

Long Term Facility Planning

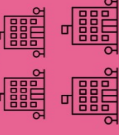
Board of School Committee
Priority Two Schools



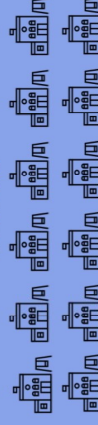
**3 High
Schools**



**4 Middle
Schools**



**12 Elementary
Schools**



Agenda

1. The Why's and What's of the Long-Term Facilities Plan
2. Goals for Students/Goals for Plan
3. Priority Two Projects Overview
4. Elementary School Recommendations
5. High School Recommendations

Charge of the Long-Term Facilities Plan

In August 2022, MSD's Board of School Committee (BOSC) was presented a Long-Term Facilities Planning Report by the Districts' Superintendent and adopted a 3-4-12 model (3 high schools, 4 middle schools and 12 elementary schools) that could include:

- The construction of a new high school (2000 students)
- Realignment of existing high schools and closure of one
- Modifications to the existing middle schools to complete the accommodation of a Grade 5-8 model
- Consolidation of elementary schools to twelve schools, including the closure of one elementary school, design and construction of a new Beech Street School and additions and renovations to existing school(s) as necessary



The Why of the Long-Term Facilities Plan

Focus on Students

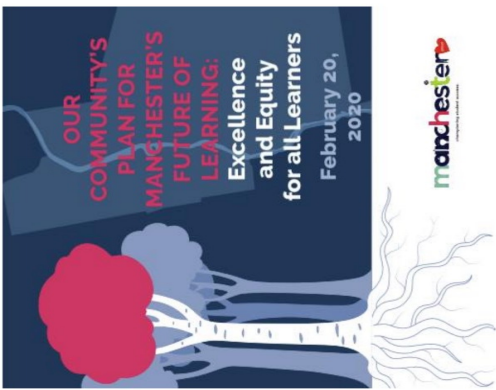
Our focus is meeting the needs of our students – this is our opportunity to re-imagine programming and physical spaces to best suit all our students for years to come.

Address Aging Buildings

The district’s school buildings continue to age. A generation has passed since the last time a new school was built, which means even the newest buildings are showing their age.

Alignment with the Strategic Plan

Our community-developed strategic plan has laid the foundation for our growth of our students, educators and system. It is critical that planning for facilities aligns with our overall strategic plan.



Goals for the Students / Equity in Learning Environments



Engage:

Project-based learning (PBL) for equity and inclusion



Empower:

Student-centered and driven learning



Adapt:

Strategies meeting diverse learner needs



Collaborate:

Foster student teamwork



Experience:

Hands-on, experiential learning



Innovate:

Creative thinking and problem-solving



Expand:

STEM learning opportunities



Enhance:

Safe, welcoming school environments

Long-Term Facilities Plan Roadmap for the Future

Elementary Schools

Most schools are undersized and / or have inadequate teaching and support spaces. All Priority Two elementary schools require some degree of the following:

- Comprehensive renovation
- Comprehensive renovation and addition
- Replacement

The schools are organized into three groups of 3 schools and one group of 2 schools. Staggered timeline of 1-year intervals.

High Schools

Planned for consecutive redevelopment

- New Central High School
- Memorial High School
- West High School

Components of the Long-Term Facilities Plan

- Evaluation of all the school buildings including site analysis, physical assessments and educational adequacy assessments
- Site Selection for a new high school
- Educational Programming for select schools (Priority 1)
- Community Engagement including Visioning
- Short-term recommendations for a new Elementary School (Priority 1)
- Long-term recommendations for Elementary Schools
- Recommendations for Middle Schools (Priority 1)
- Recommendations for High Schools

Priority Two Project Overview

Strategic Plan Goals

“Our Community Plan for Manchester’s Future of Learning: Excellence and Equity for all Learners”

Our Why: VISION Our vision captures the future we seek to create for our students.

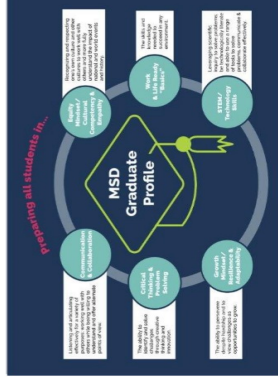
Our What: MISSION - Our mission explains our fundamental purpose as an organization. MSD produces graduates who can demonstrate 21st Century skills

Our How: THEORY OF ACTION - Our driving aim is to realize our mission on behalf of every learner through the goals and strategies outlined in this plan.

Our Ethos: CORE VALUES - Our core values drive our culture and answer the question, “How do we want to act in working to achieve our vision?”

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27



Class Size Progress

As of 2022, class sizes have achieved the Strategic Plan Goals below

Long-Term Facilities Plan has been designed around:

Grade	Student Count
Kindergarten - 4	20
Grades 5 - 12	25
Lab	24

Facilities Matter – They Lead to Better Student Outcomes

- Environments in which students want to be
- Engaged students through project-based learning (PBL)
- Learning that is student-centered and student driven
- A strategy that better meets the needs of every learner
- Student collaborators
- Hands-on learners
- Creative thinkers and problem solvers
- Engage in STEM learning

Physical Improvements:

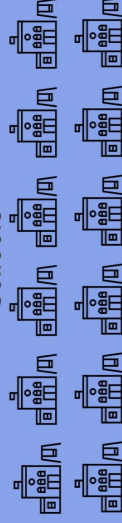
Lighting	Temperature	Technology Integrations
Noise	Furniture	Paint
Air Quality	Indoor and Outdoor Use of Space	Classroom Design



Elementary School Recommendations



12 Elementary Schools



Teaching and Learning Environments for the 21st Century

- Adequately-sized classrooms for all specials (Art, Music, Technology, STEM)
- Appropriate spaces for Special Education programs
- Pull-over (small group) spaces distributed throughout school
- Learning commons to serve groups of classrooms
- Calming spaces to serve the general population / Special Education
- Sinks in elementary teaching spaces for hygiene / cleanliness / STEM



Logistical / Support / Safety for the 21st Century

- Nurse's Suite that can serve multiple children with adequate privacy
- Welcoming, safe & secure entry vestibule with the main office in direct visual control
- Separate spaces for gym (PE) and cafeteria
- Storage space for before and after school service organizations
- Adequately sized spaces for professional staff and dedicated areas for student-support staff to facilitate individual and small group activities



Elementary School Overall District Student Location Map

Webster

Smyth Road

Northwest

McDonough

Gossler Park

Weston

Wilson

Beech

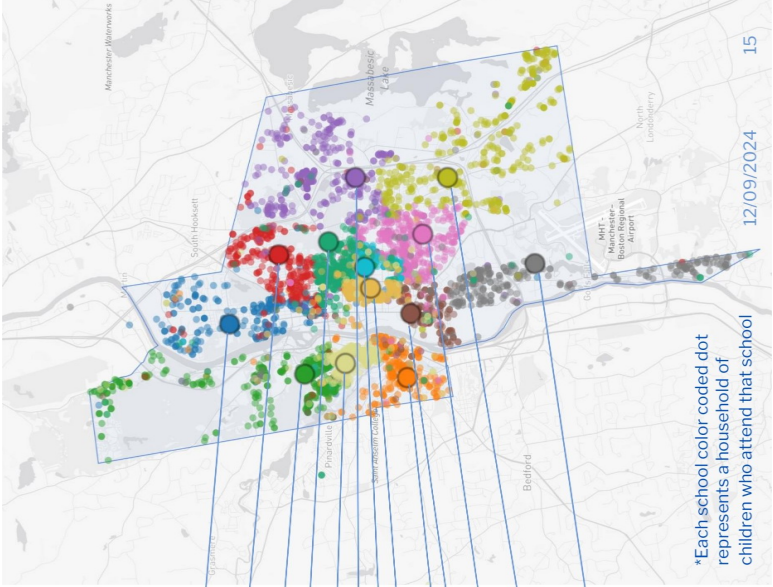
Parker-Varney

Bakersville

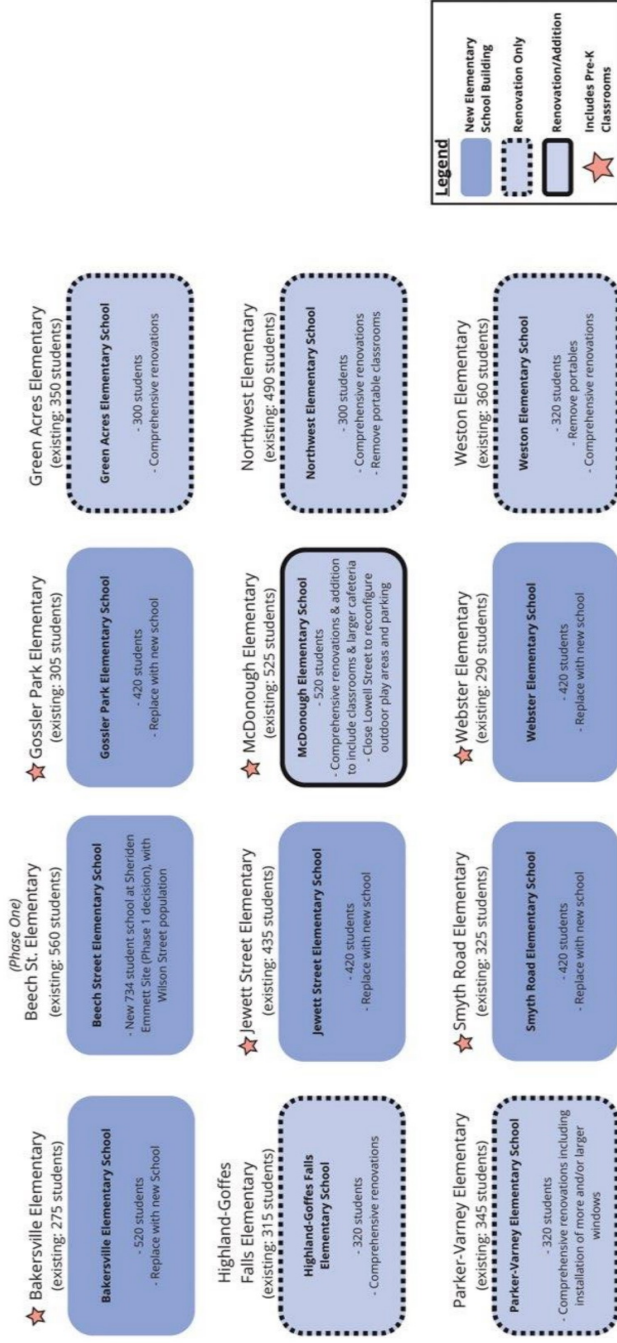
Jewett

Green Acres

Highland-Goffe's Falls



Elementary Schools Plan / 12 schools - 5,014 students



Capacity and Enrollment

Elementary Schools	2023 Enrollment	Average Grade Size	Future Anticipated Enrollment (K-4)	Sections Needed Per Grade	Total Classrooms Needed	Existing Classrooms	Optimized School Population	Proposed Enrollment
Bakersville School	271	55	275	3	15	14	280	520
Beech Street School *	471	146	734	8	40		0	734
Gossler Park School	305	61	305	4	20	14	280	420
Green Acres School *	426	70	350	4	20	20	300	300
Henry Wilson Elementary *	410	68	0	4	20		0	0
Highland Goffe's Falls	315	63	315	4	20	15	320	320
Jewett School	433	87	435	5	25	11	220	420
McDonough School *	442	74	370	4	20	22	420	520
Northwest Elementary School	489	98	490	5	25	20	300	300
Parker Varney School	343	69	345	4	20	18	320	320
Smyth Road School *	399	65	325	4	20	16	320	420
Webster School *	348	58	290	3	15	15	300	420
Weston Elementary School *	409	72	360	4	20	16	320	320
Total	5061		4594				3380	5014

Notes

- Number of existing classrooms in schools does not account for space for Learning Commons and small group rooms
- Henry Wilson Elementary School closed after 2023-24 School Year
- All elementary schools became K-4th grade after 2023-24 School Year
- * 2023-24 School Year – Completion of 5th grade transition from elementary schools into middle schools

Elementary Schools Plan

School Name	Proposed Enrollment (K-4)	Gross Square Footage	Renovation	New Construction	Number of Classrooms				Pre-K
					KCR	1st - 4th	Self-Contained Special Ed.	Resource Rooms	
Bakersville (New)	520	110,465		110,465	5	21	3	5	4
Beech (New)	734	Priority One Project (not included in Priority Two Budget)			7	28	2	5	0
Gossler Park (New)	420	99,007		99,007	4	17	3	5	4
Green Acres (Reno)	300	53,734	53,734		3	13	2	3	0
Highland Goffe's Falls (Reno)	320	59,927	59,927		3	13	2	2	0
Jewett Street (New)	420	96,007		96,007	4	17	3	5	4
McDonough (Add/Reno)	520	105,996	64,476	41,520	5	21	3	5	4
Northwest (Reno)	300	51,475	51,475		3	12	2	3	0
Parker Varney (Reno)	320	59,927	59,927		3	13	2	3	0
Smyth Road (New)	420	96,007		96,007	4	17	3	5	4
Webster (New)	420	96,007		96,007	4	17	3	5	4
Weston (Reno)	320	61,827	61,827		3	13	2	3	0
Priority 2 ES Totals	5014	890,381			48	202	30	49	24

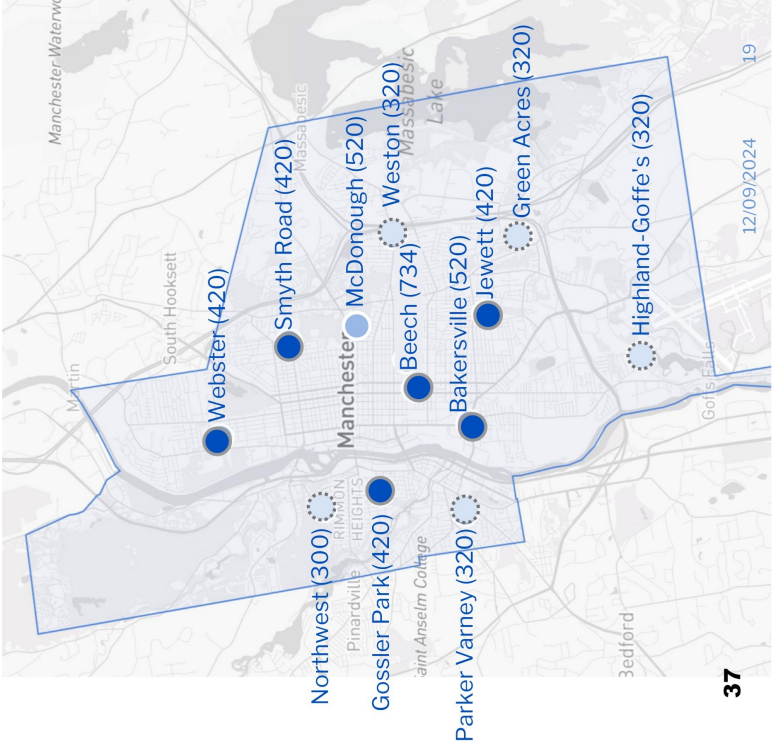
Notes

Space requirements are aligned with NH DOE Ed. 321 guidelines, Manchester School District class size policies, and best practices

2023/24 School Year numbers:

- Self-Contained Special Ed Classrooms: 12
- Pre-Kindergarten Classrooms: 24

Elementary Schools Map

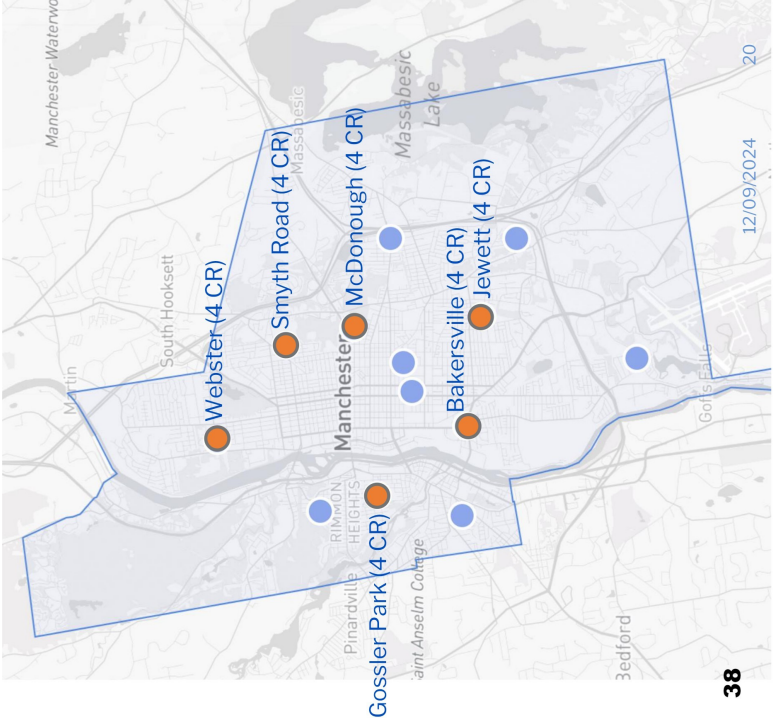


Legend	
School Name (proposed enrollment)	
	Renovation
	Addition/Renovation
	New Construction

Pre-K-K Classroom Locations

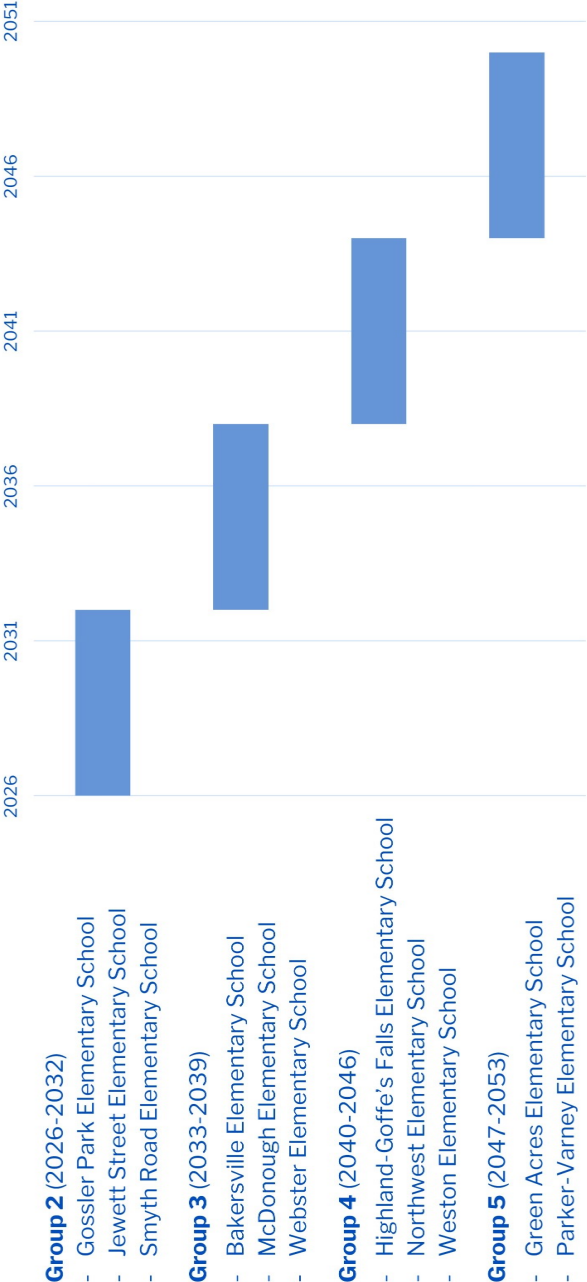
Legend	
	School Name (proposed enrollment)
	School with Pre-K
	School without Pre-K

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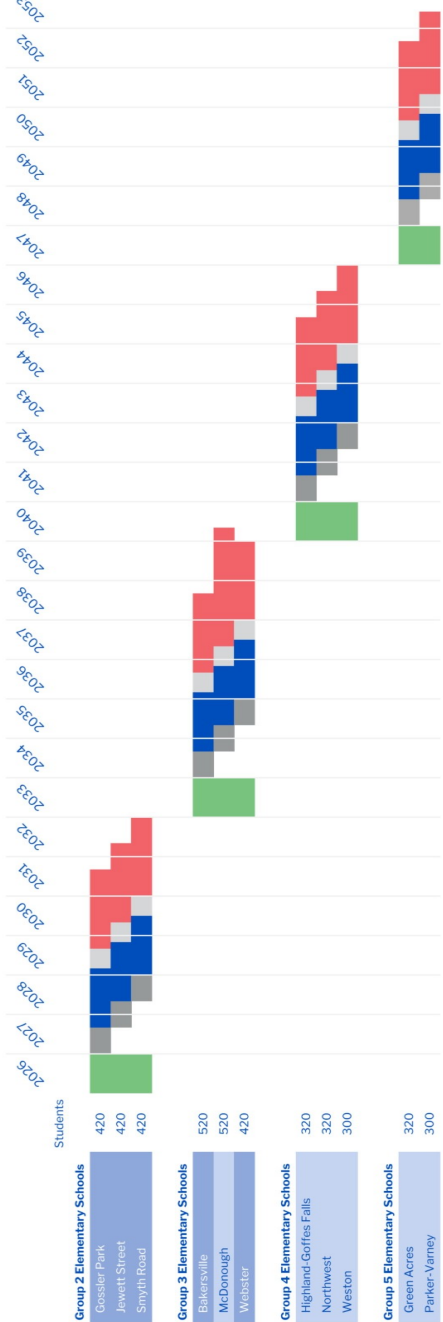


Elementary School Conceptual Schedule & Cost Model

Priority Two Elementary Schools Timeline



Elementary Schools Schedule



New Building

Renovation/Addition

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Funding for Design

Early Planning/ Programming

Full Design

Construction Funding

Construction

41

12/09/2024

23

Recommended Schedule for the 11 Elementary Schools

The 11 schools are arranged in three Groups of 3 and a Group of 2.

Schedule:

- Funding process for design	TBD
- Early planning / programming	6-8 months
- Full design process	12 months
- Funding process for construction	TBD
- Construction	18 – 24 months

Recommended Schedule for the Group 2 Schools

Design 2026 – Project Completion 2033

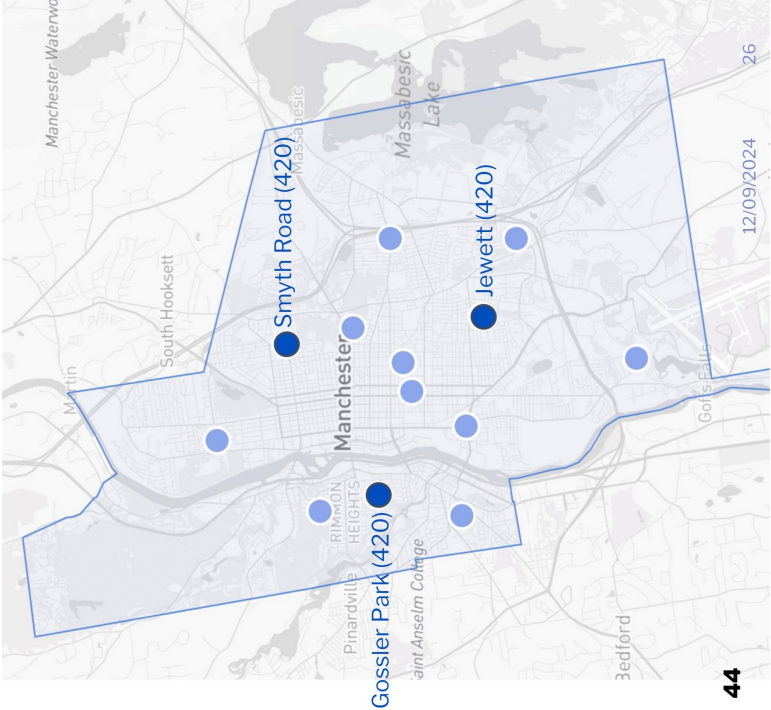
- **Gossler Park** Elementary School (new, 420 students, includes Pre-K and is a Community School) – Built in 1950s. Identified as necessary based on the school's building and educational needs. Adds population.
- **Jewett Street** Elementary School (new, 420 students, includes Pre-K) - Built in 1950s. Identified as necessary based on the school's building and educational needs
- **Smyth Road** Elementary School (new, 420 students, includes Pre-K) - Built in 1950s. Identified as necessary based on the school's building and educational needs

These “triplet” schools have been identified as lacking necessary program space. They are spread across the district and are all located in densely populated neighborhoods.

Group Two (2026-2033)

- Years 5-10 of the Long-Term Facilities Plan
 - Gossler Park Elementary School
 - Jewett Street Elementary School
 - Smyth Road Elementary School
- “Triplets” are old and in poor condition – new construction recommended
- Evenly distributed across City

Legend	
School Name (proposed enrollment)	
	School included in Group
	School not included in Group



Recommended Schedule for the Group 3 Schools

Design 2033 – Project Completion 2039

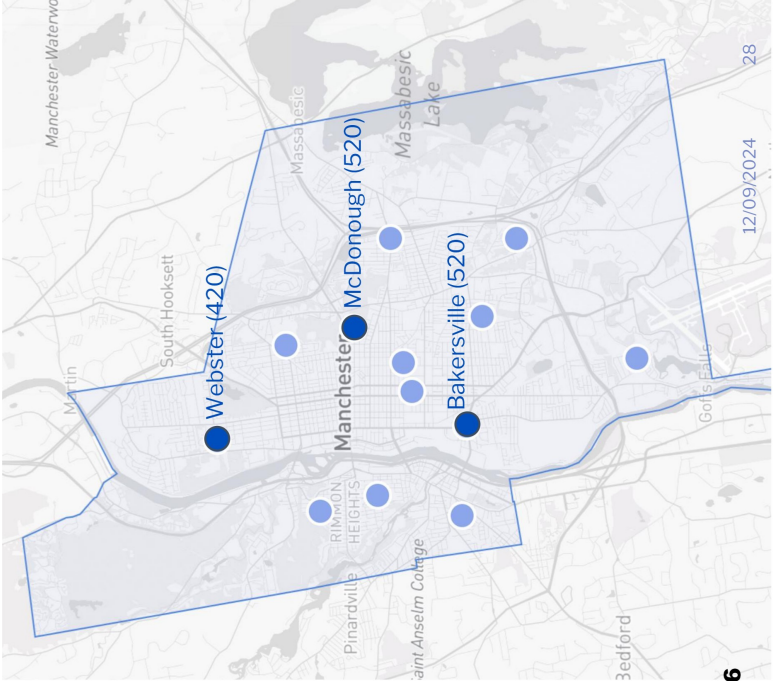
- **Bakersville** Elementary School (new, 520 students; includes new Dual Language School and Pre-K) - This early 20th century school sits forward on a busy city intersection. The Pre-K component is currently located off-site. Identified as necessary based on the school's building and educational needs. Adds population.
- **McDonough** Elementary School (Add / reno, 520 students) - Built in 1964, the school serves densely populated neighborhoods. Adds population.
- **Webster** Elementary School (new, 420 students; includes Pre-K) - Built in 1940s. Identified as necessary based on the school's building and educational needs. Adds population.

Group Three (2033-2039)

- Years 10-15 of the Long-Term Facilities Plan
 - Bakersville Elementary School
 - McDonough Elementary School
 - Webster Elementary School
- New Construction of larger schools, to accommodate students from smaller schools

Legend	
School Name (proposed enrollment)	
	School included in Group
	School not included in Group

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Recommended Schedule for the Group 4 Schools

Design 2040 – Project Completion 2046

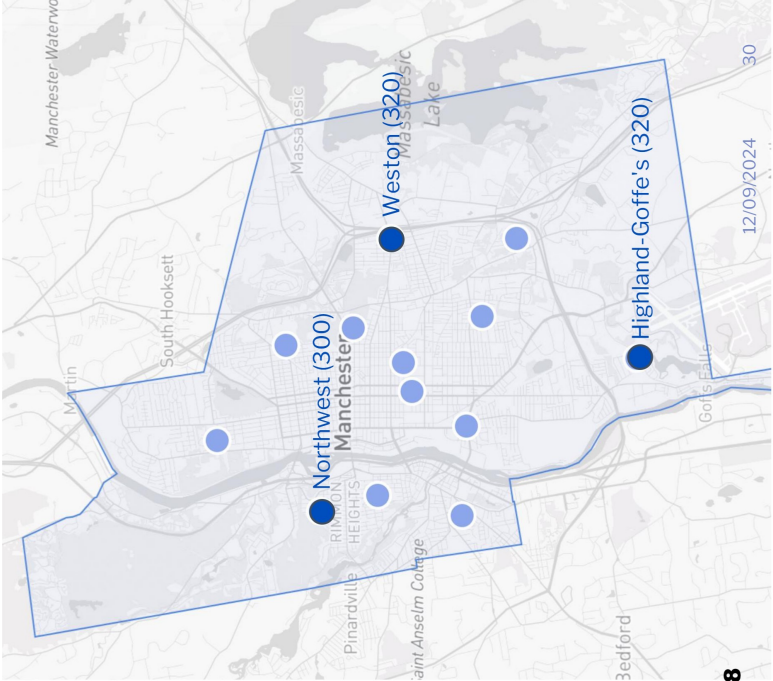
- **Weston** Elementary School (comprehensive renovations only, 320 students) constructed in 1922 and 1958, this building needs to be right-sized to offer the programs and opportunities for equity
- **Highland-Goffes Falls** Elementary School (reno only, 320 students) Designed/constructed in 1970 as an “open plan” school. In subsequent years, interior partitions were added to create traditional classrooms. Most classrooms have only one small window to the exterior. New larger windows will be added as part of the renovations.
- **Northwest** Elementary School (renovation only, 300 students) – Built in 1987. No site area for expansion.

Group Four (2040-2046)

- Years 15-20 of the Long-Term Facilities Plan
 - Highland Goffe's Falls Elementary School
 - Northwest Elementary School
 - Weston Elementary School
- Renovations of schools distributes across the city

Legend	
School Name (proposed enrollment)	
	School included in Group
	School not included in Group

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Recommended Schedule for the Group 5 Schools

Design 2047 – Project Completion 2052

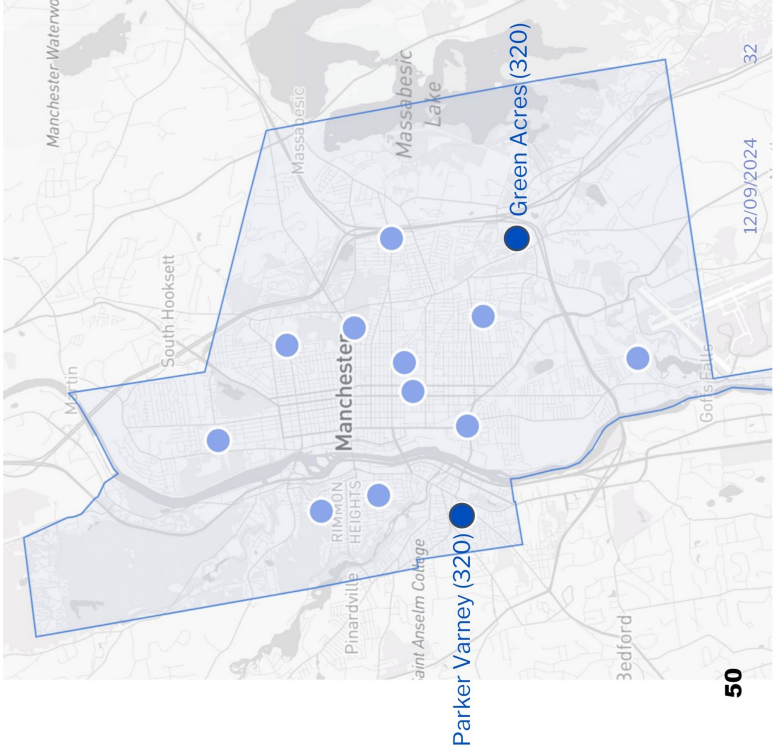
- **Parker Varney** Elementary School (comprehensive renovation only, 300 students)
Designed/constructed in 1970 as an “open plan” school. In subsequent years, interior partitions were added to create traditional classrooms. Most classrooms have only one small window to the exterior. New larger windows will be added as part of the renovations.
- **Green Acres** Elementary School (comprehensive renovation only, 320 students) Originally built in the 1960s, building was recently partially renovated but still has educational issues. Taken together, Green Acres can wait longer than other schools with a combination of physical educational and equity issues.

Group Five (2047-2052)

- Years 20-25 of the Long-Term Facilities Plan
 - Green Acres Falls Elementary School
 - Parker Varney Elementary School
- Renovations of schools

Legend	
School Name (proposed enrollment)	
	School included in Group
	School not included in Group

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Priority Two Elementary Schools Cost Model

Elementary Schools	Total Construction Cost	Total with 15% Feasibility Contingency	ROM Total Project Cost Model (30%)
Group Two			
Gossler Park	\$69 M	\$80 M	\$104 M
Jewett Street	\$67 M	\$78 M	\$101 M
Smyth Road	\$67 M	\$78 M	\$101 M
Group Three			
Bakersville	\$93 M	\$107 M	\$139 M
McDonough	\$58 M	\$67 M	\$87 M
Webster	\$81 M	\$94 M	\$122 M
Group Four			
Highland-Goffe's Falls	\$23 M	\$27 M	\$35 M
Northwest	\$21 M	\$25 M	\$33 M
Weston	\$22 M	\$26 M	\$34 M
Group Five			
Green Acres	\$26 M	\$30 M	\$39 M
Parker-Varney	\$29 M	\$34 M	\$44 M
Temp Swing Space for Sites w/o Space for Modular Classrooms	\$ 7M	\$9 M	\$12 M
Total	\$563 M	\$655 M	\$852 M

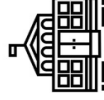
New Building

Renovation/Addition

» Total Range **\$852 Million - \$894 Million**

» Total Student Capacity **5,014**

High School Recommendations



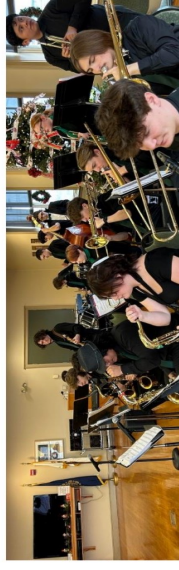
3 High Schools



52

High School - Teaching and Learning Environments for the 21st Century

- Every student has access to the same opportunities
- Welcoming and Safe environment
- Students have a sense of Belonging
- Reinforce and Expand Pathways
- CTE Opportunities at Multiple High Schools
- Explore Opportunities for an Arts Academy
- Explore an Alternative Special Needs School for Middle and High School Grades
- Links to Innovation within the City



Site Selection Process

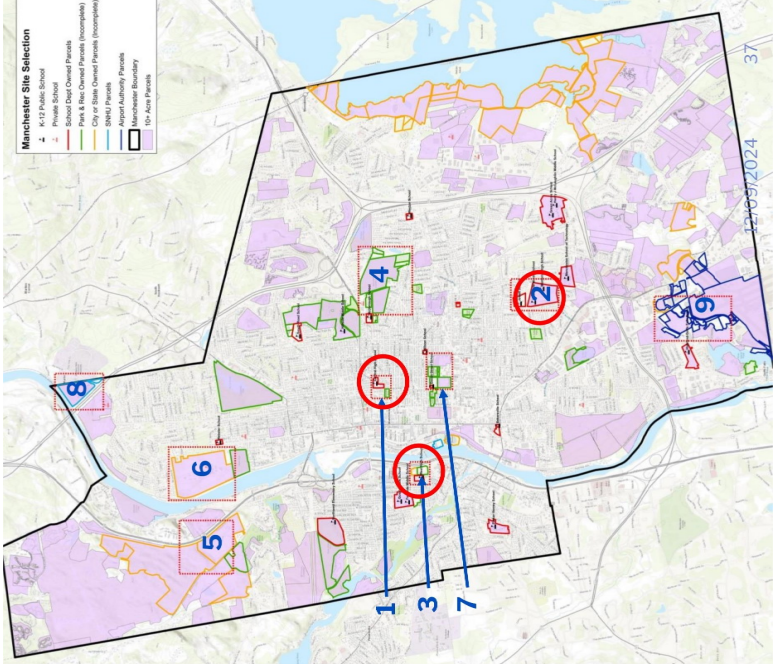
- Site selection process identified all 10-acre parcels within the City of Manchester, which resulted in just over 200 parcels for consideration
- The potential sites were then narrowed down by obvious physical constraints, such as parcels which are predominantly covered by water or parcels containing cemeteries.
- The remaining sites were first evaluated based on parcel ownership. The site selection process prioritized publicly owned parcels, which the city or school district already has authority over.
 - Traffic/Accessibility/Walkability
 - Site Constructability: Topography, Environmental Constraints, Regulatory Constraints
 - Sociopolitical Concerns, Equity, etc.
 - School District Zoning, in relation to locations of elementary/middle schools and overall district balance
 - Connectivity to other schools, amenities, athletic facilities, etc.

Map of High School Sites Considered

Nine Sites were Initially Considered

- 1. Existing Central High School Site
- 2. Existing Memorial High School Site
- 3. Existing West High School Site
- 4. Derryfield Golf Course
- 5. Highway/New Exit Site
- 6. Sununu Site
- 7. Existing Beech Street Site
- 8. SNHU site
- 9. Airport Authority Land

Of the sites considered, the three existing high school sites were found to be the most viable



Proposed High School System

	New Central High School	Memorial High School	West High School	MST/CTE	Central High School	Total Enrollment
Current Enrollment 2024-2025	0	1302	767	305	1129	3503
Recommended Project Enrollments	2000*	1200*	800**	0	0	4000
or						
Alternate Project Enrollment	2000*	2000*	0	0	0	4000
	*Includes certain CTE Programs	*Includes certain CTE Programs	**includes School for the Arts			

Proposed 3 High School System

A charge from the **MSD Strategic Plan** was to **consolidate to three high schools** including one large new high school. A view-point strongly expressed in the Visioning Sessions and school meetings - distribute the Career and Technical Education (CTE) programs to multiple schools

Divide CTE programs between the New Central High School and Memorial High School.

- **New Central High School**, 2,000 Students (Comprehensive)
 - On a site to be determined, including consideration of the existing Central site
 - Combined Academic High School and CTE programs
- **Memorial High School**, 1,200 Students (Comprehensive)
 - Additions and renovations on current site
 - Combined Academic High School and CTE programs
- **West High School**, 800 Students
 - Additions and renovations on current site
 - Combined Academic High School and Magnet School for the Arts

Project One – New Central High School / New Building

New Central High School, 2,000 Students (Comprehensive)

- Combined Academic High School and Career and Technical Education (CTE) programs
- The educational program to be determined but assume it will offer a full range of academic courses, and contains multiple Pathway programs including current and future looking.

Suggested Career and Technical Programs

- Advanced Bio-engineering
- Automotive Technology *
- Bio-medical
- Collision Repair / Refinishing
- Business and Marketing
- Criminal Justice / Law
- Design Communications
- Game Design / Graphics
- Video / Digital Media Productions
- Exploratory Program (proposed)
- Robotics and Automation Technology (proposed)
- CTE Offices and Conference

* (Some popular programs may be present at more than one location)

Project Two – Memorial High School / Additions and Renovations

Memorial High School, 1,200 Students (Comprehensive)

- Combined Academic High School and Career and Technical Education (CTE) programs
- The educational program to be determined but assume it will offer a full range of academic courses, and contains multiple Pathway programs including current and future looking.

Suggested Career and Technical Programs

- Health Professions
- Residential Carpentry *
- Horticulture / Landscape
- Cosmetology *
- Electrical Technologies
- Aviation Technologies
- HVAC
- Residential Plumbing
- Culinary Arts
- Fire Science / EMT
- Manufacturing Technology



Exploratory Program proposed

- CTE Offices and Conference

Project Three – West High School / Additions and Renovations

West High School, 800 Students

- Combined Academic High School and Magnet School for the Arts
- The educational program to be determined but assume it will offer a full range of academic courses, and contains multiple Pathway programs including current and future looking.

Suggested Programs

- Magnet School for the Arts – Visual and Performing Arts
- Navy ROTC Program
- Includes removal and replacement of the Gymnasium and Theater



Project Four – Repurposing MST Building / Renovations

The following uses are under consideration for repurposing the MST building. This would take place following the completion of the New Central and Memorial's additions and renovations

- Manchester School District Central Offices & Professional Development Center
- Special Needs Alternative Middle School / High School
- Consolidated Manchester Adult Education
- Transportation Department Office Location



Special Needs Alternative Middle School / High School

Recommendation: Set up an in-house exploratory committee with the possibility of bringing on consultant to explore an Alternative School to serve middle school and high school age students with severe to global deficits that need special environments that require special accommodations or cannot deal with in traditional middle and high school environments:

Students with global deficits, significant behavioral issues, significant intellectual, neurological impairments, and/or significant medical challenges

Potential Challenges:

- Possible programs offerings – possible phasing in of programs over some defined period of time
- Likelihood of neighboring community participation
- Availability of specialty teachers, clinicians and staff
- Possible operating budget
- Building renovation budget

Potential Rewards:

- Keeping students closer to home
- Potential operational savings
- Potential tuition from neighboring communities

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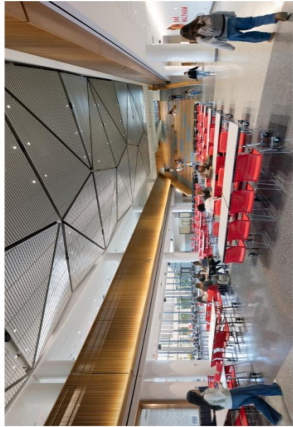
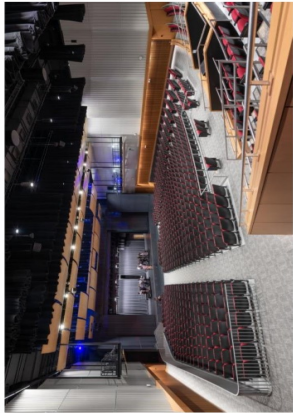
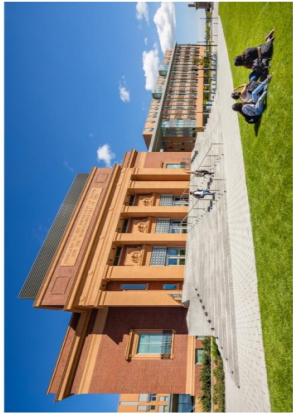
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44

High School Precedent Images



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New Central High School / Sites Explored

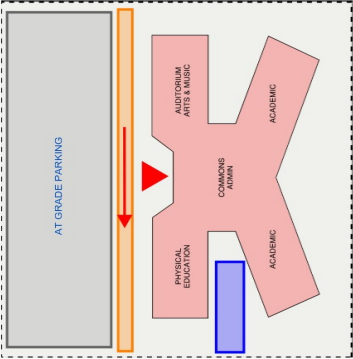
2,000 Students 297,000 nsf 445,000 gsf

Existing Central High School Site



Site Area: 235,000 SF
5.3 acres

Alternative Site



Site Area: 365,000 SF
8.3 acres or larger

New Central High School / Existing Central High School Site

- Buildings constructed (1895, 1925, 1959, 1967, 2004)
- 270,062 gsf



New Central High School / Existing Central High School Site



New 445,000 gsf school building will require:

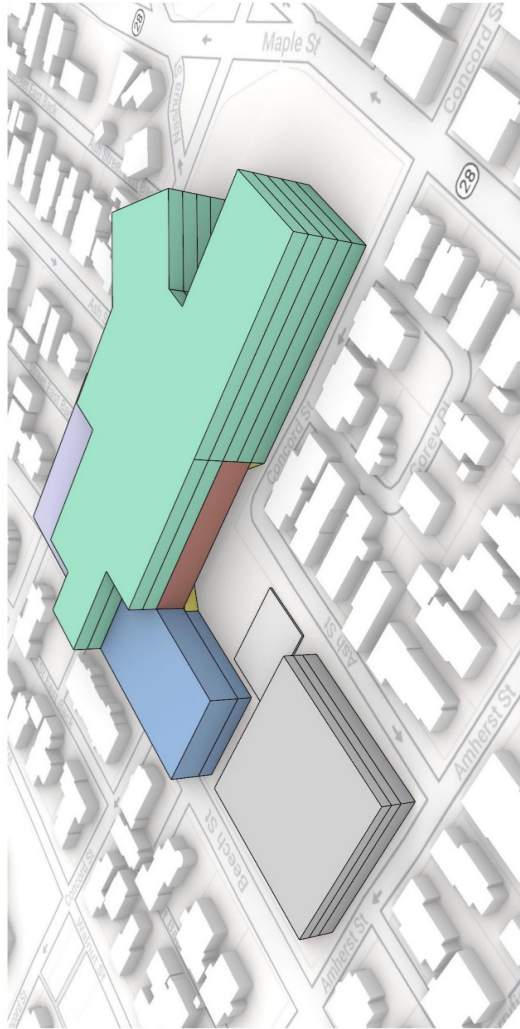
- 5 story building
- Removal of all buildings (1895, 1925, 1959, 1967, 2004)
- Removal of existing underground parking
- New underground or structured parking

Site Considerations:

- Limited bus circulation/ on “wrong” side
- Very limited surface parking/ parking at front door
- No on-site athletic fields

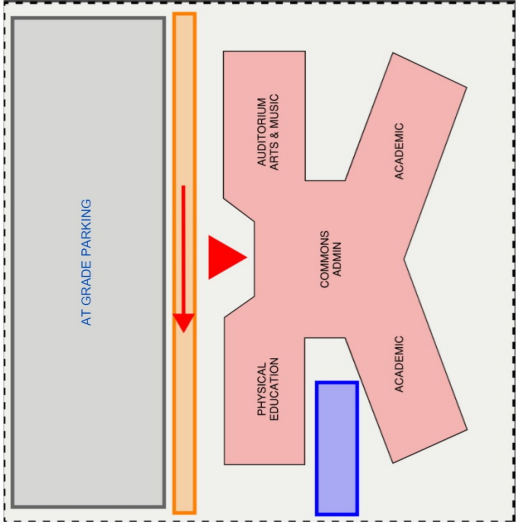


New Central High School / Existing Central High School Site



- Academic
- Commons/Admin
- Auditorium/Arts & Music
- Structured Parking
- Media Center
- Physical Education
- At Grade Parking

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New 445,000 gsf school will require:

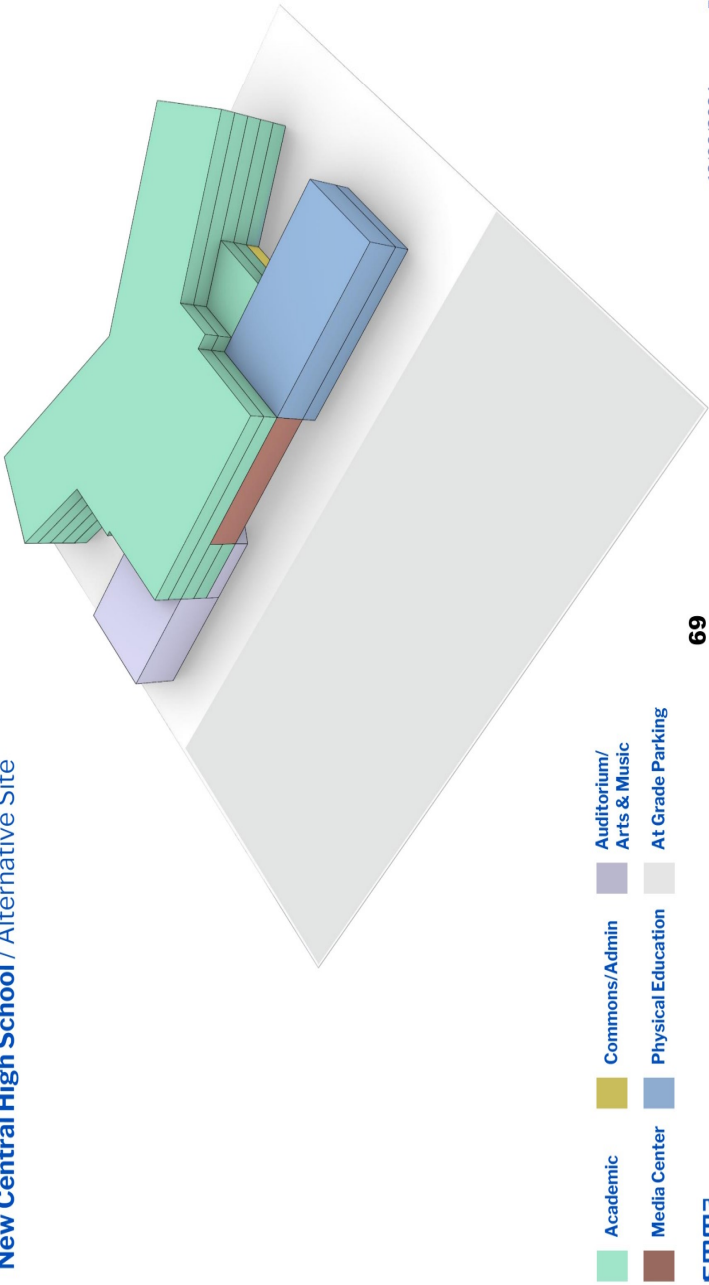
- 5 story building
- At grade parking to serve teachers and staff

Site Considerations:

- More surface parking/ parking near front door
- Larger bus circulation



New Central High School / Alternative Site



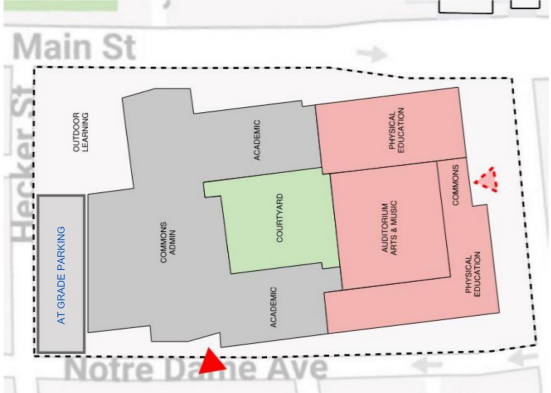
West High School

The neighborhoods west of the Merrimack River are densely populated, with a strong sense of identity. Discussions in the community indicate a strong desire to maintain West High School.

Recommendations for revitalizing West High School include:

- Older portions of the building have undersized academic spaces and should be replaced
- Proposed Comprehensive Renovation to the 3-story (newer) buildings along Notre Dame Ave and Hecker Street
- Removal of the two-story buildings including the gym and original Mankin building along Conant Street and Notre Dame Ave (1923, 1958)
- New Public Spaces and 3 story classroom building on the southern part of the site





800 Students 140,000 nsf 210,000 gsf

New 210,000 sf school will require:

- 3 story building
- Small surface parking/ additional parking across the street to serve teachers and staff
- New 12,000 sf Gym
- New Auditorium

Site Considerations:

- Maintain courtyard in center of building
- New outdoor learning space

 **Main Entry**

 **Existing Building**

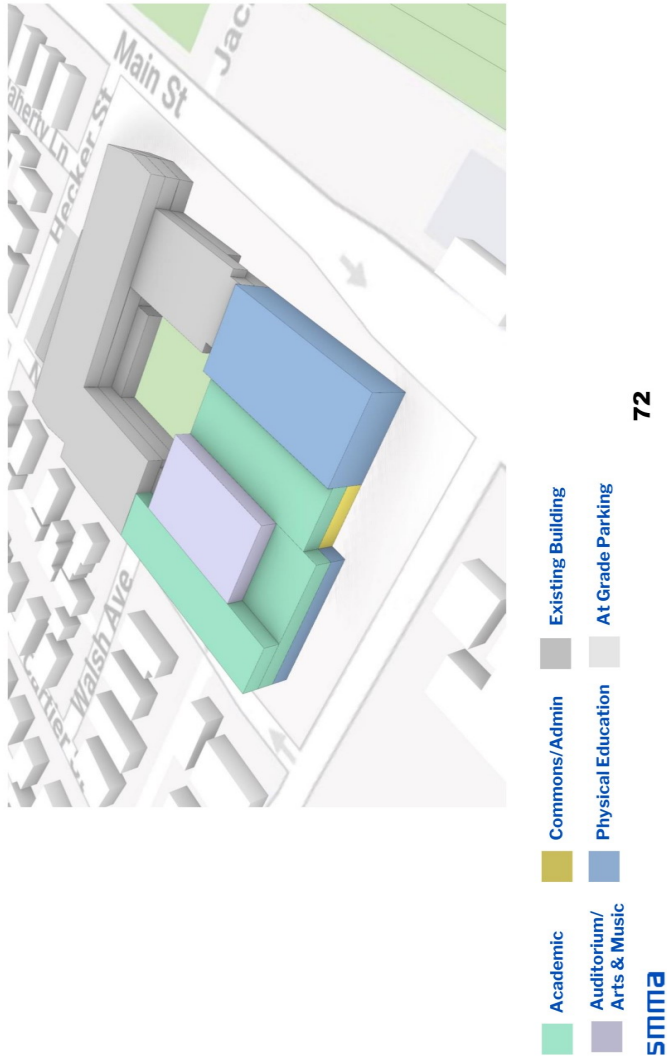
 **At Grade Parking**

 **Minor Entry**

 **New Addition**

 **Site Boundary**

West High School



Memorial High School

Existing gsf: 216,642

1200 Student Comprehensive High School
with significant renovations and a building addition

Existing to Remain gsf: 127,000

New Construction: 206,000

Proposed gsf: 333,000

Or

2000 New Student Comprehensive High School

Proposed nsf: 326,000

Proposed gsf: 489,000



Memorial High School / Addition/ Renovation, 1,200 Students



Existing to be renovated

- 127,000 sf

Addition

- 206,000 sf school will require:
- 3 story building
- At grade parking to serve teachers and staff

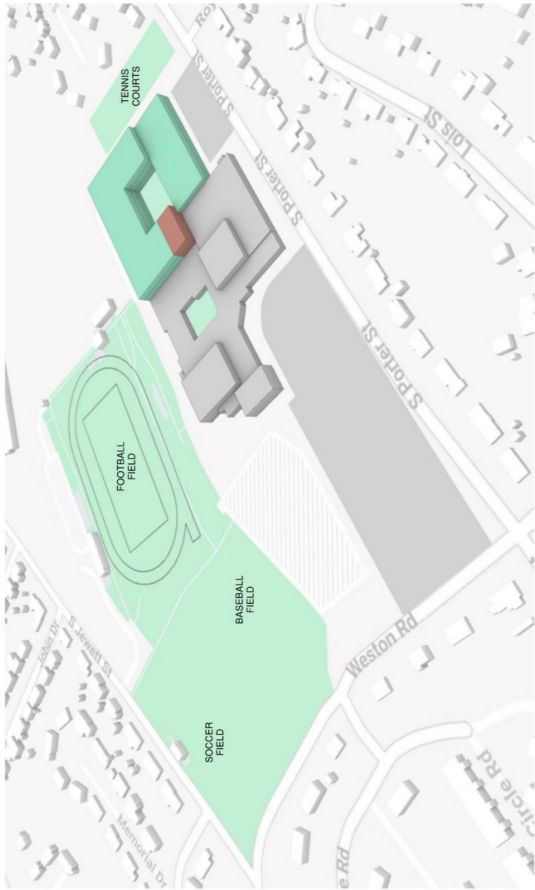
Total 333,000 gsf

Site Considerations:

- Maintain existing athletic field
- Maintain most parking
- Bus circulation at main entrance

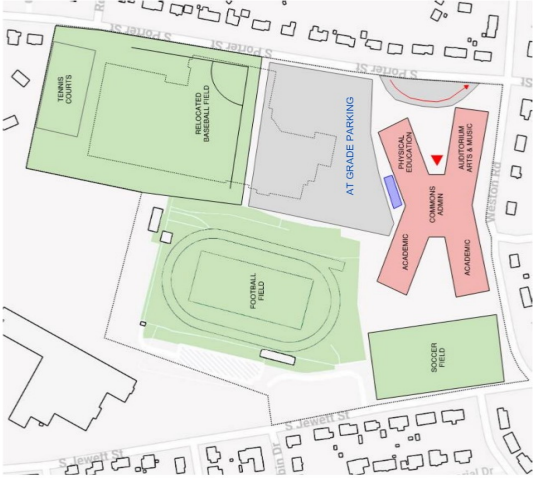


Memorial High School / Addition/ Renovation



- Academic
- Existing Building
- Media Center
- At Grade Parking

SMMA



New 464,000 gsf school will require:

- 4 story building split between grades
- At grade parking to serve teachers and staff

Site Considerations:

- Relocate existing baseball field
- Maintain existing soccer and football fields, & tennis courts
- Bus circulation at main entrance



Memorial High School / New Construction



- Academic
- Commons/Admin
- Auditorium/Arts & Music
- Media Center
- Physical Education
- At Grade Parking

smma

High School Conceptual Schedule & Cost Model

3 School Schedule



New Building

Renovation/Addition

Funding for Design

Early Planning/ Programming

Full Design

Construction Funding

Construction

smma

79

12/09/2024

61

Total Project Costs

“Soft” Costs + Construction “Hard” Costs = Total Project Cost

“Soft” Costs

- Oversight – Owners Project Manager
- Design – Architecture & Engineering Fees
- Construction Testing
- Technology Procurement
- Furniture Procurement

Construction “Hard” Costs

- Fee to General Contractors
- Cost to Construct “Bricks & Mortar”

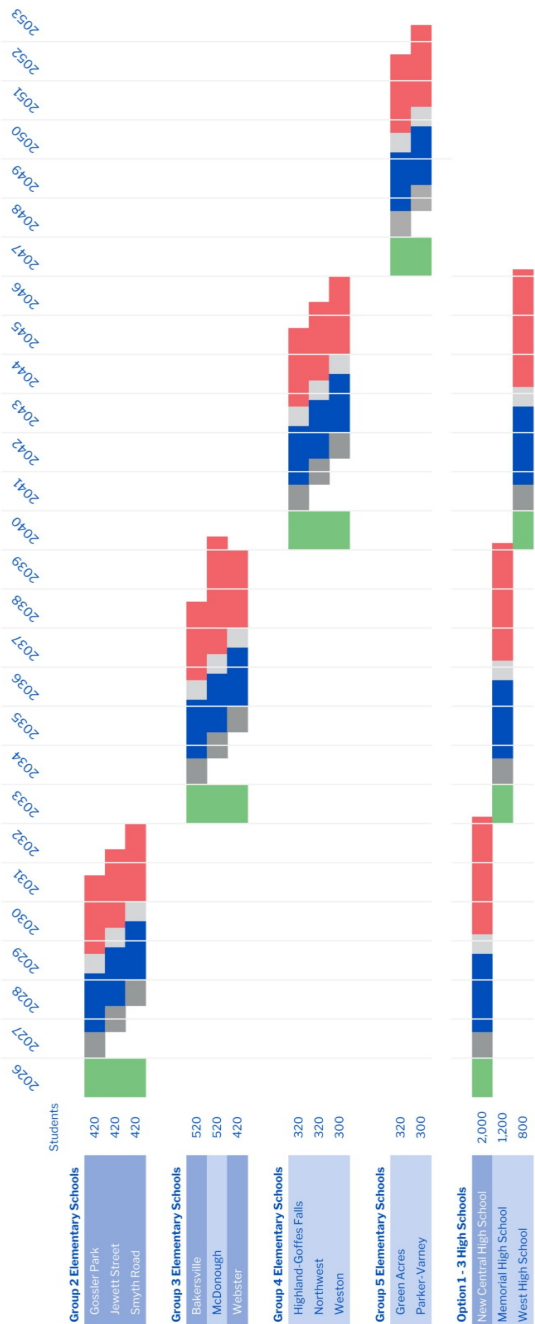
Priority Two High Schools Cost Model

High Schools	Total Construction Cost	Total with 15% Feasibility Contingency	ROM Total Project Cost Model (30%)
New Central High School – 2,000 students – Existing Site	\$374 M	\$431 M	\$560 M
Memorial High School – 1200 students	\$295 M	\$340 M	\$442 M
West High School – 800 students	\$242 M	\$279 M	\$363 M
Total	\$911 M	\$1,050 M	\$1,365 M

New Building
Renovation/Addition

- » Total Range \$1,365 Million - \$1,433 Million
- » Total Student Capacity 4,000

3 School Schedule



New Building
Renovation/Addition

smma

82

Full Design

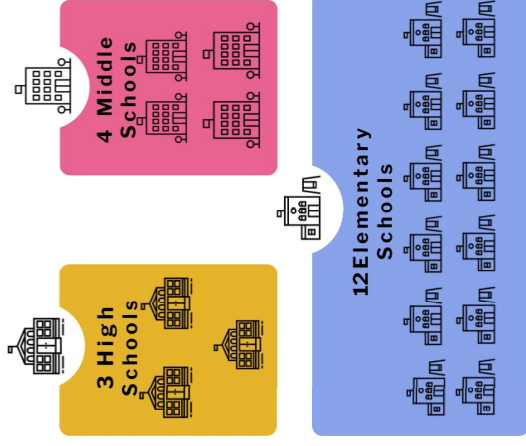
Construction Funding

Construction

12/09/2024

64

Discussion



Thank you