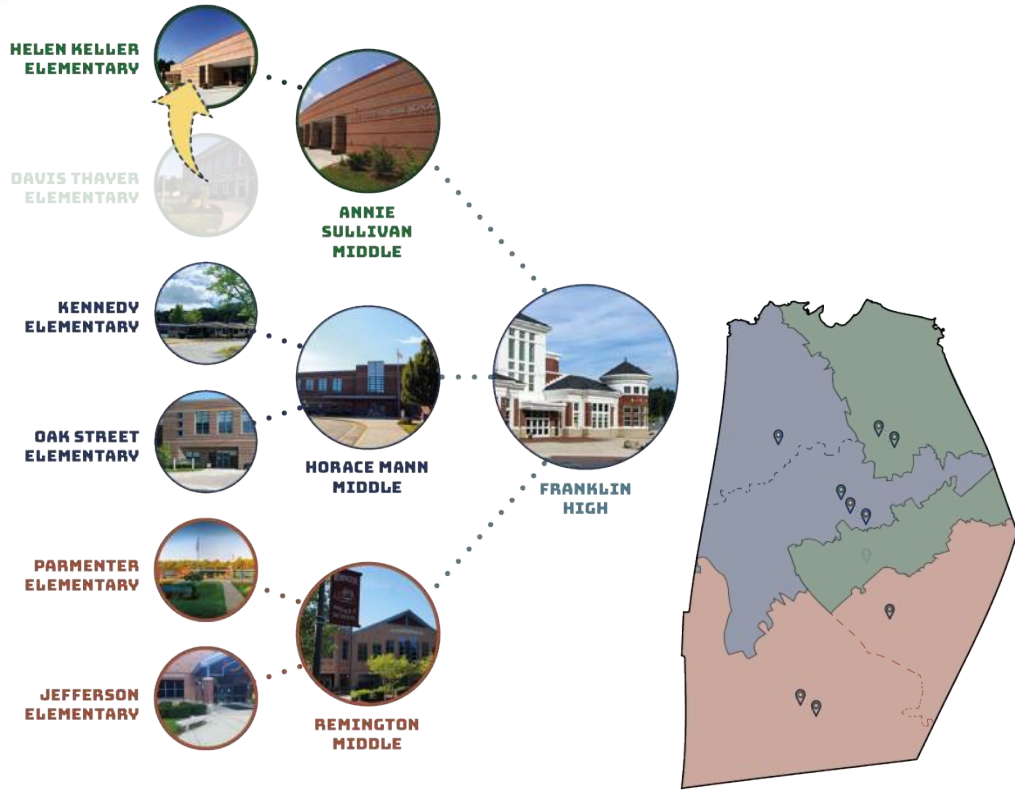
	Functional Capacity	Current Enrollment	Projected Enrollment	Utilization
ANNIE SULLIVAN MIDDLE	532	346	308	53% 41%
HORACE MANN MIDDLE	443	351	294	63% 49%
REMINGTON MIDDLE	384	345	399	56% 53%



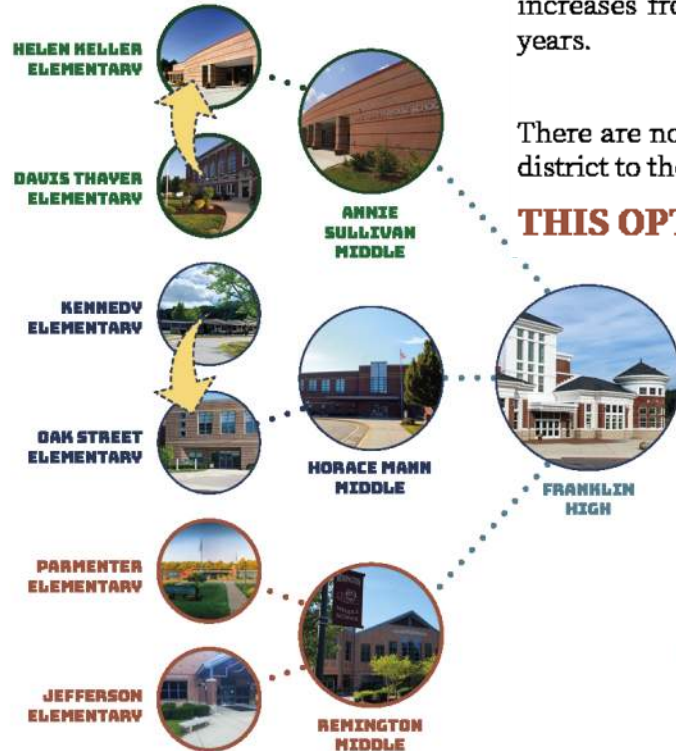
CLOSE DAVIS THAYER ELEMENTARY SCHOOL

Helen Keller ES utilization currently is 107% and 58% to 108%

Overall, the Keller/Sullivan School utilization rate increases from 59% to 80% currently and 49% to 74% in 10 years.



	Functional Capacity	Current Enrollment	Projected Enrollment	Utilization
ELEN KELLER ELEMENTARY	532	573	577	107% 108%
DAVIS THAYER ELEMENTARY	281	227	269	81% 96%
KENNEDY ELEMENTARY	443	351	294	79% 66%
OAK STREET ELEMENTARY	515	359	402	70% 78%
PARMENTER ELEMENTARY	384	345	399	90% 104%
JEFFERSON ELEMENTARY	433	346	336	80% 78%
ANNIE SULLIVAN MIDDLE	532	346	308	53% 41%
HORACE MANN MIDDLE	443	351	294	63% 49%
REMINGTON MIDDLE	384	345	399	56% 53%



CLOSE DAVIS THAYER & KENNEDY ELEMENTARY SCHOOLS

Helen Keller ES utilization rate increases from 65% to 107% currently and 58% to 108% in 10 years.

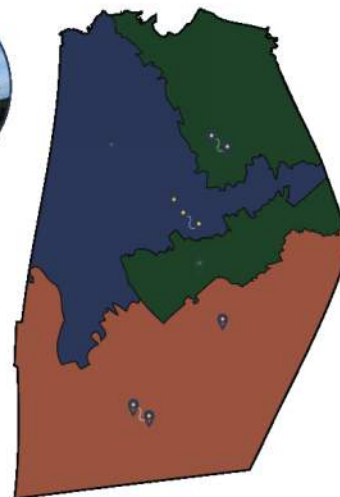
Overall, the Keller/Sullivan School utilization rate increases from 59% to 80% currently and 49% to 74% in 10 years.

Oak Street ES utilization rate increases from 70% to 138% currently and 78% to 135% in 10 years.

Overall, the Oak Street/Horace Mann School utilization rate increases from 66% to 100% currently and 63% to 92% in 10 years.

There are not sufficient vehicular routes from the Kennedy ES district to the Helen Keller ES district. Therefore

THIS OPTION IS NOT FEASIBLE OR VIABLE.



	Functional Capacity	Current Enrollment	Projected Enrollment	Utilization
HELEN KELLER ELEMENTARY	532	573	577	107% 108%
DAVIS THAYER ELEMENTARY	281	227	269	81% 96%
KENNEDY ELEMENTARY	443	351	294	79% 66%
OAK STREET ELEMENTARY	515	710	696	138% 135%
PARMENTER ELEMENTARY	384	345	399	90% 104%
JEFFERSON ELEMENTARY	433	346	336	80% 78%
ANNIE SULLIVAN MIDDLE	532	346	308	53% 41%
HORACE MANN MIDDLE	443	351	294	63% 49%
REMINGTON MIDDLE	384	345	399	56% 53%



CLOSE DAVIS THAYER & PARMENTER ELEMENTARY SCHOOLS

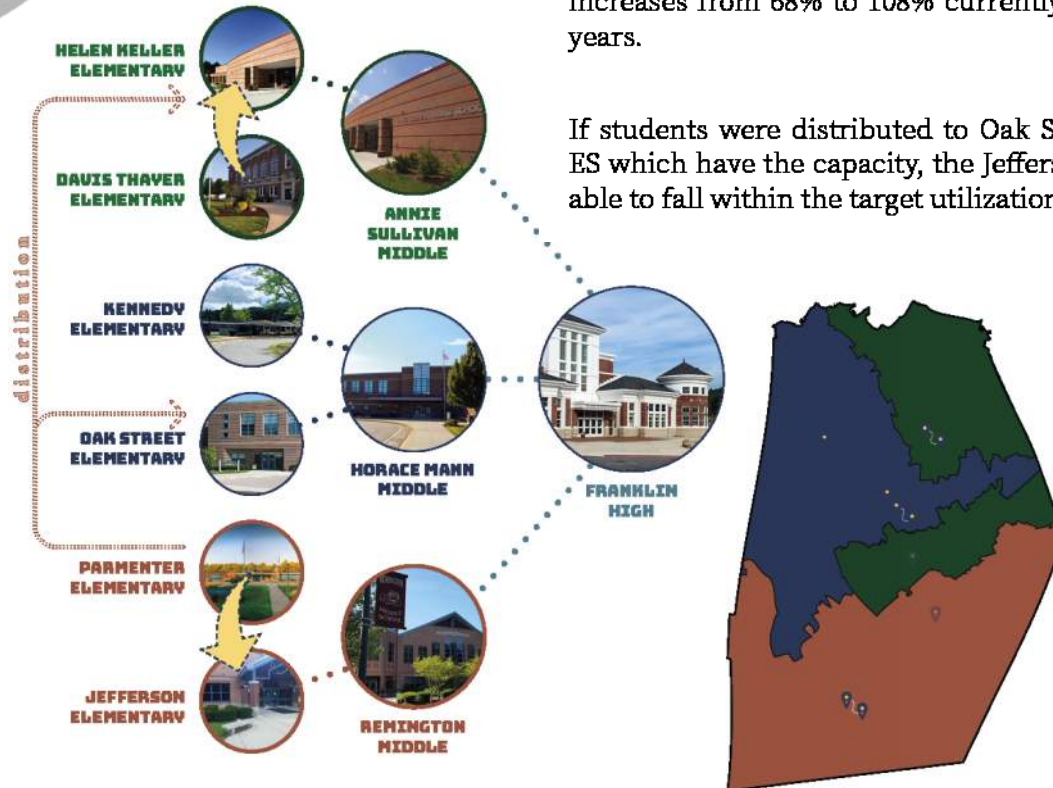
Helen Keller ES utilization rate increases from 65% to 107% currently and 58% to 108% in 10 years.

Overall, the Keller/Sullivan School utilization rate increases from 59% to 80% currently and 49% to 74% in 10 years.

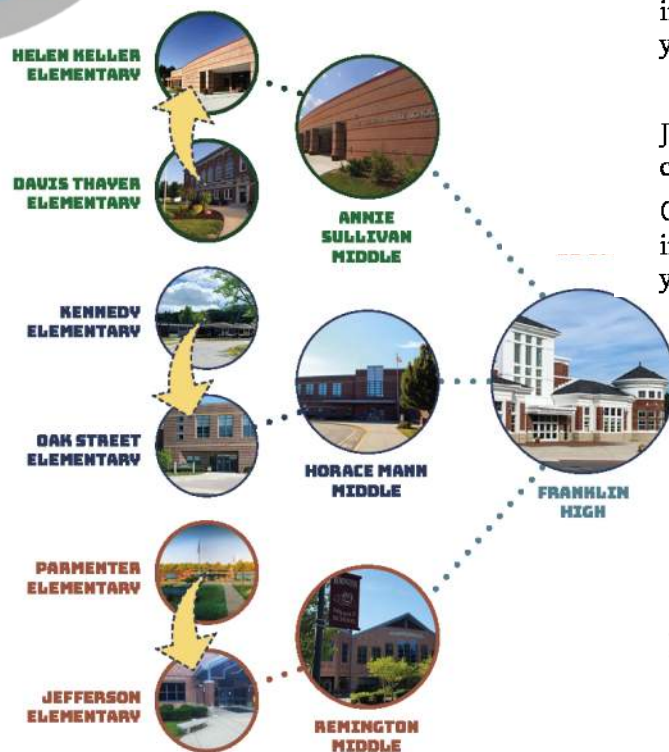
Jefferson ES utilization rate increases from 80% to 160% currently and 78% to 170% in 10 years.

Overall, the Jefferson/Remington School utilization rate increases from 68% to 108% currently and 65% to 112% in 10 years.

If students were distributed to Oak Street ES or Helen Keller ES which have the capacity, the Jefferson/Remington School is able to fall within the target utilization rate.



	Functional Capacity	Current Enrollment	Projected Enrollment	Utilization
HELEN KELLER ELEMENTARY	532	573	577	107% 108%
DAVIS THAYER ELEMENTARY	281	227	269	81% 96%
KENNEDY ELEMENTARY	443	351	294	79% 66%
OAK STREET ELEMENTARY	515	359	402	70% 78%
PARMENTER ELEMENTARY	384	345	399	90% 104%
JEFFERSON ELEMENTARY	433	691	738	160% 170%
ANNIE SULLIVAN MIDDLE	532	346	308	53% 41%
HORACE MANN MIDDLE	443	351	294	63% 49%
REMINGTON MIDDLE	384	345	399	56% 53%



CLOSE DAVIS THAYER, PARMENTER & KENNEDY ELEMENTARY SCHOOLS

Helen Keller ES utilization rate increases from 65% to 107% currently and 58% to 108% in 10 years.

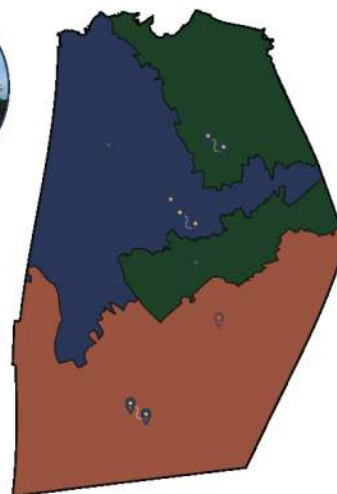
Overall, the Keller/Sullivan School utilization rate increases from 59% to 80% currently and 49% to 74% in 10 years.

Oak Street ES utilization rate increases from 70% to 138% currently and 78% to 135% in 10 years.

Overall, the Oak Street/Horace Mann School utilization rate increases from 66% to 100% currently and 63% to 92% in 10 years.

Jefferson ES utilization rate increases from 80% to 160% currently and 78% to 170% in 10 years.

Overall, the Jefferson/Remington School utilization rate increases from 68% to 108% currently and 65% to 112% in 10 years.

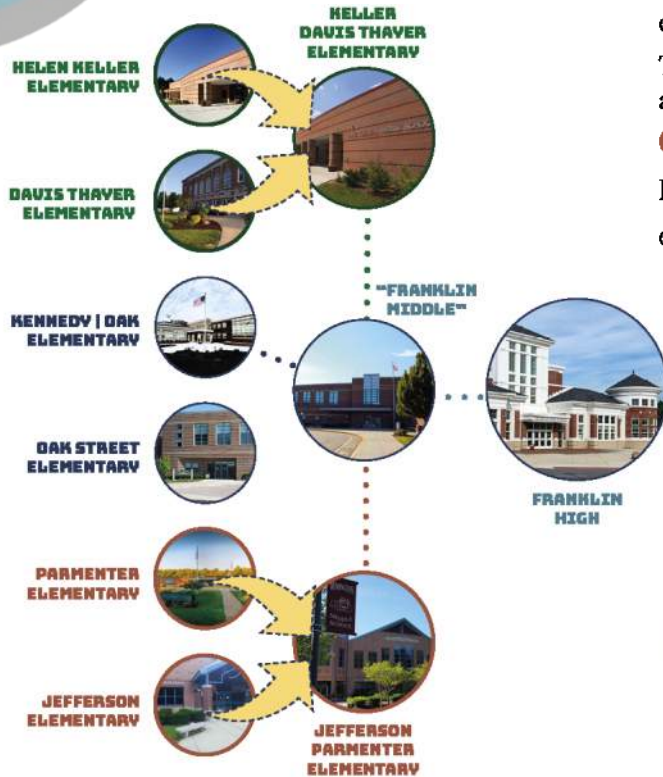


	Functional Capacity	Current Enrollment	Projected Enrollment	Utilization
HELEN KELLER ELEMENTARY	532	573	577	107% 108%
DAVIS THAYER ELEMENTARY	281	227	269	81% 96%
KENNEDY ELEMENTARY	443	351	294	79% 66%
OAK STREET ELEMENTARY	515	710	696	138% 135%
PARMENTER ELEMENTARY	384	345	399	90% 104%
JEFFERSON ELEMENTARY	433	691	738	160% 170%
ANNIE SULLIVAN MIDDLE	532	346	308	53% 41%
HORACE MANN MIDDLE	443	351	294	63% 49%
REMINGTON MIDDLE	384	345	399	56% 53%

The district elementary school utilization rate in this scenario increases from 135% currently to 138% in 10 years.

The district elementary/middle school utilization rate in this scenario increases from 96% currently to 93% in 10 years.

The concepts exceeds the target utilization rate and **IS NOT VIABLE.**



CLOSE DAVIS THAYER & PARMENTER ELEMENTARY SCHOOLS MOVE OAK STREET TO KENNEDY ELEMENTARY SCHOOL DISTRICT-WIDE HORACE MANN MIDDLE SCHOOL

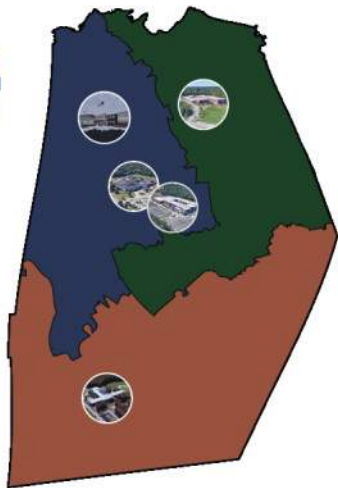
Revisiting the results of the previous analysis, a more indepth analysis was performed to create a singular central middle school on the high school site, addressing the viability of the previous concept.

The district utilization rate in this scenario decreases from 78% currently to 74% in years.

This concept is at or below the target utilization rate for all schools with the exception of Kennedy | Oak Street.

CURRENTLY, THIS OPTION IS NOT VIABLE, but a **LONG TERM MASTER PLAN** could further develop this concept to become **VIABLE**.

	Functional Capacity	Current Enrollment	Projected Enrollment	Utilization
HELEN HELLER ELEMENTARY	1,142	573	577	53% 54%
DAVIS THAYER ELEMENTARY	281	227	269	81% 96%
KENNEDY ELEMENTARY	443	710	696	160% 157%
OAK STREET ELEMENTARY	515	710	696	138% 135%
PARMENTER ELEMENTARY	384	345	399	90% 104%
JEFFERSON ELEMENTARY	433	691	738	80% 85%
ANNIE SULLIVAN MIDDLE	532	346	308	53% 41%
HORACE MANN MIDDLE	1,215	1233	1025	101% 84%
REXINGTON MIDDLE	384	345	399	56% 53%



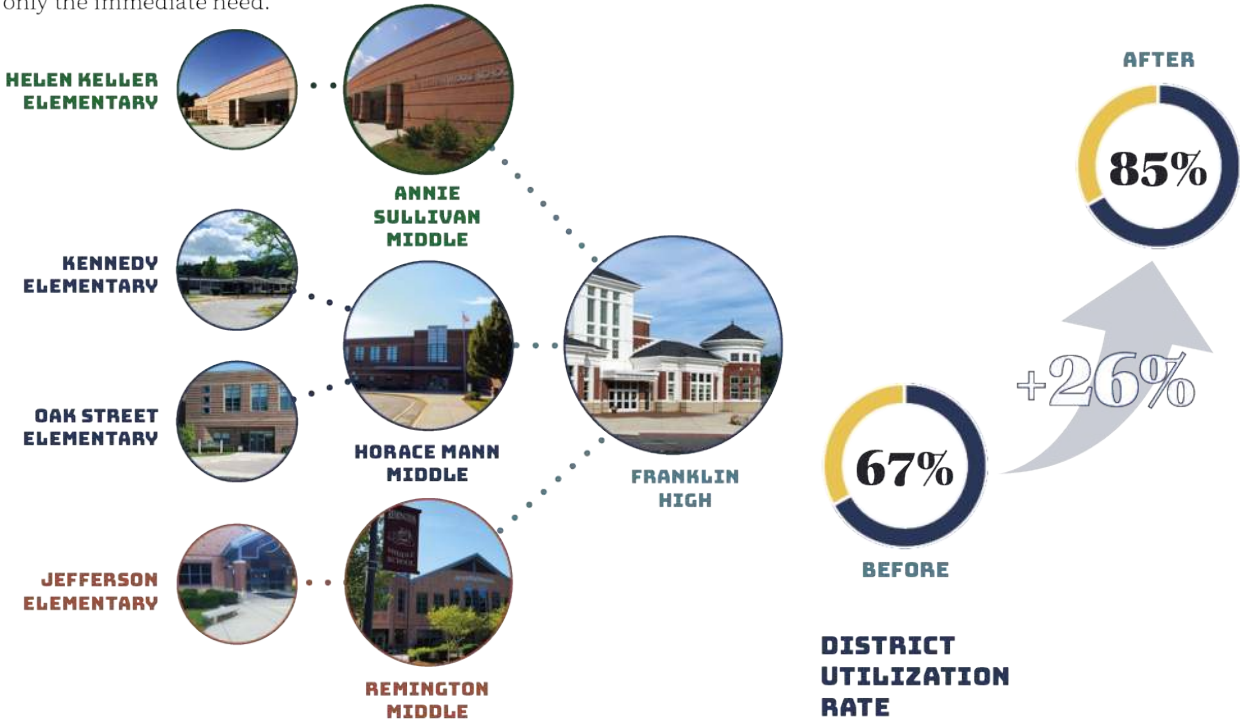


The Immediate Need

Because current enrollment is under capacity, the simplest and best solution is would be to close existing schools and redistribute the students within their same district. When it comes to reviewing and selecting the appropriate solution(s) the following factors should be considered: the age of the building (cost to maintain), educational adequacy, and capacity of the school.

Currently the District's three standalone elementary schools are the oldest buildings in the district and also received the lowest Educational Adequacy Index (EAI) scores. Multiple solutions presented in the report indicate closing Davis Thayer Elementary only does not address the immediate need. The only viable solution to further address the immediate need would be closing Paramenter Elementary School as well. In the closing of these schools the students from Parmenter would remain in their district and attend Jefferson Elementary School. The students from Davis Thayer Elementary School would also remain in their district and attend Hellen Keller Elementary School. This solution would still leave Kennedy Elementary School as the last remaining stand-alone elementary school. This will be addressed as part of the 10-year need.

This solution also addresses the district's current utilization increasing it from 67% to 85%, reduces the amount of facilities requiring maintenance and provides opportunities for consolidation of staff. Again, this solution addresses only the immediate need.

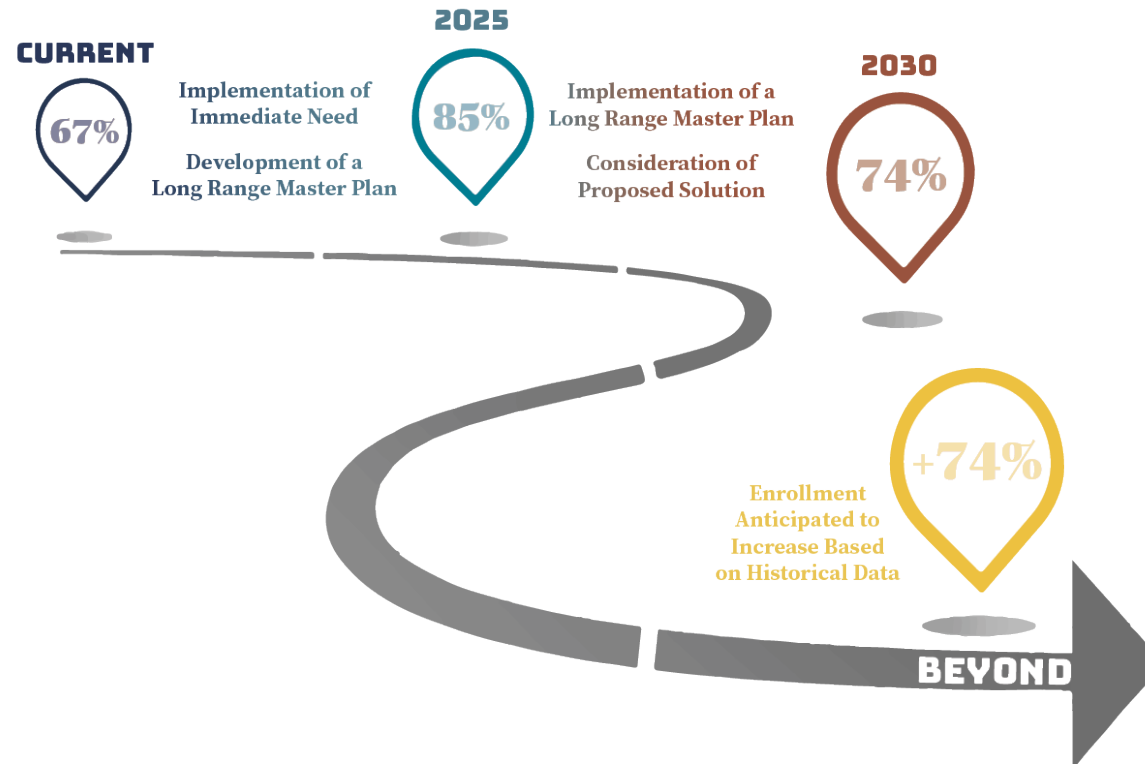




The 10-Year Need

Any long term solution should be evaluated as part of a District Master Plan. Based on the scope of this report we can offer a solution that can be further analyzed in the development of the Master Plan. This solution assumes that the immediate need solution has been implemented.

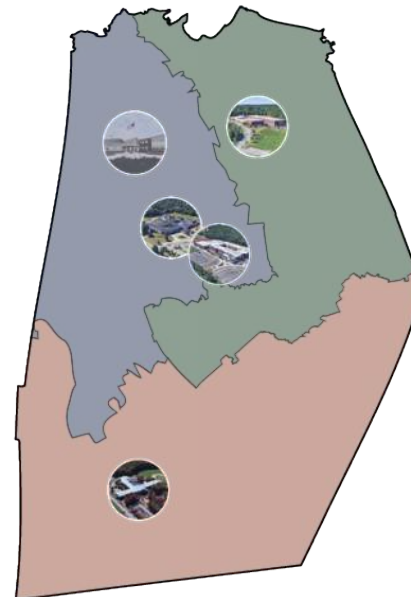
In an effort to address the projected decline in enrollment, while continuing to address the EAI results, further consolidation and reorganization of facilities was studied. The timeline below outlines a potential or sample approach for the District. This approach would involve community engagement, decisions beyond the scope of this report, and revisiting enrollment projections. This presented is solely only on the scope of this report and may not be the “right” solution when all factors are considered.





After consolidating the elementary schools into a singular building for each district, while maintaining all of the facilities built within the past 40 years. To this end the current Oak Street | Horace Mann co-located school would be transformed into a central middle school for the Town of Franklin.

	Functional Capacity	Projected Enrollment	Utilization
HELEN KELLER DAVIS THAYER ELEMENTARY	1,142	577	54%
KENNEDY OAK STREET ELEMENTARY	TBD	696	TBD
JEFFERSON PARMENTER ELEMENTARY	433	738	85%
FRANKLIN MIDDLE	433	1025	81%



- The Horace Mann School is the ideal location for multiple reasons:
- As a building it is the best equipped of the three current buildings as it has a larger gym and auditorium
- Becoming a central middle school on the same site as the high school promotes collaboration between the middle school and high school
- Student who are excelling have the opportunity to take high school courses
- The students are consolidated into a single facility at a younger age
- The population of a larger middle school allows the District to create Smaller Learning Communities and further develop the vision and goals of the educational program.



Thank You.