EXECUTIVE SUMMARY

The Board of Selectmen created the Danvers High School Planning Advisory Committee in April 2006 in response to two anticipated developments.

First was to be the issuance of new regulations by the newly-formed Massachusetts School Building Assistance Authority [MSBA]. This newly-created authority, under the auspices of the State Treasurer, replaced an existing School Building Authority, which worked under the jurisdiction of the Department of Education. The intent of the legislature was to bring efficiencies to the school building reimbursement program and introduce cost saving measures through more stringent control of local projects. Danvers' officials and the Board of Selectmen [BOS] expected the new regulations to be issued in May 2006. It was thought by the BOS that having a working committee in place when the regulations were released would allow the town to work with the new guidelines to formulate a plan for the renovation of Danvers High School in a timely manner.

The second anticipated event was the return of a Visiting Committee of the New England Association of Schools & Colleges [NEAS&C] in September 2006. The Association had placed Danvers on warning status in 2002, citing several deficiencies in need of address. The School Department and town officials had addressed the majority of concerns cited in the 2002 report, as they related to educational and curriculum issues. However, many of the issues relating to the facility or building concerns remained unresolved. The plan was to have this committee address many facility shortcomings with their recommendations and to provide their findings to date during the NEAS&C visit. School officials identified the committee's work as progress towards resolving the facility deficiencies. Ultimately, the NEAS&C maintained the warning status of the high school and requested that school officials submit a Special Progress Report by November 1, 2007.

The committee began its work in June 2006. Continuing delays in the issuance of new regulations by the MSBA precluded the committee's ability to address some of the more technical aspects of the mission charge. Without these regulations which included, for example, vendor contracts in a specific form approved by the MSBA, the town was unable to negotiate contracts with a Project Manager or Architect. These professionals are needed to answer many building and construction planning issues identified in this report.

The absence of professional support had two effects on the Committee. First, the committee's work progressed more slowly than originally anticipated. Thus, the committee requested and received an extension in the report deadline from January to April 2007. Second, without a project manager, it was impossible to address certain areas in our charge. For example, part of this committee's charge was to craft a master plan for conducting construction work on the campus while the School Department maintained a quality education program. Only an experienced professional familiar with the myriad of factors involved in planning for the phased construction of an active high school building could have guided us to a meaningful and reliable response to this part of our mission. Because of the lack of professional support, other than the Working Report from Dale Gienapp, the work of the committee evolved into a citizen review of the status of the high school facility and formulation of general recommendations for the renovation and construction of different elements of the school building.

The Committed used and analyzed the Working Group Report, visited and toured the existing facility on two occasions, and engaged in lengthy, in-depth discussions related to the facility needs based on contemporary standards to support the delivery of education at the high school. Based upon this assessment, the committee makes the following initial recommendations.

The committee strongly recommends the construction of a new academic wing for specialty science classrooms. Numerous improvements in technology and safety are necessary and are best met with new construction. By constructing the new science wing as the initial phase of the overall project, the District will be able to continue to provide a full science curriculum to all students. Along with the use of the Dunn Wing for temporary classrooms, this will allow phasing of the construction, while providing a quality education for students.

The committee recommends the renovation of the 1964 classroom wing to comply with all regulatory standards and further recommends that this wing be used primarily for general classroom space. All existing science laboratories and administrative areas are to be relocated.

The front, single-story wing of the existing facility is also a strong candidate for renovation. The committee supports a plan that dedicates the entire wing for use as high school administration, guidance, and nursing and social work functions. Facility design and space designated for these functions are currently inadequate. In order to dedicate the entire wing to the aforementioned functions, we recommend relocating the four general classrooms and the School Department central office.

A major, unresolved issue is the condition and viability of the North Core and South Core exterior walls. Without analysis provided by structural engineers, the committee was unable to draw any conclusion as to the viability of the structure. The committee did recommend that an extensive list of required classrooms be included either in this space or in areas of any new construction, should all or part of the North Core and South Core buildings be deemed unusable.

Most other recommendations are incomplete, as the utilization of these spaces is contingent on resolving the North Core and South Core issue. In many areas, any change will impact and necessitate numerous changes in other areas. Providing detailed options is beyond the purview and ability of this citizen committee. Our report does detail current uses of these spaces and options for consideration but does not offer definitive recommendations.

The committee has specific recommendations for the renovation of the field house, athletic fields and structural changes needed to bring Deering Stadium into compliance with various regulatory mandates.

EARLY CHILDHOOD PROGRAM

One area briefly discussed but not included in the Statement of Interest at this time is the need for a centralized preschool program. Currently, pre-school is scattered among several elementary schools. Creating a single program space presents many opportunities to better deliver services to students and their families while realizing efficiencies through economies of scale. The program serves both students who are receiving Special Education services and those who are not. Specialists are required to work with those children receiving services on an individual or small group basis. Currently, these specialists are in 3 locations or travel from school to

school. Having a centralized program will allow all specialists in one location to deliver a better program, as well as the opportunity to collaborate on student disabilities and need.

Additionally, the removal of the preschool programs from the elementary schools will allow the district to free up space for K through 5 programs. Currently, the school district has only one-half of one unused classroom free within the entire district. These space constraints could impact the school system greatly, if the community experiences an increase of families with children. The Early Childhood Center could keep us from needing to build another elementary school. Simply redistricting the elementary schools could solve classroom space issues in the existing schools.

An on-site Early Childhood Program will not only enhance the preschool and elementary programs, it will also offer many opportunities to our high school students. Those opportunities include assistantship programs, allowing students interested in going to college to study Elementary Education to experience, hands-on, early childhood development and classroom management. Our preschool teachers and specialists will also be available to mentor high school students interested in careers in education.

Lastly, the Early Childhood Program will afford us the opportunity to offer a Parent Resource Center for all student services. Parents will have access to specialists, written materials and each other to navigate through difficult times.

RECOMMENDATIONS TO THE BOARD OF SELECTMEN

The committee recommends to the Board of Selectmen that they direct the Town Manager to take on the following actions with a sense of urgency. This will assure that progress toward renovation and construction of the high school continues in the most expeditious manner.

- Conduct a structural analysis of the North Core & South Core with the assistance of a Structural Engineer as soon as possible (see page 11 for detailed analysis of North Core and South Core).
- Appoint the next building committee in compliance with the regulations of the Massachusetts School Building Authority.
- Negotiate and hire a Project Manager, on an interim basis, to address the issues presented by this committee and to continue work toward meeting new MSBA and NEAS&C deadlines.

By taking these immediate steps, the committee feels the town will be better suited to meet the regulatory requirements of the MSBA and the reporting requests of the NEAS&C.

This motion was made and approved unanimously by the committee on April 11, 2007. The committee presented these recommendations to the Board of Selectmen on May 1, 2007. The Selectmen accepted the recommendations and authorized the Town Manager to carry out the requests of the committee.

OVERVIEW

The Danvers Board of Selectman [BOS] created the Danvers High School Planning Advisory Committee in April 2006 for the purpose of developing a general plan of action and master schedule for the upgrading and modernization of the Danvers High School complex. A Mission Statement was formulated and approved by the BOS, a copy of which is included at the end of this report as Attachment A [page i]. The opening paragraph of the Mission Statement directed the committee to *"consider a combination of renovation, new construction and demolition in such a manner as to maintain a quality education on campus during construction, be cost effective to the town, meet future educational needs of Danvers High School students, and meet all state and national educational, access and safety regulations and laws."*

The BOS established a voting bloc of the committee consisting of seven citizens, two members of the BOS, and two members of the Danvers School Committee (SC). The seven citizens were appointed by then-Chairman of the BOS Ken Brown. The chairmen of the BOS and SC appointed representatives from their respective board and committee. Every voting member selected was able to serve their full term, actively participating on the committee from the beginning of work to the approval of the final report.

COMMITTEE MEMBERS

Dan Bennett	Stan Brown	William Duncliff	Peter Kushnieruk
Joseph Pennimpede	Arthur Skarmeas	Martha Swindell	
School Committee Representatives:		Eric Crane	Jean McCartin
Board of Selectmen Representatives:		Keith Lucy	Michael Powers,

Professional support was provided to the committee by the Town Manager, Assistant Town Manager, School Superintendent, High School Principal and the Director of Operations for Public Works.

The committee held an organizational meeting on June 22, 2006. Through the summer, committee members familiarized themselves with all aspects of the high school complex. The primary source of information used by the committee was the Working Group Report. Developed by town staff with the assistance of Gienapp Design Associates, the final report was submitted to the BOS and SC in November 2005. The Executive Summary of the Gienapp Report is included as Attachment B [page ii]. To view the full report, contact Chairman of the Board of Selectmen at the Danvers Town Hall.

The committee held four meetings over the summer to further their collective understanding of facility issues at the high school and their impact on the educational environment. Initial discussions also focused on how the various issues would be addressed and how to formulate a methodology for discussion, debate and development of recommendations to the BOS. Members also delved into the new Massachusetts School Building Grant Program being developed by the Massachusetts School Building Authority. While this program was then and remains today in a state of development, some important benchmarks were established by the authority and used by this committee as a basis for discussion.

STATEMENT OF INTEREST

One significant requirement in the grant program is that a Statement of Interest form be filed by any school district interested in applying for a grant. Though the deadline for submitting the Statement of Interest is June 30, 2007, the Superintendent of Schools and Town Manager felt it in the town's best interest to file as soon as possible. Members of the committee supported this position and voted unanimously to report their support to the BOS. Dan Bennett presented this position to the BOS at the Board's August 1, 2006 meeting.

NEW ENGLAND ASSOCIATION OF SCHOOLS & COLLEGES

Priority three of the Statement of Interest detailed facility-related issues that threatened the school accreditation status with the New England Association of School and Colleges (NEAS&C). In September 1997, the NEAS&C raised concerns that overcrowding and the physical conditions and deficiencies of the high school building were adversely affecting the quality of education at the high school. In 2002, having seen insufficient progress on the town's part to remedy these problems, the NEAS&C put Danvers High School on "warning" status, codifying their position that accreditation would be at risk due to the condition of the high school building.

A Visiting Committee of NEAS&C returned in September 2006 to re-evaluate the educational program and facility status of the high school in terms of the Commission's Standards of Education and the finding of the previous Visiting Committee. The Visiting Committee was presented with a history of facility related issues that led to the warning status and interim steps taken by the town to address those issues.

In its report, which was presented to the town in February 2007, the Visiting Committee noted numerous deficiencies in the physical condition that were adversely affecting the ability of the high school to meet its educational mission. These included, but were not limited to, inadequate science labs, the lack of electrical systems to support needed technology and undersized nursing facilities. As a result, the NEAS&C continued Danvers High School on "warning" status but required that the district provide a report in November of 2007, which must outline steps taken between now and then to deal with several of the issues raised in the report.

The school administration and the School Committee members who are part of this Committee believe that if we are unable to demonstrate that Danvers has taken steps toward a renovation of the high school to comprehensively and permanently address the issues identified by the NEAS&C, the high school will, at best, be placed on probation, and, at worst, could lose its accreditation entirely.

COMMITTEE DISCUSSIONS

The committee discussions centered on six areas of concern with the school facility. The decision was made to invite Gienapp Design Associates to a meeting for the purpose of discussing the Working Group Study in general and these six areas of interest in particular. Dale Gienapp attended the September 25 committee meeting for a presentation and discussion.

The six issues identified by this are:

1) the physical condition of the North Core / South Core building;
2) the basis of need for new specialty classrooms specifically the physical science laboratories;
3) the types of renovations needed to upgrade 1964 classroom wing and whether old SBA classifications of minor, moderate major renovations still applied to any analysis of renovation;
4) the capacity of the existing high school kitchen and cafeteria;
5) the existing footprint square footage calculations;
6) the basis of recommendations involving athletic fields.

Gienapp met with the committee in late September. He provided the committee insight into how the working group approached the problem. He emphasized repeatedly that participation by professionals, namely a Project Manager and Architect, would be a necessary prerequisite to making substantive choices as to the best course of action to take regarding a construction plan. In particular, Gienapp referenced the need to manage the project in a manner such that the campus would provide an appropriate educational environment for students during construction. At this point, the committee made inquiries to the Town Manager as to when a Project Manager might be brought on board. It was the expectation of the committee that the Project Manager would provide expertise and aid in the committee's deliberations.

Public meetings continued through October, where the committee furthered their plan to organize and address the various sections of the Cabot Road complex. On November 2, the committee toured the complex with several members of the School Department administration and Department of Public Works. Particular attention was given to the North Core and South Core and the condition of the building exterior, as committee members pressed for more detailed analysis than what had been done to date.

In many ways, the committee analysis and tours raised as many questions as answers. It became apparent that, in many ways, any substantive recommendations would be contingent on testing and analysis of the North and South Core outer walls.

Faced with the need for professional analysis of the North and South Core, the committee requested from the Town Manager and Superintendent of Schools updates on the MSBA regulations and whether a Project Manager would be hired. It was the desire of the committee to have the Project Manager oversee a structural analysis of the North and South Core to determine the viability of the structure. The Town Manager informed the committee that the regulations were still in the draft stage and that reimbursement for the Project Manager was an unresolved question. See Attachment C [page iii] for draft flow chart of school building process with benchmarks and required committees. Without professional input, the committee was unable to form a definitive recommendation on these building. The Building Component Analysis Sheet for the North Core South Core reflects this absence of professional analysis and no recommendation is offered.

To simplify presentation to the BOS and the public in general, the committee agreed to address the specific needs of the high school on a component basis; that is, the committee looked at sections of the high school structure, identified the type(s) of classrooms that would best fit into that building component, conducted a needs analysis for each component, presented various

options for the town to consider for upgrading the component and, where possible, provided a final recommendation.

ESTABLISHING METHODOLOGY & DEFINITIONS

The following are definitions of each component utilized for discussion of presenting viable and workable recommendations to the Board of Selectman for the Town of Danvers to initiate the planning of renovation/new construction of the present Danvers High School.

These were utilized for discussion of what was required to meet MSBA, Department of Education [DOE}, American with Disabilities Act [ADA], Curriculum Requirements, and to comply with the NEAS&C requirements to maintain the accreditation of Danvers High School.

DEFINITIONS

Component Approach:	Method by which the committee viewed and approached each aspect of the requirements in an effort to provide viable recommendations for a workable High School
Building Component:	Area of the High School complex chosen by committee for analysis
Classroom Types:	Educational spaces specific to curriculum functions
Needs Analysis:	An analysis of the regulatory, educational and facility requirements for each component.
Regulatory Mandates:	Statutes and regulations of federal and state governments
Curriculum Requirements:	The delivery of education as set forth by the State and Danvers School Administration.
Facility Requirements:	Any construction or renovation deemed to be necessary to meet educational requirements.
Safety and Security:	Measures that ensure that the Building complies with requirements for safety, security and privacy.
Room Count Space Requirements:	The number and types of rooms necessary required to accommodate all academic and athletic requirements.
Options for Consideration:	Potential actions in response to needs analysis.
Recommendation(s):	Committee suggestion for action.

Danvers High School Planning Advisory Committee

Building Component Analysis
1964 Classroom Building

Classroom Type(s)	General Classrooms Building capacity estimated to be 40 general classrooms Consideration to be given for integration of special education rooms
Needs Analysis	
Regulatory Mandates	ADA requirements: doorways and ramps renovations Upgrades to climate control, electric service, windows, interior wall material, floors, ceilings, lighting Fire Codes: fire protection and suppression Bathrooms Elevators Stairways
Curriculum Requirements	Technology LCD projectors, smart boards, computers and network capability, PC carts / wireless
Facility Requirements	General Classrooms: sufficient space for 40 of 44 required classrooms
Safety and Security	Security Cameras, motion lights, buzzer access system
Room Count/ Space Requirements	District requires 44 general classrooms up to 90% (40 rooms) can be accommodated Storage space
Options for Consideration	New Construction Renovation
Recommendation(s)	Renovation

Danvers High School Planning Advisory Committee

Building Component Analysis
Science Classroom Area

Classroom Type(s)	Science Laboratories for physical science courses Chemistry, Biology, Physics, Anatomy, Physiology
Needs Analysis	
Regulatory Mandates	ADA requirements New construction regulations and requirements Special regulations pertaining to school construction Special regulations pertaining to laboratory construction
Curriculum Requirements	Technology Current shortage of laboratories Sufficient space for curriculum Sufficient preparation area for curriculum
Facility Requirements	Larger rooms for laboratories Adequate storage areas Adequate teacher preparation areas Technology including LCD projectors, smart boards, computers and network capability
Safety and Security	Security Cameras, motion lights, buzzer access system, eyewash station, fire blankets, secure fire retardant storage, showers, ventilation hoods, etc.
Room Count/ Space Requirements	Nine science labs
Options for Consideration	New Construction Renovations
Recommendation(s)	New construction single best option due to cost, phasing and curriculum requirements

Danvers High School Planning Advisory Committee

Building Component Analysis
1964 Front Single Story Building

Classroom Type(s)	Principal's and Staff Offices Nurse's Office Social Worker's Office Guidance
Needs Analysis	
Regulatory Mandates	ADA requirements: doorways and ramps renovations Upgrades to climate control, electric service, windows, interior wall material, floors, ceilings, lighting. Fire Codes: fire protection and suppression Bathrooms Elevators Stairways HIPAA (Health Insurance Portability and Accountability Act)
Curriculum Requirements	Technology Secure student records area LCD projectors, smart boards, computers and network capability, PC carts / wireless
Facility Requirements	Administrative offices with meeting space and copy center Nurse's Office with private exam area and secure medication storage area. Guidance / SPED conference area.
Safety and Security	Security Cameras, motion lights, buzzer access system (exclude examination areas)
Room Count/ Space Requirements	See above
Options for Consideration	Demolition, in place reconstruction Renovation
Recommendation(s)	Renovation

Danvers High School Planning Advisory Committee

Building Component Analysis
North Core / South Core Building

Classroom Type(s)	Band Room	Band Storage Area
	Curriculum Offices	SPED rooms
	Library	Television Studio
	Art Room	Ceramics
	Computer Graphics	Applied Technology
	Business Labs	Conference room (100 person)
	4 general classrooms	
Needs Analysis		
Regulatory Mandates	ADA requirements: doorways and ramps renovations Upgrades to climate control, electric service, windows, interior wall material, floors, ceilings, lighting Fire Codes: fire protection and suppression Bathrooms Elevators Stairways	
Curriculum Requirements	Improved acoustic design in Band Room Additional storage for band equipment Technology appropriate for music / band activities Secure storage for musical instruments	
Facility Requirements	See above	
Safety and Security	Security Cameras, motion lights, buzzer access system	
Room Count/ Space Requirements	see above	
Options for Consideration	Renovate existing structure Major renovation on existing footprint New construction	
Recommendation(s)	None pending structural analysis of exterior walls; a) intact b) modified for new window and door locations	

Danvers High School Planning Advisory Committee

Building Component Analysis
Cafeteria and Kitchen Area

Classroom Type(s)	Cafeteria and Kitchen
Needs Analysis	
Regulatory Mandates	Appropriate school food program requirements
Curriculum Requirements	Adequate food production capacity for multiple locations School store
Facility Requirements	As appropriate for school cafeteria needs Emergency Shelter
Safety and Security	Security Cameras, motion lights, buzzer access system
Room Count/ Space Requirements	Additional seating necessary based on enrollment projections Adequate kitchen facilities for multiple locations Food Service Manager's Office
Options for Consideration	New construction Demolition of existing structure Move to Vye Gym Central office location-Superintendent and staff/ Student Services
Recommendation(s)	None pending decisions regarding other building components

Danvers High School Planning Advisory Committee

Building Component Analysis
Vye Gym

Classroom Type(s)	See **Options for Consideration** below
Needs Analysis	
Regulatory Mandates	MSBA may deem excess space and non-reimbursable depending on use
Curriculum Requirements	N/A
Facility Requirements	(Dependent on ultimate option for consideration selected)
Safety and Security	Security Cameras, motion lights, buzzer access system
Room Count/ Space Requirements	N/A
Options for Consideration	Transfer to Town for use by Department of Public Works or Recreation as a non-school facility housing recreational programs and/or DPW operations Renovate for use as a cafeteria
Recommendation(s)	None pending decisions regarding other building components

Danvers High School Planning Advisory Committee

Building Component Analysis
Field House

Classroom Type(s)

Trainer Room	Storage
Weight Room	Shipping Dock
Coach Office Space	Locker Rooms
Athletic Director's Office	Indoor track
Basketball Courts	Gym

Needs Analysis

Regulatory Mandates	ADA requirements: doorways and ramps renovations Upgrades to climate control, electric service, interior wall material, floors, ceilings, lighting Fire Codes: fire protection and suppression Restrooms
Curriculum Requirements	Technology – smart boards, physical education equipment
Facility Requirements	Bleachers, sound systems appropriate for sporting and non Sporting events
Safety and Security	Security Cameras, motion lights, buzzer access system Secure storage area for equipment Replace existing aging bleachers

Room Count/ Space Requirements — See **Classroom Type(s)** above

Options for Consideration

Renovation
Structural engineer evaluate exterior walls
Renovation of Field House foyer

Recommendation(s) — Renovation

Danvers High School Planning Advisory Committee

Building Component Analysis
Dunn Wing / Dunn Link / Crossroads

Classroom Type(s)	N/A
Needs Analysis	
Regulatory Mandates	ADA requirements: doorways and ramps renovations Upgrades to climate control, electric service, windows, interior wall material, floors, ceilings, lighting Fire Codes: fire protection and suppression Bathrooms Elevators Stairways
Curriculum Requirements	N/A
Facility Requirements	N/A
Safety and Security	Security Cameras, motion lights, buzzer access system
Room Count/ Space Requirements	Maintain access to the second floor
Options for Consideration	Demolish Dunn Wing/ Dunn Link after use of Dunn Wing as interim space for students during construction Major renovations or new construction of the Crossroads
Recommendation(s)	Demolish Dunn Wing/ Dunn Link after use of Dunn Wing as interim space for students during construction Major renovations or new construction of the Crossroads

Danvers High School Planning Advisory Committee

Building Component Analysis
Boiler Room Link and Vye Gym Locker Rooms

Classroom Type(s)	Applied Technology learning centers Custodial office and supplies storage
Needs Analysis	
Regulatory Mandates	ADA requirements: doorways and ramps renovations Upgrades to climate control, electric service, windows, interior wall material, floors, ceilings, lighting Fire Codes: fire protection and suppression Bathrooms
Curriculum Requirements	Applied technology classrooms learning centers
Facility Requirements	Heating plant
Safety and Security	Security Cameras, motion lights, buzzer access system
Room Count/ Space Requirements	See **Classroom Type(s)** above
Options for Consideration	Renovation
Recommendation(s)	Renovation

Danvers High School Planning Advisory Committee

Building Component Analysis
Auditorium

Classroom Type(s)	Chorus Room, Auditorium, Dressing areas, Storage areas, Practice rooms
Needs Analysis	
Regulatory Mandates	ADA requirements New construction regulations and requirements Special regulations pertaining to school construction
Curriculum Requirements	Fine Arts
Facility Requirements	Capacity issue for auditorium based on enrollment projections Keep band room proximate to auditorium Performance Technology (lights, sound, controls, etc.)
Safety and Security	Security Cameras, motion lights, buzzer access system
Room Count/ Space Requirements	750 - 800 seat auditorium Ancillary support spaces and specialty classrooms
Options for Consideration	Expand auditorium capacity (currently 535) according to MSBA guide lines Renovation at current size Exceed MSBA recommendations with alternative funding mechanisms New construction Locate after school activity spaces together
Recommendation(s)	None pending decisions on other building components

Danvers High School Planning Advisory Committee

Building Component Analysis
Fields

Classroom Type(s)	Accommodations for all Sports Programs including Practice Fields.
Needs Analysis	
Regulatory Mandates	ADA requirements Restrooms
Curriculum Requirements	Physical Education
Facility Requirements	Sound System Restrooms Track Seating Tennis courts Lighting
Safety and Security	Appropriate field security
Room Count/ Space Requirements	Maintain at least current area
Options for Consideration	Construct restrooms. Provide visitors grandstand improvements to address ADA needs. Construct new track and tennis courts Replace lighting Replace culverts
Recommendations(s)	Construct restrooms. Provide visitors grandstand improvements to address ADA needs. Construct new track and tennis courts Replace lighting Replace culverts

Motions made and voted unanimously at April 11, 2007 meeting

We recommend that the BOS direct the TM to act on the following action items with a sense of urgency to assure that progress on the renovation and construction of the high school continues in the most expeditious manner.

- Motion that this committee recommend to BOS to direct TM to appoint the next building committee.
- Move that the TM negotiate and hire a Project Manager, on an interim basis, to address the issues presented by this committee and to continue work toward meeting new MSBA and NEAS&C deadlines.
- Move that we recommend the TM and Project Manager conduct a structural analysis of the North Core & South Core with the assistance of a Structural Engineer as soon as possible.

Respectfully submitted,

Daniel Bennett

Stanley Brown

William Duncliff

Peter Kushnieruk

Joseph Pennimpede

Arthur Skarmeas

Martha Swindell

Eric Crane, School Committee

Jean McCartin, School Committee

Keith G. Lucy, Board of Selectmen

Michael W. Powers, Board of Selectmen

September 18, 2007