

Model for success

Norwood High becomes first in new MSBA program

A brand new model school is in the making in Norwood, where taxpayers and the Massachusetts School Building Authority (MSBA) are also making a little bit of history.

Norwood High School was selected as the MSBA's first Model School, based on a previously designed and constructed school – in this case, Whitman-Hanson Regional High School. The MSBA approved the designation of both Whitman-Hanson and Ashland high schools as Model School designs, out of a pool of 12 candidates.

“This may be the most important school we build, because it will be an example moving forward,” said State Treasurer and MSBA Chair Tim Cahill. “It’s the first step in seeing if we can deliver effective schools by capitalizing on proven solutions.”

The MSBA has finalized a project funding agreement for Norwood and will fund up to \$43.7 million of the projected \$67 million project. The design will be based on Whitman-Hanson’s

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It is truly a new 21st century education facility which will benefit the students and the community.

George Usevich, *Principal, Norwood High School*



Architectural rendering of the proposed Norwood High School.



GOING GREEN

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MSBA lays foundation for Model School program

Reduce. Reuse. Recycle. The three R’s of waste management lay a solid foundation for the environmentally conscience.

They’re also the building blocks of the MSBA’s Model School Program, which aims to effectively adapt and reuse the design of successful, recently constructed high schools – to reduce both time and expenses.

Model Schools will be efficient in design and easy to maintain, will incorporate sustainable, green design elements when possible, and will be flexible in educational programming spaces, while encouraging community use.

“The Model School approach will allow communities

to move forward in a fiscally responsible manner that benefits taxpayers, administrators, teachers and students,” said State Treasurer and MSBA Chair Tim Cahill.

Benefits of using a proven design include incorporating successful elements of existing schools, confirmed by local students, teachers, administrators, and facilities maintenance personnel; perpetuating best practices for flexible, environmentally sustainable and easy to maintain school building design; and reducing likelihood of change orders, thereby improving cost control.

“Model Schools are efficient, cost-effective and

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Reforming how we fund school projects



Tim Cahill

Over the last five years, the Massachusetts School Building Authority has made significant improvements to the process of funding school construction in the Commonwealth. As Chairman of the MSBA Board, I would like to continue to build on the success we have enjoyed and highlight some of the achievements. To date, we have:

- ◆ Made more than \$6.5 billion in payments to cities, towns, and regional school districts—more than any other state entity. These expedited payments, have saved cities, towns and regional school districts more than \$2.9 billion in avoided local interest costs.
- ◆ Made full or partial payments to more than 415 of the 428 projects on the waiting list, with funding available for the remaining projects once they begin construction.
- ◆ Instituted an accelerated audit program that has completed more than 748 of the 800 audit backlog inherited from the former program. The accelerated audit program has saved Massachusetts taxpayers more than \$900 million and generated \$2.9 billion in avoided interest costs to cities and towns.
- ◆ Created a Model School Program which has already saved state and local taxpayers \$70 million on two schools.
- ◆ Commenced the reformed grant program for school renovation and construction project and is currently in discussions with more than 180 different school districts about potential new projects ranging

from new buildings, renovations, and repairs.

- ◆ Instituted a pay-as-you-build pro-pay system which audits and reimburses communities for construction invoices within 15 days of their submission to the MSBA. These timely payments help keep municipal cash flowing as a project is constructed.

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I am proud of our achievements and I look forward to continuing our work, which provides a strong educational foundation for the children of the Commonwealth.

- ◆ Made more than 450 site visits to more than 160 school districts as part of the MSBA's review and due diligence process.

- ◆ Established a Designer Selection Panel to assist districts with the selection of qualified design professionals and to ensure an impartial and objective design selection process that will be consistently applied across the Commonwealth.

- ◆ Created an Owner's Project Manager Advisory Group to assist districts with the selection of qualified OPM's.

These are just a few of the many processes and procedures we have developed over the last several years to

create a school building process that is accountable and sustainable and that works in the best interests of the state taxpayers. I am proud of our achievements and I look forward to continuing our work in providing a strong educational foundation for the children of the Commonwealth.

State Treasurer Tim Cahill is chair of the Massachusetts School Building Authority.

TESTIMONIES TO MSBA SUCCESS

Dr. Paul Gagliarducci
Superintendent

Hampden-Wilbraham Regional School District

"We were searching for the right solution for the problems that plagued our high school. Through the Model School Program, we believe that we will save money for our taxpayers, finish the construction process sooner, and provide our students with a design that has served students of another community well. In the final analysis, school designs have many similarities and the school we selected fit our needs well. From the initial invitation, the MSBA staff has been committed to ensuring that our program fit into the Ashland High School footprint. The process has been a win-win for us; it works."

Mark Donovan
Superintendent

Woburn Public Schools

"On July 29, the MSBA granted approval for the construction of a new Goodyear Elementary School in Woburn. The MSBA process was comprehensive, and it required a careful analysis of every aspect of the project. While we had to gather a great deal of information in providing the necessary submissions, we felt supported every step of the way. Our Owner's Project Manager was frequently in contact with the MSBA to answer questions that came up. Our former superintendent, Dr. Carl Batchelder, and I were included in frequent discussions with MSBA personnel, including Executive Director Katherine Craven, Mary Pichetti, John Jumpe and others to help guide us through the process. Both the Woburn Public Schools and the City of Woburn are looking forward to having an impressive new school building at one of the gateways to our city."

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Good work in hard times



Katherine Craven

Welcome to the latest edition of *The Mass School Builder*. Inside, you will read about the MSBA's creative and innovative programs, such as the Model School Program, and how we continue to set ambitious goals for the future.

Under the leadership of State Treasurer Tim Cahill, the MSBA continues to act with fiscal restraint and remains committed to its \$2.5 billion five-year capital plan, despite recent sales tax collections coming in below budget projections.

We continue to make major reforms to the process by which grants are funded and communities are reimbursed. To date, the MSBA has distributed more than \$6.5 billion in reimbursements to cities and towns for school construction projects. More than 415 projects inherited from the former program have received payments from the MSBA, with 316 projects completely paid off. These payments saved municipalities more than \$2.9 billion in interest costs, allowing them to lower tax rates and free up billions of dollars in municipal resources.

One of the innovative ways we hope to support a more efficient and cost-effective design process and save taxpayer dollars is through our Model School Program. The Model Schools are selected for their sustainable green designs and flexible, efficient layouts. Proven, effective design elements from existing schools are incorporated into new construction projects, saving time and money. This is just one of our exciting new initiatives.

Thank you for your ongoing support of the MSBA. I look forward to continuing our partnership with you as we move hundreds of projects through our capital pipeline.

Katherine Craven is executive director of the Massachusetts School Building Authority.



MSBA Chairman Tim Cahill, third from left, and Executive Director Katherine Craven, second from right, presented Woburn officials with a \$41 million check for the new Woburn Memorial High School. Accelerated payments for this green educational facility prevented Woburn from having to issue debt to finance the MSBA's share of project costs, saving Woburn taxpayers approximately \$15 million in avoided interest costs. In addition to the \$41 million for the high school, Woburn has also received \$22 million in accelerated payments from the MSBA for four other school construction projects. Also pictured are, from left, Woburn High Principal Robert Norton, School Committee member Chris Kiesel, Superintendent of Schools Mark Donovan, state Rep. Jay R. Kaufman, Mayor Thomas McLaughlin, School Committee member Margarete Masotta and state Rep. James J. Dwyer.

144 and counting

MSBA continues to build for the future

144 and counting: That's the number of projects currently in the MSBA's \$2.5 billion, 5-year capital pipeline.

The MSBA is working to develop an eligible project scope, schedule and cost for each of those projects. The MSBA will continue to collaborate with municipalities to equitably invest its funds by finding the right-sized, most fiscally responsible and educationally appropriate solutions to create safe and sound learning environments. The MSBA is committed to protecting the taxpayer's dollar by improving the school building grant process and avoiding the mistakes of the past in the funding and construction of school facilities.

"The key to the long-term success of the program is to collaborate with school districts to identify and address school facility needs efficiently and equitably," said MSBA Executive Director Katherine

Craven. "We're invested in sustainable design and the reuse of existing facilities. We're also moving quickly on preservation needs, not letting buildings get to total disrepair."

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"The key to the long-term success of the program is to collaborate with school districts to identify and address school facility needs efficiently and equitably."

Katherine Craven
MSBA Executive Director

Districts that submit a Statement of Interest (SOI) are asked to provide the MSBA with verification of perceived deficiencies and goals, and to categorize the SOI as a repair or major project.

"Projects most in need really are moving forward first," said Craven.

For projects not yet in the capital pipeline, the MSBA still has the capacity to fund additional projects, and

there is money available for the projects that do eventually move into the pipeline. The Commonwealth has dedicated one of every five cents of the statewide sales tax to the MSBA for the school renovation and construction grant program. Despite

underperforming sales tax in 2009, the Commonwealth has guaranteed to provide the MSBA with \$702 million this year, regardless of actual sales tax collections.

To date, the MSBA has made approximately \$6.5 billion in reimbursements to cities and towns for school construction projects inherited from the former program — \$4.1 billion of which are accelerated "payments-in-full" to districts which had been waiting years for a partial payment from the state prior to the creation of the MSBA. More than 415 projects have received a payment from the MSBA, with 316 projects completely paid off.

Those payments have saved municipalities almost \$3 billion in interest costs and reinvigorated a system that once had \$11 billion in outstanding obligations.

"I am very proud of what the MSBA has accomplished over the past four years," said State Treasurer and MSBA Chair Tim Cahill. "The reform of the school building assistance program has accelerated funding for school projects and saved taxpayers millions of dollars."

Items not eligible for reimbursement

In efforts to focus its limited resources on core academic spaces, the MSBA has provided further clarifications to project costs ineligible for reimbursement.

"The goal is to build facilities that are beautiful, yet efficient," said MSBA Executive Director Katherine Craven. "We want to go into school buildings that feel like schools, not like malls or banks. Money and facades don't educate kids; the classrooms, science labs and libraries do."

Ineligible costs under the MSBA's current regulations include: field houses; stadiums; concession stands; turf fields; water and sewer system improvements; swimming pools; ice rinks; superintendent and/or district offices; legal fees; site acquisition/mitigation costs; local permitting fees; demolition of existing buildings; financing and interest costs; costs related to submitting a Statement of Interest.

Moving forward, the MSBA will continue to insist that communities scale back their expectations and embrace proven cost-savings measures.

MSBA lays foundation for Model School program

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inventive in terms of space, fulfilling a lot of our goals,” said MSBA Executive Director Katherine Craven. “We want to give districts building designs that have been road-tested. The ultimate objective is to take hallmarks of what works and implement that across the board.”

The adaptation of Model School designs should simplify the design process, reducing the amount of time projects are in design and lowering design fees.

“By letting projects linger for years with estimates that aren’t well scoped, the costs inflate,” said Craven.

Instead, Model School projects can

begin construction faster and reduce the risk for inflation. Quicker design and construction time will also lessen the impact of a major construction process on students, teachers and other building occupants. At least one year of design work can be saved by using a Model School.

Districts selected to work with the MSBA during the program must meet the following criteria:

- ◆ The district has been issued an invitation to conduct a feasibility study by the MSBA’s board of directors.

- ◆ The high school has an enrollment of approximately 900-1300 students.

- ◆ The MSBA and district have determined that a new school is needed

- ◆ The estimated cost of the Model

School construction is less than the cost of stick-built new construction.

- ◆ The district has an available site that is not problematic in terms of wetlands, ledge, or environmental contamination upon which a Model School could be built.

The MSBA will work in collaboration with eligible districts to select one of the pre-qualified model schools and its designer. The designer of the selected model school will adapt the design to a suitable site within the school district and tailor the design to the required design enrollment and programmatic needs of the district. Use of Model School designs may lead to an additional five reimbursement points for a district.



The MSBA approved the designation of Whitman-Hanson High School as one of three Model School designs.

Norwood High School becomes first MSBA Model School

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232,000-square-foot green building, completed in 2005. Prior to the Model School program’s inception, the design of a new 203,500-square-foot facility in Norwood was projected at \$80 million, with inflation bringing it up to almost \$100 million.

“By using another district’s plans and specs, the cost of what would have been a \$100 million project is significantly reduced,” said Cahill.

“It’s a savings of \$33 million, just on that one project,” said MSBA Executive Director Katherine Craven.

The demand for a new Norwood High School has been a pressing issue in recent years. The school, built in 1926, was at risk of losing its accreditation from the New England Association of Schools and Colleges (NEASC) due to the existing conditions of the high school facility.

The town received warnings from the NEASC in both 2005 and 2008. To maintain accreditation, Norwood would have had to address NEASC concerns, with or without the benefit of MSBA reimbursement. Such a project would have cost the average taxpayer \$378 per year, vs. the Model School project estimate of \$150 per year.

The MSBA believes the adaptation of existing successful designs will have many benefits, including: perpetuating cost-effective designs and best practices; making the design process more efficient; enhancing design coordination; compressing the design/bid schedule; and limiting construction change orders. Additionally, local support from taxpayers may be more likely when stakeholders visit and walk through Model Schools that were effectively constructed on-time and on-budget. In Norwood, voters passed the property tax override

4,670 to 1,143, an 80-percent approval rate, in order to move the project forward.

“Although called a ‘Model School,’ we were able to adapt Norwood’s historical look to a new majestic building sitting on the hill,” said Norwood High School Principal George Usevich. “It is truly a new 21st century education facility which will benefit the students and the community.”

In addition to making progress with the Norwood project, the MSBA is in discussions with its second Model School district – Hampden-Wilbraham Regional School District – to explore the possibility of identifying, adapting, and re-using a Model School design for a new Minnechaug Regional High School. The board also voted to invite Tewksbury, Plymouth, Somerset and Berkley, Ayer, Lunenburg and Shirley into the Model School program.

MSBA TASK FORCES

The MSBA has created the following task forces as part of its ongoing efforts to fully engage outside experts and stakeholders to advise the MSBA in the development of policy recommendations.

VOCATIONAL TECHNICAL EDUCATION TASK FORCE

The goal of the task force is to advise the MSBA on developing recommendations for assessment criteria for regional vocational and technical high schools and how these criteria can be applied by the MSBA in the evaluation of individual regional vocational and technical high schools.

PARTICIPANTS

Jeffrey Wheeler, Director of Career/Vocational Technical Education
Mass. Department of Elementary and Secondary Education

David Ferreira, Executive Director
Massachusetts Association of Vocational Administrators

James Tassinari, Facilities Engineer
Southeastern Regional Vocational Technical High School

Charles Lyons, Superintendent
Shawsheen Valley Vocational Technical High School

Robert Petrucelli, Executive Director
Assoc. of General Contractors

Peter Abair, Director
Dept. of Economic Development
Mass. Biotechnology Council

Ted Coghlin, Treasurer
Coghlin Electrical Contractors

Greg DeMeo, Director of Career and Tech. Ed., Waltham Public Schools

John Scibak, State Representative
Vice Chair, Joint Committee on Economic Development and Emerging Technologies

SCIENCE LAB TASK FORCE

The goal of the Science Lab Task Force is to advise the MSBA on developing recommendations on issues such as: model design standards that meet the minimum DESE educational requirements for new and renovated science labs for elementary, middle schools and high schools; efficient and cost effective layouts of science labs for new and renovated buildings; and appropriate standards for casework, fixtures and equipment

PARTICIPANTS

Philip Katz, Field Representative
Massachusetts Teachers Assoc/Federation of Teachers

Terry Kwan, Consultant for science programs, MSBA Board of Directors

Edward Bouquillon, Superintendent-Director, Minuteman Regional High School

Mark Trusheim, President
Co-Bio Consulting

Laura Wernick, HMFH Architects

John Heffernan, VP, Policy and External Affairs, Mass. Biotechnology Council

Sean King, Government Affairs
ADSVentures with Apple Computer

Steve Goldblatt, The Suffolk Group

Jacob Foster, Office of Science, Mathematics and Technology Engineering, Mass. Department of Elementary and Secondary Education

MAINTENANCE TASK FORCE

The goal of the task force is to advise the MSBA on developing recommendations on issues such as how to promote excellent maintenance practices for school facilities throughout the Commonwealth to preserve the billions of dollars in school facility investments made to date.

PARTICIPANTS

Philip Katz, Field Representative
Massachusetts Teachers Assoc/Federation of Teachers

Skip Bandini, Director of Facilities
Waltham Public Schools
Representative, Massachusetts Facilities Administrators Association

David Creesy, Plant Services Director,
Billerica Public Schools
Representative, Massachusetts Facilities Administrators Association

John Crafton, Executive Director
Massachusetts Association of School Building Officials

Barbara Hansberry, General Counsel
Office of the Inspector General

Tolle Graham, Healthy Schools Coordinator, Massachusetts Coalition for Occupational Safety and Health

Sarah Gibson, Esq., Law Office of Sarah Gibson

Susan Kreuzsch, Program Manager
Division of Capital Asset Management

Charles Simmons, Director of Public Buildings, Town of Brookline

Peter Collins, Senior Associate
HEERY

Christopher Lawson, Project Manager, URS Corporation

REGIONALIZATION TASK FORCE

The goal of the task force is to advise the MSBA on developing recommendations on issues such as: identifying barriers to regionalization and potential solutions to those barriers; identifying cost savings, cost avoidance, educational enhancements and other efficiencies that occur when districts regionalize; and incentives that would encourage the formation of regional school districts.

PARTICIPANTS

Stanley Rosenberg, State Senator
District of Hampshire and Franklin

Patricia Haddad, Assistant Majority Whip, Mass. House of Representatives

Jeff Wulfson, Associate Commissioner
Mass. Department of Elementary and Secondary Education, MSBA Board of Directors

George Guasconi, Former Superintendent, Bridgewater-Raynham Regional School District

Tom Pandiscio, Superintendent
Wachusett Regional School District

Steven Hemmen, Executive Director
MARS

Sarah Hammond Creighton, Chair, Manchester-Essex School Building Committee

Glenn Koocher, Executive Director
MASC

J.D. LaRock, Policy Director
Executive Office of Education

Susan Beckmann, Chair
Manchester-Essex School Committee

MSBA establishes new panels for districts

The MSBA is fortunate to have the talent of many professionals who volunteer their time to help select school designers and approve project managers.

Designer Selection Panel

The MSBA strives to ensure that precious state dollars are invested in better designed schools that are structurally safe and encourage student learning. The Designer Selection Panel (DSP) plays a critical role in the selection and recommendation of the best available design firms for the modernization and construction of Massachusetts public school facilities.

The DSP consists of recommended candidates of the Boston Society of Architects, the American Council of Engineering Companies of Massachusetts and the Associated General Contractors of

Massachusetts, as well as MSBA staff, independent design and construction professionals, and representatives of the applicant school district. Independent members generally serve for a two-year term.

Also, firms interested in providing designer services for school projects funded through the MSBA are invited to present their qualifications to the DSP in a non-project-specific informational interview. Meetings are held twice a month.

Owner's Project Manager Review Panel

Like the DSP, the MSBA's Owner's Project Manager (OPM) Review Panel was formed to ensure that school districts receive the highest quality OPM services. Its mission is to assist districts with the selection of qualified OPMs, who will orchestrate the process of design and

construction from beginning to end.

According to state law, if the construction cost is estimated to be \$1.5 million or more, an OPM is required. The selection and approval process is qualifications-based process and an OPM generally must be registered with the Commonwealth as a professional engineer or architect and have a minimum of 5 years of experience in the construction and supervision of the construction of public buildings. An OPM brings to the table the experience and know-how often not available on building committees alone. He or she acts as an agent and consultant through the completion of the project and must be completely independent from the designer, general contractor and any sub-contractors involved in the project at all times.

OPM Review Panel meetings are open to the public and are held once a month. To encourage discussion, competitors are asked to leave the room when districts' proposed OPMs present before the panel.

Owner's Project Manager Advisory Group

Francis X. Callahan

President, Massachusetts Building Trades Council, AFL-CIO

Dominic D'Eramo, PE, FACEC

Executive Director, New England Regional Council of Carpenters

Mary A. Gately

Director of Market Services, Associated General Contractors of Massachusetts

Michael J. Lambert

Director of Design and Construction Services, DCAM Office of Planning, Design and Construction

Michael McNally

President, Maverick Construction

Honorable Kevin J. Sullivan

Senior Vice President, Director of Government Banking, Sovereign Bank; Former Mayor, City of Lawrence

Honorable Jack Yunits

Senior Vice President, The Liberty Square Group; Former Mayor, City of Brockton

Katherine P. Craven

Executive Director, MSBA

Mary Pichetti

Director of Capital Planning, MSBA



Members of the Designer Selection Panel include, at left, Chairman Bernie Feldstein, and, at right, Vice Chair Michael McKimney, Gordon Borek and Jennifer Shemowat.



OPM Advisory Group members include, Liberty Square Group Senior Vice President Jack Yunits, left, and Sovereign Bank Senior Vice President and Director of Government Banking Kevin Sullivan.

MSBA Designer Selection Panel

Bernard Feldstein, AIA Emeritus, *Chair*
Michael L. McKimney, P.E., DCAM Deputy Commissioner, *Vice Chair*

Katherine P. Craven, *Executive Director*, MSBA
Mary Pichetti, *Director of Capital Planning*, MSBA
Joseph Buckley, P.E., *Chief Engineer*, MSBA
David Squire, *Public Member*
Gordon Borek, P.E.

James H. Crissman, FAIA, *Consulting Architect*

Charles Tseckares, FAIA, *Principal*, CBT/Childs Bertman Tseckares, Inc. (Boston Society of Architects)

Jennifer A. Shemowat, P.E., Fay, Spofford & Thorndike (American Council of Engineering Companies of Massachusetts)

Ken Wexler, *Chairman of Elaine Construction Co., Inc.* (Associated General Contractors of Massachusetts)

Going green at Fiske Elementary School

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student population," said Lexington Building Committee Chair Jon Himmel. "The classroom sizes were substandard to today's size standards and it was an energy hog; it had single pane windows and old mechanical, electrical and plumbing infrastructure. It also lacked technological backbone, as well as air conditioning for summer programs. It was concluded that building new was more cost effective than renovating and adding onto the existing facility."

In addition to the \$1.8 million loan, the MSBA also provided reimbursement for the project, through the MSBA's "pay-as-you-build" system, in which communities are reimbursed monthly as school construction costs are incurred. The timely payments have prevented Lexington from having to issue debt to finance the MSBA's share of project costs, saving Lexington taxpayers approximately \$4 million in avoided interest. State Treasurer and MSBA Chair Tim Cahill and MSBA

Executive Director Katherine Craven recently presented a \$6.9 million check to the town. This MSBA payment was in addition to \$47.8 million for five other school projects in Lexington.

"This is a great milestone for both Lexington and the MSBA," Craven said. "The MSBA always looks to fund energy-efficient and forward-thinking school buildings. Creating a design that would be easy to maintain was our goal, as well as the district's goal. Having worked with the Town of Lexington from the very beginning on this project, it gives me great pride to see it come to fruition."

To maximize energy efficiency, the new building features high performance windows and skylights. "Going green is the prudent thing to do and many of the options, such as daylighting, have relatively short paybacks," said Himmel.

Lexington also received funding from the Massachusetts Technology Collaborative to implement geothermal heating and recovery units and air-to-water heat pumps, in efforts to produce long-term savings in utility bills.



Fiske Elementary School students Mary DeVellis and Ben Lawee examine rocks with fourth-grade teacher Kristyn Aufiero.

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GOING GREEN

Solar renewable energy powers Lexington school

It may not be easy being green – at least according to the late Jim Henson – but the momentum of going green is on the rise.

One of the latest schools to embrace the concept is Fiske Elementary in Lexington, with its solar renewable energy technology. The new 70,000-square-foot building, designed to house 500 students, was unveiled in February of 2007.

The project came to fruition with assistance from the Massachusetts School Building Authority's school construction loan program. This one-time loan provided \$1.8 million to the Town of Lexington to jumpstart renovations on the elementary school, which opened in 1949. In 2005, the original Fiske school closed and all students and staff moved to a temporary home in the old Harrington building on Maple Street.

"The original Fiske school was designed to house a far smaller

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Fiske Elementary School students, from left, Rebecca Kwolek, Samantha Robinson, Jack Charron and Juliet Stevenson read in the library. At left, an exterior view of the front entrance of the Lexington school.