



Educational Optimization Committee Meeting  
Friday, April 26, 2024  
8:15 AM  
Remote Session

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- I. Call to Order, Verification of Quorum
- II. Approval of Minutes
  - II.A. Approval of minutes from the March 15, 2024 Educational Optimization Committee Meeting.
- III. Administrative recommendation for Weston Middle School
- IV. Status of grant application and costs
- V. Discussion on the scheduling of a free IDEO webinar
- VI. Next scheduled meeting of the Education Optimization Committee.
  - VI.A. The next scheduled meeting of the Education Optimization Committee Meeting is May 17, 2024 (remote meeting).
- VII. Adjournment

**Educational Optimization Committee Meeting**

Friday, March 15, 2024

8:15 AM

Remote Session

I. **Call to Order, Verification of Quorum**

The meeting began at 8:15 AM,

**Additional attendees:**

Lisa Barbiero, Superintendent of Schools; Tina Henckel, Assistant Superintendent; Phillip Cross, Director of Finance and Operations; Michael DelMastro, Director of Facilities; Daniel Doak, Principal Weston Middle School; Antonia Ciaverella, Tecton Architects

II. **Approval of Minutes**

A. **Approval of minutes from the February 16, 2024 Educational Optimization Committee Meeting**

Move that the Education Optimization Committee approve the minutes from the February 15, 2024 meeting. Carried with a motion by Hoepfner, Chad and a second by Ezzes, Steven.

Steven Ezzes: Yea, Peter Gordon: Yea, Chad Hoepfner: Yea  
Yea: 3, Nay: 0

III. **Discussion regarding Green School Conference**

Peter Gordon attended the Green School Conference which took place March 5-7 in Sant Fe, NM. The Green Schools Conference (GSC) brought together practitioners involved in creating and advocating for green schools, with a focus on those leading their schools and school systems toward whole school, building sustainability. The three-day program provided a platform for the green schools community to inspire and facilitate the progress of the green schools' movement. Attendees explored interdisciplinary content in general sessions and collaborate with peers to address specific challenges, exchange best practices, and enhance green school initiatives nationwide. Peter took the committee through his takeaways from the conference and how it relates to what we WPS is looking to achieve.

IV. **Follow-up discussion with Tecton Architects**

Antonia Ciaverella from Tecton Architects joined the meeting and gave an update to the committee.

The presentation focused on:

- Where We Were (Existing Conditions Summary)
- Project Understanding (Goals, Project Stats, Capacity Summary)
- WJMS Colchester Case Study

- Options Planning
- Schedule

V. **Discussion on future visits to exemplary schools**

This discussion was tabled due to time constraints.

VI. **Next scheduled meeting of the Educational Optimization Committee**

A. **The next scheduled meeting of the Educational Optimization Committee Meeting is April 26, 2024 (remote meeting).**

VII. **Adjournment**

Chad Hoepner left the meeting at 9:25 AM

The meeting adjourned at 9:29 AM

Move that the Education Optimization Committee meeting adjourn the March 15, 2024 meeting. Carried with a motion by Ezzes, Steven and a second by Gordon, Peter.

Steven Ezzes: Yea, Peter Gordon: Yea, Chad Hoepner: Yea

Yea: 3, Nay: 0

Respectfully submitted by:

Jodi Sacchetta



**Tecton**  
ARCHITECTS

SUMMARY PRESENTATION FOR

# WESTON MIDDLE SCHOOL

for

## Educational Optimization Committee

April 26, 2024

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5  
min.

1

## Work in Progress

10  
min.

2

## Current Direction *(Rationale, Benefits, Costs)*

5  
min.

3

## What's Next

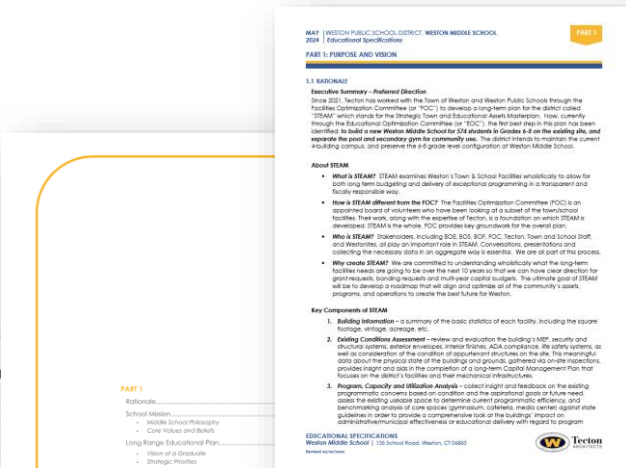


# WORK IN PROGRESS

## 1 Educational Specifications

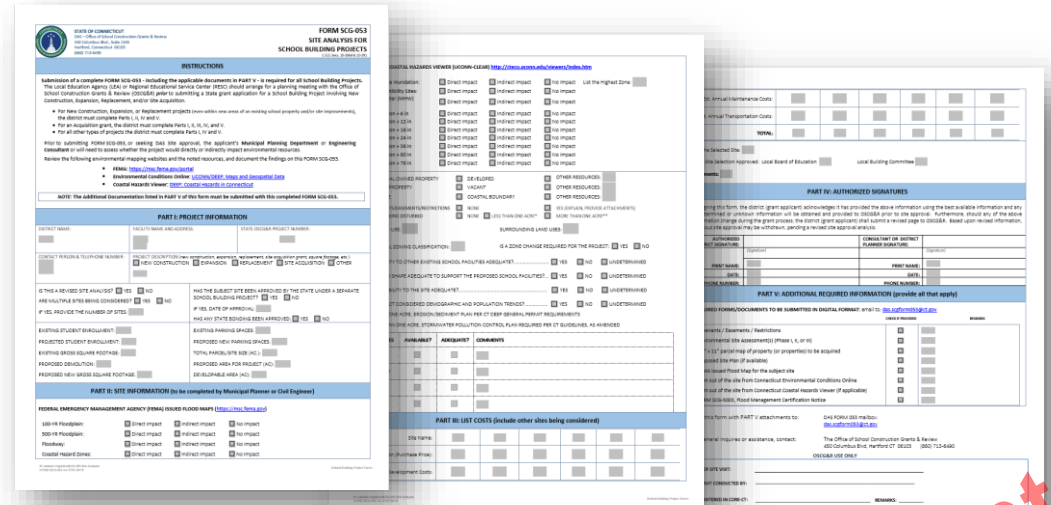


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<b>PART I: PURPOSE &amp; VISION</b>	
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Long Range Educational Plan	
• Vision of a Graduate	
• Strategic Priorities	
<b>PART II: PROCESS &amp; OUTCOMES</b>	
Proposed Student Enrollment	
Proposed Project Capacity	
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• School Facility Summary	
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<b>PART III: SPACE PROGRAM &amp; ACTIVITY PAGES</b>	
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### PURPOSE AND VISION

## 2 Site Due Diligence (Phase 1, SCG-053) – coordinating for possible visit next week



## 3 Uniformat Cost Estimate

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# Educational Program



PROPOSED PROGRAM - NEW WESTON MIDDLE SCHOOL			
<b>New Weston Middle School</b>			
<b>Grade Configuration:</b>	6-8		
<b>Projected Enrollment:</b>	574		
<b>Area of Existing Building:</b>	161,111	New Gym & Pool	25,980
<b>OGA Allowable Area:</b>	<b>97,396</b>	Remaining Bldg.	135,131
<b>Building Gross Up Factor</b>	7,305	7.50%	
<b>Total Proposed Gross Area</b>	<b>104,701</b>		
<b>Revision Date:</b>	4.24.24		

6TH GRADE ACADEMIC CLASSROOMS	QTY	UNIT SF	TOTAL SF
English Language Arts (ELA) / Reading Classroom	2	825	1,650
Math Classroom	2	825	1,650
World Language Classroom	2	825	1,650
Social Studies Classroom	2	825	1,650
Science Classroom and Lab	2	1100	2,200
Science Prep Room	1	500	500
Flex Lab Space (Science, Math, Eng., Technol.)	1	1100	1,100
Curriculum Storage	1	150	150
Math Intervention (Break Out/Office)	1	225	225
Reading Intervention (Break Out/Office)	1	225	225
Specialized Education - Small Group/Sensory	1	125	125
Spec. Ed. - Self Contained Classroom / Resource	1	500	500
Teacher Prof. Dev./Work/Prep Room	1	425	425
<b>6TH GRADE ACADEMIC CLASSROOMS</b>	<b>18</b>		<b>12,050</b>

SPECIAL EDUCATION (refer to Academic CR)	QTY	UNIT SF	TOTAL SF
Spec. Ed. ~ Self Cont. Room (Life Skills)	1	650	650
Speech/Language Offices & Break Out	1	200	200
OT/PT	1	450	450
Work Room & Support Storage	1	200	200
Special Education Dept. Chair Office	1	125	125
<b>SPECIAL EDUCATION (refer to Academic CR)</b>	<b>5</b>		<b>1,625</b>

ADMINISTRATION	QTY	UNIT SF	TOTAL SF
General Office & Waiting Area	1	500	500
Principal's Office	1	200	200
Assistant Principal's Office	1	175	175
Admin Conference Room	1	250	250
Office Workroom	1	175	175
Testing / I.S.S.	1	80	80
Storage Room	1	125	125
Social Worker Office	1	120	120
School Counselor Office	1	120	120
Psychologist Office	1	120	120
Administrative Restrooms	2	60	120
Security Office	1	80	80
Conference Room	1	300	300
<b>ADMINISTRATION</b>	<b>14</b>		<b>2,365</b>

STUDENT HEALTH	QTY	UNIT SF	TOTAL SF
Nurse Office	1	200	200
Waiting/Cots/Main Room	1	400	400
Exam/Multi-Purpose Room	1	120	120
Storage Closet	1	60	60
Toilet Room	2	60	120
<b>STUDENT HEALTH</b>	<b>6</b>		<b>900</b>

**Replicated for 7<sup>th</sup> and 8<sup>th</sup> Grades**

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# Educational Program



VISUAL AND PERFORMING ARTS	QTY	UNIT SF	TOTAL SF
Art Studio (Pottery)	1	1100	1,100
Art Studio (General)	1	1100	1,100
Kiln Room / Art Storage	1	175	175
General/Choral Music	1	1200	1,200
General/Choral Music Storage	1	150	150
Band/Instrumental/Classroom	1	1200	1,200
Band/Instrumental/Classroom Storage	1	150	150
Black Box Theater / Auditorium	1	2850	2,850
Stage / Wing Space / Storage	1	1100	1,100
Auditorium Control/Sound Room	1	125	125
<b>VISUAL AND PERFORMING ARTS</b>	<b>10</b>		<b>9,150</b>

LEARNING COMMONS	QTY	UNIT SF	TOTAL SF
Media Specialist Office	1	125	125
Media Specialist Storage / Work Room	1	125	125
Reading Room/Stack/Meeting Area	1	2009	2,009
Multi-media production room	1	800	800
Production/Sound control room	1	150	150
Maker / Fabrication Center (Build & Design)	1	800	800
Think Tank	1	600	600
Breakout work areas/small group/proj. based	3	100	300
MDF / IT Infrastructure Room	1	200	200
<b>LEARNING COMMONS</b>	<b>11</b>		<b>5,109</b>

CAREER, TECH. ED. & COMPUTER SCIENCE	QTY	UNIT SF	TOTAL SF
Project Lead the Way ~ Technology Ed.	1	1500	1,500
Project Lead the Way ~ Technology Ed. Stor.	1	250	250
Project Lead the Way ~ Robotics	1	1100	1,100
Project Lead the Way ~ Robotics Stor.	1	125	125
Project Lead the Way ~ Tech Ed. Shop	1	1100	1,100
Project Lead the Way ~ Tech Ed. Stor.	1	125	125
Family & Consumer Science	1	1000	1,000
Family & Consumer Science Stor.	1	100	100
Technology Integrator Office	1	125	125
<b>CAREER, TECH. ED. &amp; COMPUTER SCIENCE</b>	<b>8</b>		<b>5,425</b>

WELLNESS / PHYSICAL EDUCATION	QTY	UNIT SF	TOTAL SF
Gymnasium	1	7250	7,250
Gym Storage	1	350	350
Changing/TLT Room	2	250	500
Multi-Purpose / Gross Motor / Fitness	1	950	950
Storage	1	125	125
Office	1	200	200
<b>WELLNESS / PHYSICAL EDUCATION</b>	<b>7</b>		<b>9,375</b>

CAFETERIA / FOOD SERVICE	QTY	UNIT SF	TOTAL SF
Cafeteria - Dining Room	1	3,348	3,348
Toilet Room (Student)	2	200	400
Kitchen/Servery	1	1750	1,750
Dry Storage	1	175	175
Walk-in Cooler	1	175	175
Locker Area	1	65	65
Office	1	80	80
Janitor's Closet (Kitchen)	1	50	50
Toilet Room (Kitchen)	1	60	60
Chair/Table Storage	1	250	250
Teacher Dining / Small Break Out Dining Area	1	0	0
<b>CAFETERIA / FOOD SERVICE</b>	<b>12</b>		<b>6,353</b>

BUILDING SERVICES	QTY	UNIT SF	TOTAL SF
Building Storage	1	350	350
Toilet Room (Boys/Men)	3	200	600
Toilet Room (Girls/Women)	3	200	600
All-Gender / All Inclusive - Toilet Room	6	60	360
Custodial Closet	4	50	200
Mechanical Room	1	750	750
Main Electrical Room	1	400	400
Electrical Closet	3	60	180
IDF Room	3	60	180
Deliveries / Loading	1	300	300
Custodial Office/Storage	1	150	150
<b>BUILDING SERVICES</b>	<b>27</b>		<b>4,070</b>

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# Educational Program



PROGRAM AREAS	#/ROOMS		TOTAL SF
6TH GRADE ACADEMIC CLASSROOMS	18		12,050
7TH GRADE ACADEMIC CLASSROOMS	18		12,050
8TH GRADE ACADEMIC CLASSROOMS	18		12,050
SPECIAL EDUCATION (refer to Academic CR)	5		1,625
ADMINISTRATION	14		2,365
STUDENT HEALTH	6		900
VISUAL AND PERFORMING ARTS	10		9,150
LEARNING COMMONS	11		5,109
CAREER, TECH. ED. & COMPUTER SCIENCE	8		5,425
WELLNESS / PHYSICAL EDUCATION	7		9,375
CAFETERIA / FOOD SERVICE	12		6,353
BUILDING SERVICES	27		4,070
Net SF			80,522
Circulation Factor	80,522	0.3	24,157
PROGRAM AREA GSF			104,679
GROSS FLOOR AREA (TARGETED)			104,701
DELTA			22

**Below the maximum allowable SF identified by the State!**

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## Why It Matters ~

On average, children spend...

# 90%

OF THEIR TIME INDOORS

EPA <https://www.epa.gov/iaq-schools/what-you-can-do-improve-academic-performance>

THE PHYSICAL ENVIRONMENT IMPACTS  
STUDENT LEARNING PROGRESS BY

# 25%

Building and Environment Journal

<https://www.sciencedirect.com/science/article/abs/pii/S0360132312002582>

COLLABORATION SPACES



ADAPTABLE & RECONFIGURABLE



SPATIAL QUALITY + TECHNOLOGY



OWNERSHIP & PERSONALIZATION



SOCIAL ENRICHMENT



NATURE, INQUIRY & STEWARDSHIP



PLACEMAKING



WHOLE CHILD WELLNESS



# Progressive Learning Environments



Tecton  
ARCHITECTS

Envelope technology  
accounts for

**30%**

Of energy used

**40 sec.**

In nature, or views  
to nature, leads to  
fewer mistakes on  
focused tasks

With proper  
ventilation rates,  
students complete  
schoolwork tasks

**8%** faster

Sense of belonging  
improves grades,  
engagement &  
advanced course  
selection

In daylit classrooms,  
students progress

**20%** Faster on  
math tests  
**26%** Faster on  
reading tests

**27%**

of middle school  
students don't feel  
they belong

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# CURRENT DIRECTION

Category	RNV	New	Comments
<b>Duration / Disruption</b>			Logistics, Impact on Education
<b>21st Century Space</b>			Flexibility, Agile, Adaptable
<b>Parent / Bus</b>			Site Improvements, Separation
<b>Outdoor Amenities</b>			Fields, Classrooms, Play
<b>Safety / Security</b>			Site, Building, Visibility
<b>Phasing</b>			Moving, Logistics, Site Impact
<b>Core Facilities</b>			Size, Placement, Amount/Type
<b>Initial Cost</b>			Tax Impact, State Reimbursement
<b>Operating Costs</b>			Sustainability, Efficiency

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# Build RNV (Renovate as New) ~ Area Adjustment to Allowable Area



RNV Weston Middle School - Budget Summary				Updated: 4/24/2024	
<b>Grade Levels</b>	<b>Proj. Enr.</b>		<b>Highest 10 Yr . (Projected Enrollment)</b>		
6-8	574		2032-33		
Max. Area Allowed	97,396		with 1% mechanical factor		
Combined (New + Renovation) Building GSF	104,701	7.50%	Typical gross up factor		
Existing Building	135,131				
<b>RNV Building</b>	<b>57,585</b>		Approx. 55% of total footprint		
<b>Proposed Building (New Construction)</b>	<b>47,115</b>		Approx. 45% of total footprint		
Project Cost Summary					
Site Improvements	18.50	Acre	\$525,000	\$9,712,500	
Parking Lot & Vehicular Circulation	200	SF	\$9,250	\$1,850,000	
Selective. Bldg. Enviro. Remediation (Phased)	57,585	SF	\$50	\$2,879,269	
Whole Building Demolition	77,546	SF	\$65	\$5,040,465	
New Construction	47,115	SF	\$575	\$27,091,306	
Existing Building Renovation	57,585	SF	\$475	\$27,353,058	
Geothermal Bore Field & Systems Premium	104,701	SF	\$22.50	\$2,355,766	
Carbon Neutral & Netzero Premium	104,701	0	\$18.50	\$1,936,963	
<b>Construction Cost Subtotal</b>		<b>Avg/sf</b>	<b>\$747</b>	<b>\$78,219,327</b>	
Soft Costs	19.50%			\$15,252,769	
Phasing & Logistics Costs (Contemplates occupied Site)	4.25%			\$3,324,321	
<b>Project Cost + Construction Cost Subtotal</b>		<b>Avg/sf</b>	<b>\$925</b>	<b>\$96,796,417</b>	
<b>Cost Escalation</b>	<b>14.1%</b>	Mid 2028	4.5%/year	<b>\$13,664,375</b>	
<b>Total Project Cost (With Escalation)</b>				<b>\$1,055</b>	<b>\$110,460,792</b>
<b>Total Project Costs</b>				<b>\$1,055</b>	<b>\$110,460,792</b>
State Reimbursement (Assumes higher %, most econ. sol. CGS 10-285a)			22.14%	(\$24,456,019)	
Ineligible Allowance (Offsite, etc.)			2.00%	\$2,209,216	
<b>Estimated Total Cost to Weston</b>					<b>\$88,213,989</b>

## Weston Middle School

**RNV**

**Total Population: 574P**  
**Allowable Area (OGA): 97,396 SF**  
**New Building GSF: 104,701**

**Site Improvements:** 200 parking spaces, athletic fields, outdoor educational space, bus/parent drop off

**Building:** Partial building demolition and abatement/remediation, additions (45%) and renovations (55%, phased ~ likely 4-5 phases) and NetZero/ Carbon neutral premiums

**Total Project Costs: \$110,460,792**  
**Cost to Weston: \$88,213,989**

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New Weston Middle School - Budget Summary				Updated: 4/24/2024	
Grade Levels	Proj. Enr.	Highest 10 Yr . (Projected Enrollment)			
6-8	574	2032-33			
Max. Area Allowed	97,396	with 1% mechanical factor			
New Building GSF	104,701	7.50%	Typical gross up factor		
Existing Building	135,131				
<b>Proposed Building (New Construction)</b>	<b>104,701</b>				
Project Cost Summary					
Site Improvements	18.50	Acre	\$525,000	\$9,712,500	
Parking Lot & Vehicular Circulation	200	SF	\$9,250	\$1,850,000	
Building Environmental Remediation	135,131	SF	\$30	\$4,053,930	
Premium for PCB Environmental Remediation	135,131	SF	\$15	\$2,026,965	
Whole Building Demolition	135,131	SF	\$20	\$2,702,620	
New Construction	104,701	SF	\$575	\$60,202,903	
Geothermal Bore Field & Systems Premium	104,701	SF	\$22.50	\$2,355,766	
Carbon Neutral & Netzero Premium	104,701	0	\$18.50	\$1,936,963	
<b>Construction Cost Subtotal</b>		<b>Avg/sf</b>	<b>\$810</b>	<b>\$84,841,646</b>	
Soft Costs	19.50%			\$16,544,121	
Phasing & Logistics Costs (Contemplates occupied Site)	1.25%			\$1,060,521	
<b>Project Cost + Construction Cost Subtotal</b>		<b>Avg/sf</b>	<b>\$978</b>	<b>\$102,446,288</b>	
<b>Cost Escalation</b>	<b>9.2%</b>	Mid 2026	4.5%/year	<b>\$9,427,620</b>	
<b>Total Project Cost (With Escalation)</b>				<b>\$1,069</b>	<b>\$111,873,907</b>
<b>Total Project Costs</b>				<b>\$1,069</b>	<b>\$111,873,907</b>
State Reimbursement (Assumes higher %, most econ. sol. CGS 10-285a)			22.14%	(\$24,768,883)	
Ineligible Allowance (Offsite, etc.)			1.50%	\$1,678,109	
<b>Estimated Total Cost to Weston</b>				<b>\$88,783,133</b>	

## Weston Middle School

**New**

**Total Population: 574P**  
**Allowable Area (OGA): 97,396 SF**  
**New Building GSF: 104,701**

**Site Improvements:** 200 parking spaces, athletic fields, outdoor educational space, bus/parent drop off

**Building:** Whole building demolition and abatement, new construction and NetZero/Carbon neutral premiums

**Total Project Costs: \$111,873,907**  
**Cost to Weston: \$88,783,133**

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# Value Analysis ~ New vs. RNV...Value when complete



Topic for Consideration	Value Delta	Renovate Like New With Addition	New Building
<b>Construction Costs</b>	<b>\$6,622,319</b>	<b>\$78,219,327</b>	<b>\$84,841,646</b>
Possibility of unforeseen conditions, conflicts, and cost increases	<b>-\$1,823,037</b>	Somewhat Likely, est. 3-5% of const. <b>\$3,519,870</b>	Somewhat limited, est. 1-3% of const. <b>\$1,696,833</b>
<b>General Conditions Analysis</b> (Typically range between 5-10% of construction)	<b>-\$2,439,672</b>	48 Months (uses 8%) <b>\$6,257,546</b>	24 Months (uses 4.5%) <b>\$3,817,874</b>
<b>Temp. Facilities, Field Off., Admin. exp.</b> (Typically between \$25,000 ~ \$35,000 per/month)	<b>-\$910,000</b>	48 Months <b>\$1,560,000</b>	20 Months <b>\$650,000</b>
<b>Construction Cost Escalation</b>	<b>-\$4,236,755</b>	13,664,375	<b>\$9,427,620</b>
<b>Multiple Move Costs</b>	<b>-\$285,000</b>	(4 Total phased moves) 4 @ 95,000 each	1 Move @ 95,000
<b>Subtotal of Value Lost</b>	<b>-\$9,694,464</b>		
<b>Delta in Resultant Value</b>	<b>(\$3,072,145)</b>	<b>\$87,913,791</b>	<b>\$84,841,646</b>

**Less than or equal to!**

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# WHAT'S NEXT

# Putting it into perspective ~ milestone schedule



**Grant Application due: June 30<sup>th</sup>**

**Tecton & Team**

*Enrollment Projections (highest in 8-year period)\**  
*Space Standards Worksheet (SCG-2500)*  
*Site Analysis SCG-053 (Site impacts, FMC, Phase I\*, geotechnical, CT Gen Stat § 8-24)*  
*Cost Estimate (SCG-2000, Unifomat online)*

**Schools & Tecton**

*Educational Specifications\**  
*School Safety and Security Letter SCG-9000, Approval from DEMHS*  
*Approval for Renovation Status (As appropriate) (SCG-3500)*

**Town of Weston**

*BOE Approval of Educational Specifications*  
*Certified Resolutions (building committee, filing of grant, SD drawings)*  
*Approval of funding (certified vote count)*

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\*By others and/or in coordination with Owner's consultants

1. RESOLVED, that the **legislative body** authorizes the **town / district / RESC / academy** Board of Education to apply to the Commissioner of Administrative Services and to accept or reject a grant for the **proposed project** at the **school name**.
2. RESOLVED, that the **building committee** is hereby established as the building committee with regard to the **proposed project** at the **school name**.
3. RESOLVED, that the **legislative body** hereby authorizes at least the preparation of schematic drawings and outline specifications for the **proposed project** at the **school name**.

**Legislative body** – Town governing body such as town council; except for regional school districts, the town governing body is not the local Board of Education.

**Proposed project** – The type of construction such as alteration or roof replacement for which a grant application will be submitted; multiple facilities may be referenced in one resolution, but the facilities must be separately identified and the type of construction needs to be facility specific.

**School name** - The specific facility at which the construction will take place; multiple facilities may be referenced in one resolution, but the facilities must be separately identified and separate grant applications for each facility are required.

**Building committee** – A standing building committee or a new building committee formed for the specific project.

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# **“DRAFT” Proposed Resolutions required by OGA**



**Tecton**  
ARCHITECTS

- 1. RESOLVED**, that the **Board of Selectmen** authorizes the town of Weston’s Board of Education to apply to the Commissioner of Administrative Services and to accept or reject a grant for the New Construction at the Weston Middle School.
- 2. RESOLVED**, that the Weston Middle School Building Committee is hereby established as the building committee with regard to the New Construction at the Weston Middle School.
- 3. RESOLVED**, that the Board of Selectmen hereby authorizes at least the preparation of schematic drawings and outline specifications for the New Construction at the Weston Middle School.
- 4. NOTE ~ A Referendum shall be prepared with an identified date as part of a resolution from the legislative body that sets referendums for the town \***

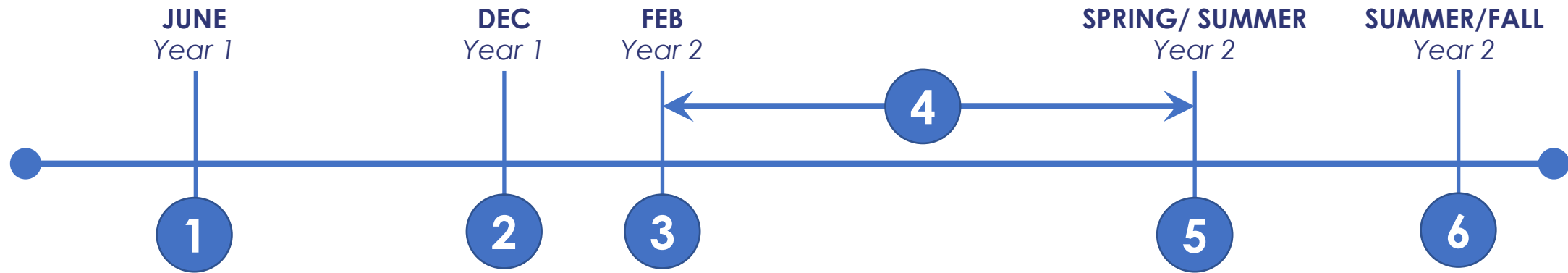
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## Sec. 10-283.

### Applications for grants for school building projects.

(d) No school building project shall be added to the list prepared by the Commissioner of Administrative Services pursuant to subsection (a) of this section, unless the applicant, prior to submitting an application, has (1) secured funding authorization for the local share of the project costs and such authorization has become effective pursuant to the general statutes and local ordinance or charter, **or (2) scheduled and prepared a referendum, if required, the results of which shall be submitted on or before the fifteenth day of November in the year of application.** The reimbursement percentage for a project covered by this subsection shall reflect the rates in effect during the fiscal year in which such local funding authorization is secured.

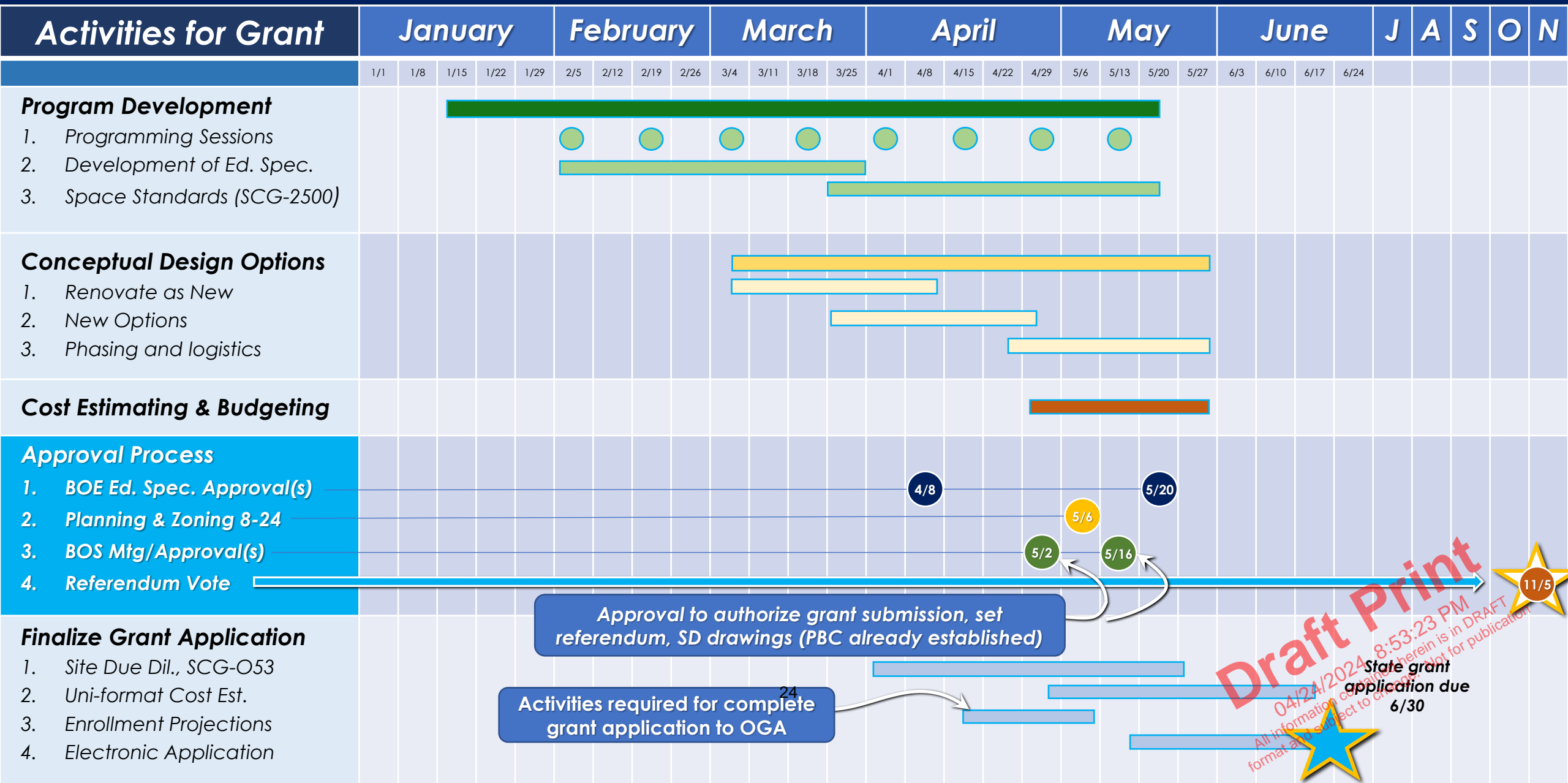
# State Grant Application Process ~ Major Components



1. **June 30th** – Annual Application Deadline (\*requires funding in place)
2. **December 15th** – DAS submits Priority List to Governor and Education Committee
3. **February 1st** – Education Committee submits approved or modified Priority List to Governor and General Assembly
4. **Spring/Summer** – General Assembly authorizes the Commissioner of DAS to enter into grant commitments on behalf of the State. DAS notifies applicants of grant commitments.
5. **Grant Letter received** – send packages out to bid
6. **Commence Construction**

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# Proposed Milestone Schedule ~ State Grant Application





**Tecton**  
ARCHITECTS

SUMMARY PRESENTATION FOR

# WESTON MIDDLE SCHOOL

for

## Educational Optimization Committee

April 26, 2024

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