

Nashua School District
Facilities Master Plan
School Board Workshop

October 21, 2026



Harriman



Agenda

1. **Key Takeaways:** What does the data tell us?
2. **Changes in Education**
3. **The Why, How, and What:** Project Overview
 - Why: Project Intent
 - How: Approach - Data Collection to inform Long Term Options
 - What: Long term Options to address project intent / goals
4. **Narrowing Down the Options**
5. **What would a phased approach look like?**
6. **Next Steps in the Process**

Key Takeaways

What does the data tell us?

1

Key Takeaways:

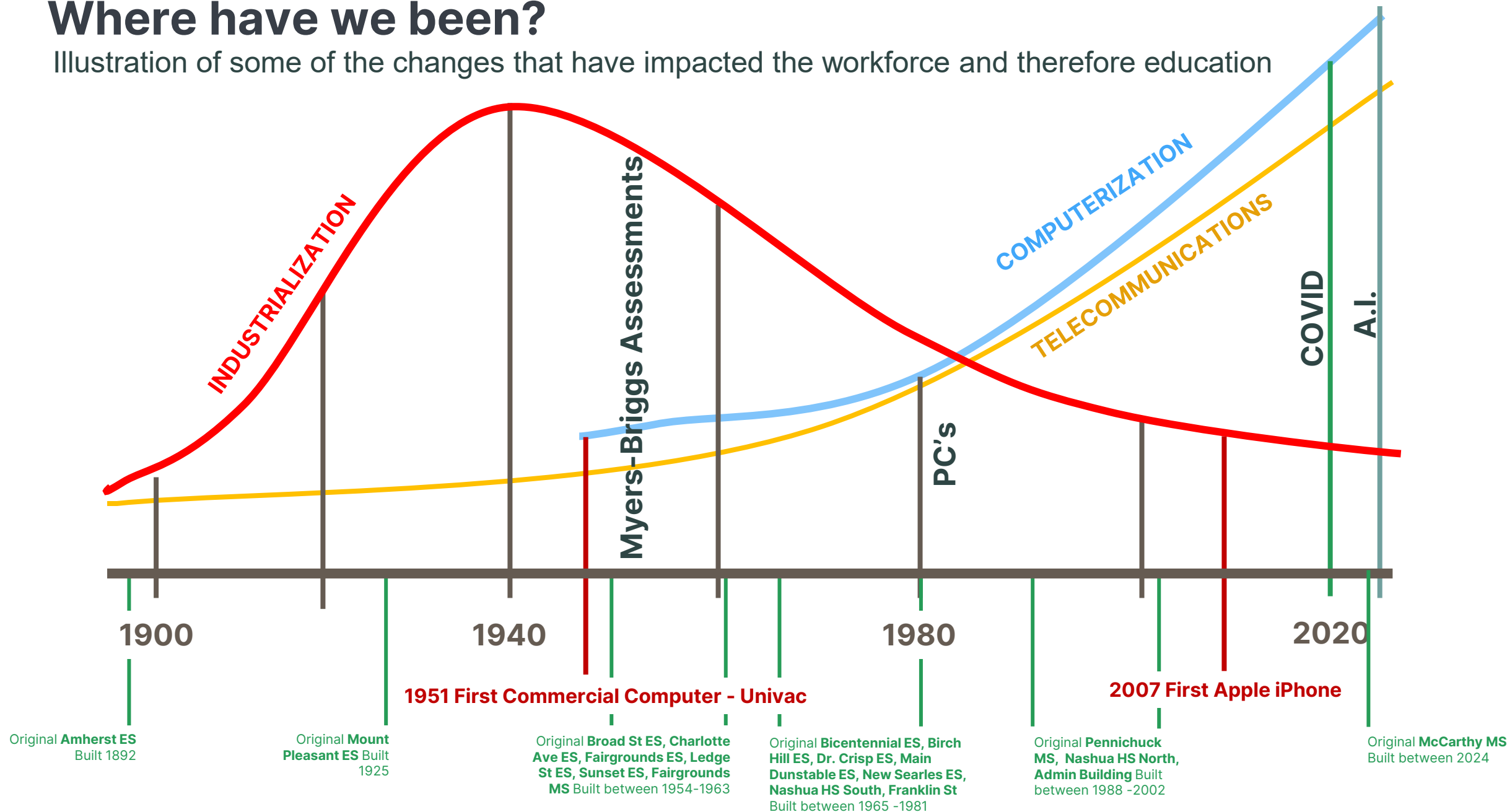
- Aging infrastructure—**multiple schools over 100 years old** with some of the **highest repair costs**.
- **Multiple schools**, including the **two high schools, are in need of major repairs/renovations** due to aging equipment and infrastructure (over 20 years since built or last renovation).
- **\$197M+/- in repairs** identified within the next 10 years.
- **Current CIP for 10 years based on \$2M/year**. This **will leave \$167M in repairs unaddressed unless the work is addressed through larger projects** funded outside the CIP. Cost will continue to escalate, and more repairs will arise over the out years.
- **\$114M+/- in program space modifications** to align with educational goals. **This work is not included in the current CIP**.
- **Decreasing enrollment and excess capacity in Elementary Schools**. Based on October 1, 2025 enrollment, there is capacity for **up to 1,164 more students in the elementary schools** (*note: capacity may be impacted by programmatic and student needs*).
- **Creating a project or multiple projects** to address the identified needs is the **most economical way to address the facility needs**.

Changes in Education

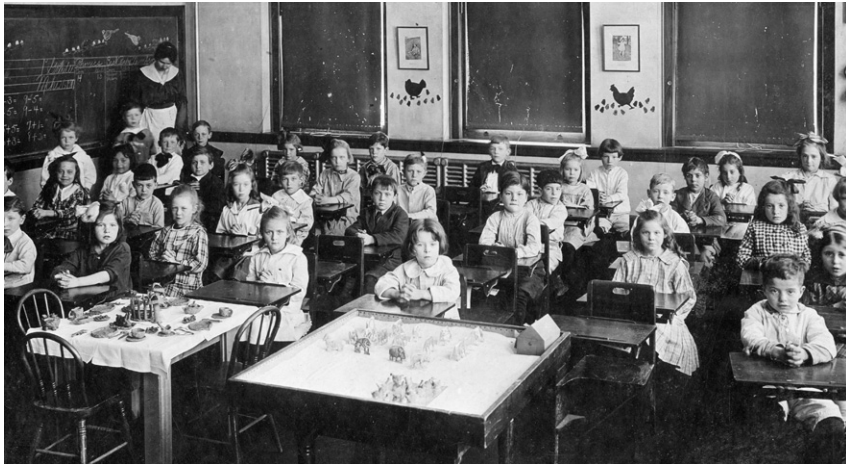
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Where have we been?

Illustration of some of the changes that have impacted the workforce and therefore education



K-12 School Design Evolution



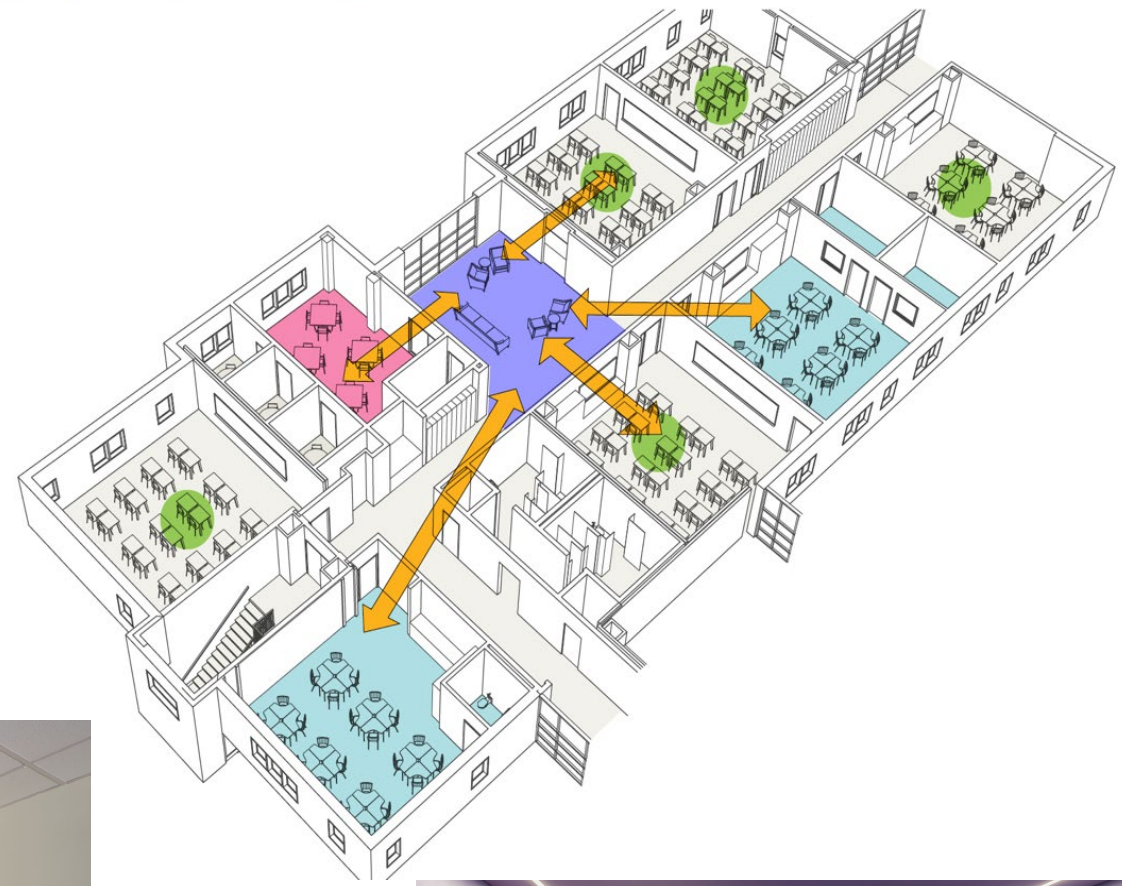
K-12 School Design Evolution



Lyseth Elementary School
CORRIDOR BEFORE



Lyseth Elementary School
CORRIDOR AFTER



Gibbs Middle School – Finegold Alexander with New Vista

Today's K-12 Education Drivers

1. **The four C's:** Communication; Critical Thinking; Collaboration; and Creativity
2. **Social Emotional Learning**
3. **Technology Integration**
4. **STEM/ STEAM**
5. **Hands on Learning / Project based Learning**
6. **Diversity and Inclusion / Universal Design for Learning**
7. **Connection to Place**
8. **Lifelong Learners**



K-12 School Design Evolution

The traditional educational environment prevalent in 1950's-era schools has transformed into dynamic and agile learning environments.

Key Factors

1. Diverse Learners
2. New Pedagogical Models
3. Flexibility
4. "Sage on Stage" to "Guide on the Side"
5. Technology
6. Collaboration
7. Experiential and Career-Connected Learning
8. Outdoor Learning and Connection to Nature
9. Safety and Security Integrated with Design

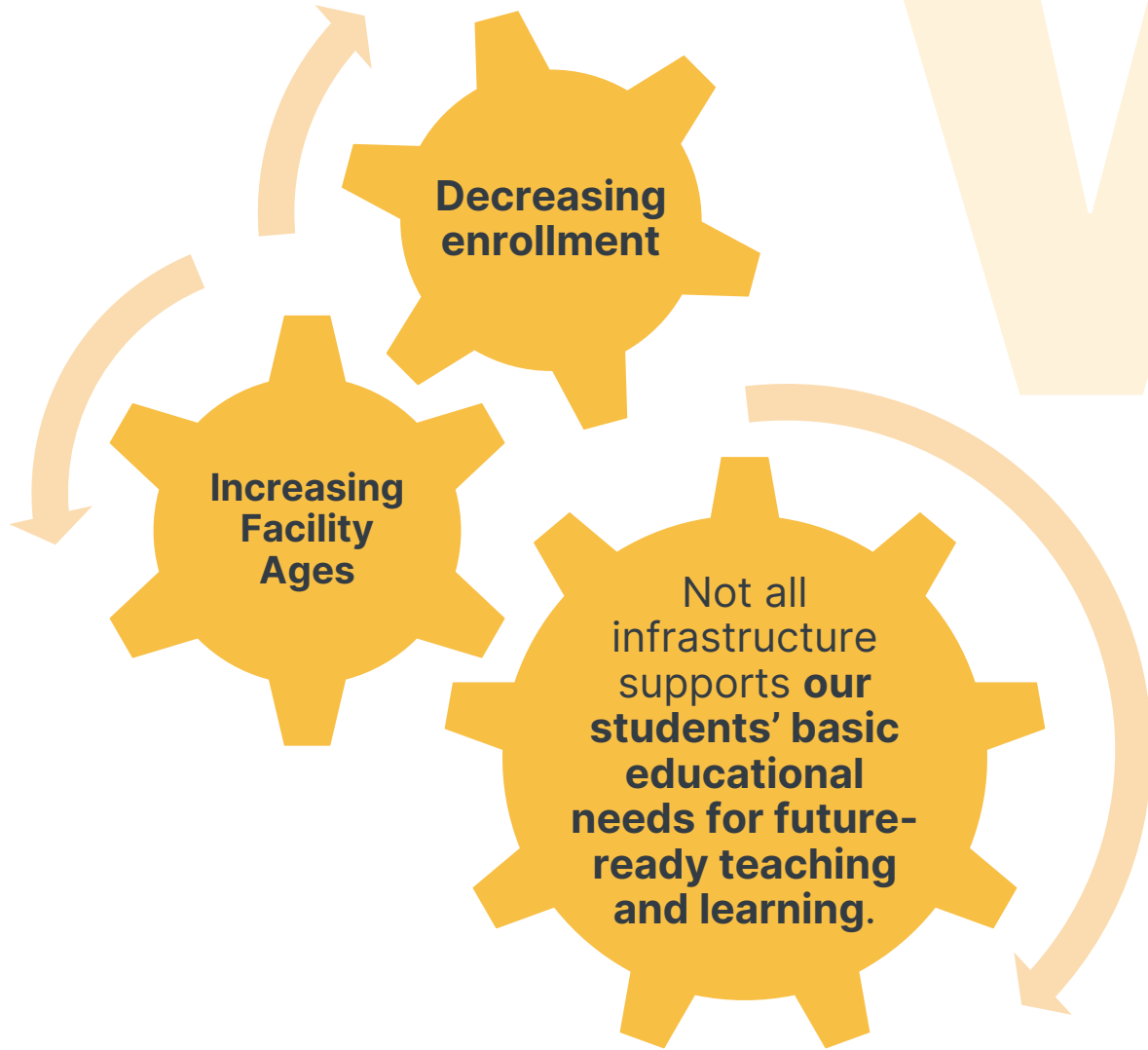


The Why, How, and What

Project Overview

3

Why: Project Intent



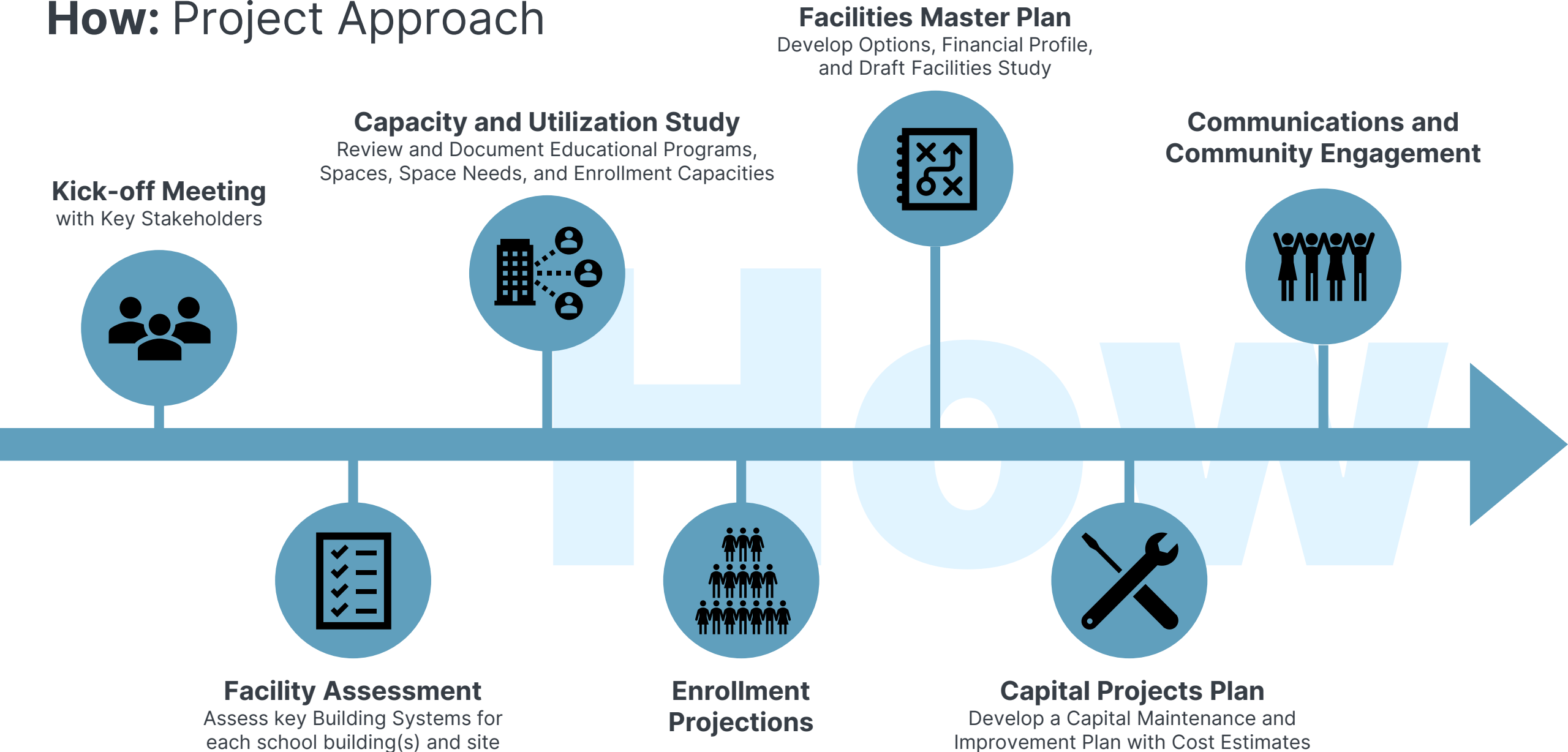
Why

We need a proactive, sustainable, and cost-effective solution that creates warm, safe, and welcoming buildings to support our current and future population.

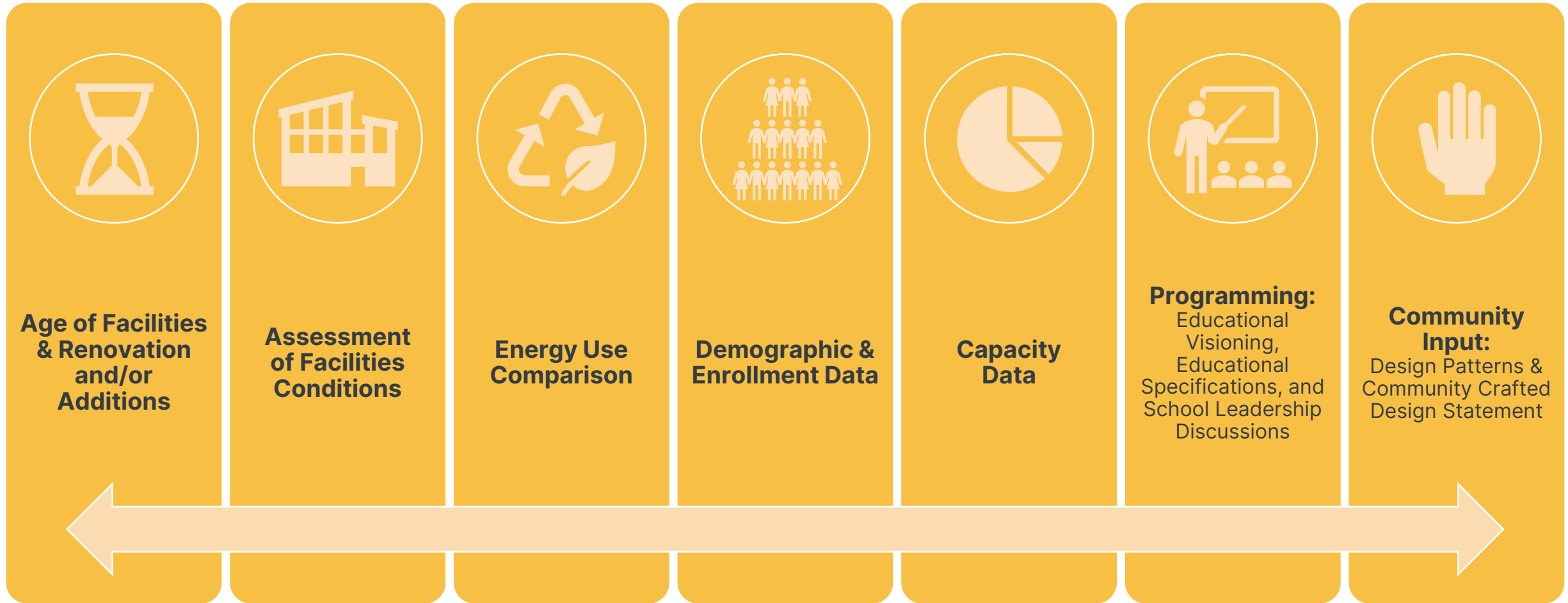
How: **Project Goals**



How: Project Approach

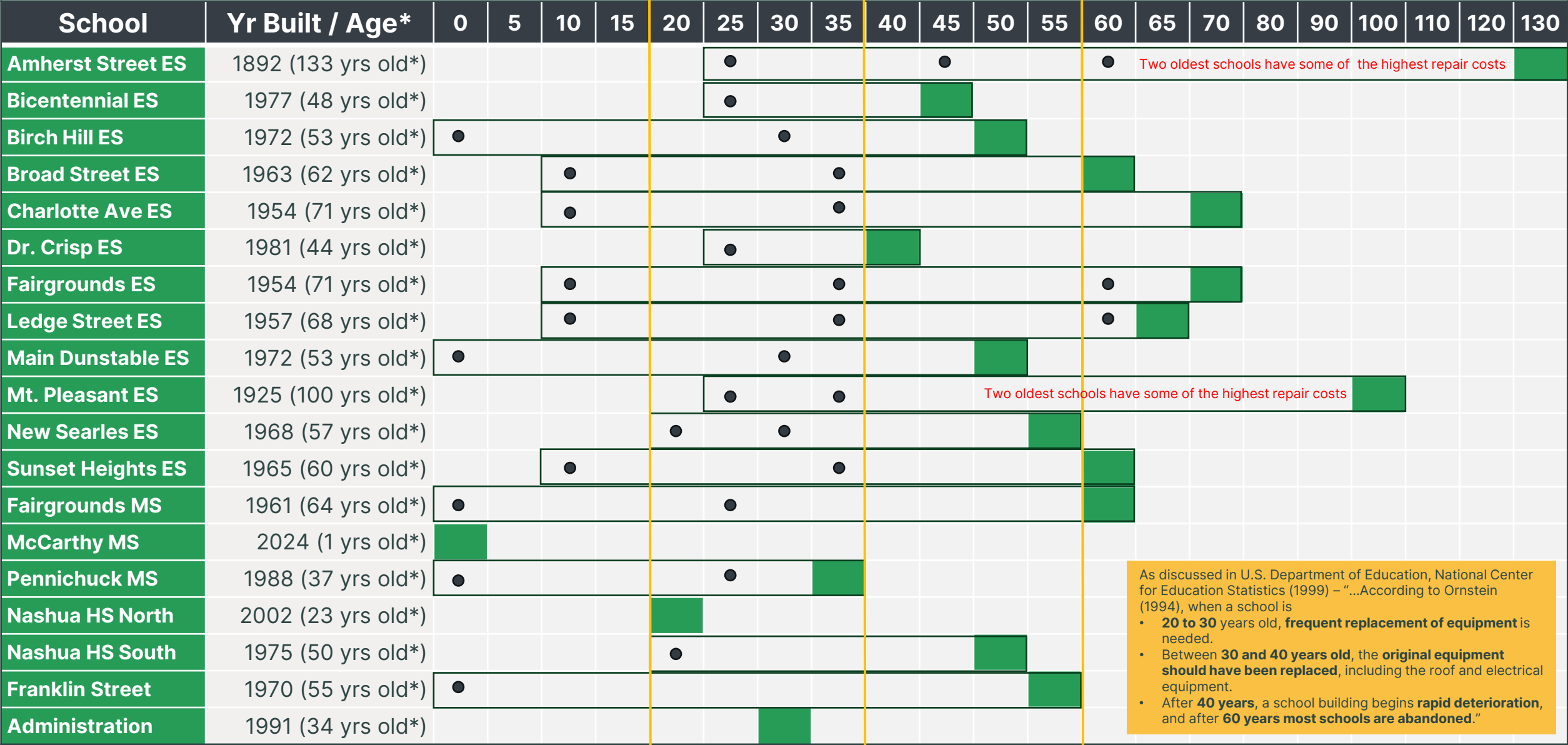


How: Data Collection



Nashua School District, in partnership with Harriman Architects & Engineers, has completed the initial, crucial data-gathering and community input phase for the Facilities Master Plan. This process is focused on addressing the immediate, 10-year, and long-term capital needs of Nashua's aging schools with a proactive, sustainable, and cost-effective solution that creates warm, safe, and welcoming buildings that support our current and future students' basic educational needs for future-ready teaching and learning.

Ages of Existing Facilities (*At Time of Facilities Study – 2025)

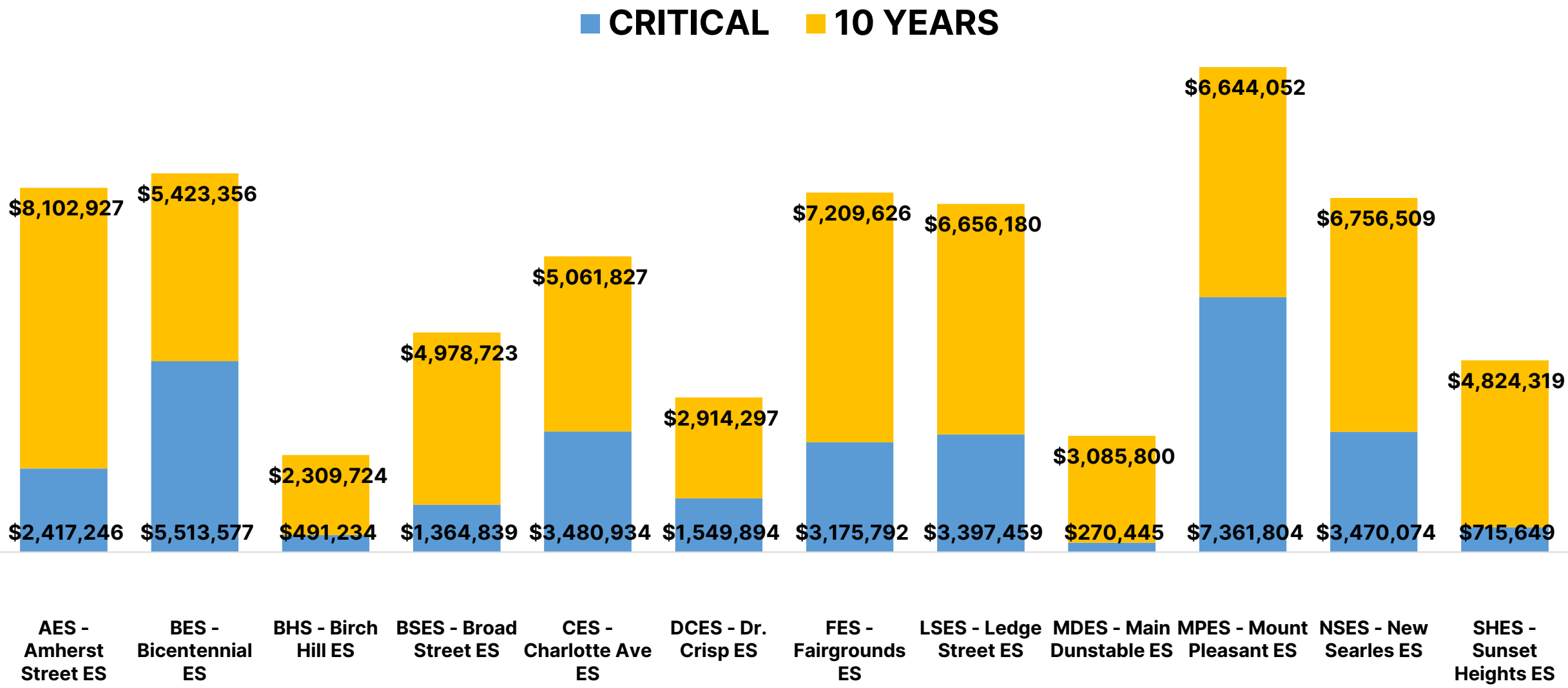


Assessment of Facilities Conditions: Facility Condition Matrix

	AMHERST ELEM. SCHOOL	BICENTENNIAL ELEM. SCHOOL	BIRCH HILL ELEM. SCHOOL	BROAD STREET ELEM. SCHOOL	CHARLOTTE AVE. ELEM. SCHOOL	DR. CRISP ELEM. SCHOOL	FAIRGROUNDS ELEM. SCHOOL	LEDGE STREET ELEM. SCHOOL	MAIN DUNSTABLE ELEM. SCHOOL	MT. PLEASANT ELEM. SCHOOL	NEW SEARLES ELEM. SCHOOL	SUNSET HEIGHTS ELEM. SCHOOL	FAIRGROUNDS MIDDLE SCHOOL	MCCARTHY MIDDLE SCHOOL	PENNICHUCK MIDDLE SCHOOL	NASHUA NORTH HIGH SCHOOL	NASHUA SOUTH HIGH SCHOOL	FRANKLIN STREET SCHOOL	ADMINISTRATION BUILDING
SITE/CIVIL SYSTEM	FAIR	FAIR	GOOD	GOOD	FAIR	GOOD	FAIR	FAIR	GOOD	FAIR	GOOD	GOOD	GOOD	EXCELLENT	GOOD	CRITICAL	FAIR	GOOD	FAIR
ADA COMPLIANCE	FAIR	FAIR	GOOD	FAIR	FAIR	GOOD	FAIR	CRITICAL	GOOD	CRITICAL	FAIR	GOOD	GOOD	EXCELLENT	FAIR	EXCELLENT	EXCELLENT	GOOD	FAIR
CODE COMPLIANCE	FAIR	GOOD	GOOD	GOOD	FAIR	GOOD	FAIR	FAIR	GOOD	FAIR	FAIR	GOOD	GOOD	EXCELLENT	GOOD	EXCELLENT	GOOD	EXCELLENT	EXCELLENT
SAFETY & SECURITY	FAIR	FAIR	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	FAIR	FAIR	GOOD	GOOD	EXCELLENT	GOOD	GOOD	GOOD	GOOD	GOOD
EXTERIOR ENVELOPE	FAIR	FAIR	EXCELLENT	GOOD	FAIR	GOOD	GOOD	GOOD	EXCELLENT	FAIR	FAIR	GOOD	GOOD	EXCELLENT	EXCELLENT	GOOD	FAIR	GOOD	GOOD
INTERIOR FINISHES	GOOD	FAIR	GOOD	GOOD	GOOD	FAIR	FAIR	FAIR	GOOD	FAIR	FAIR	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	EXCELLENT	GOOD
STRUCTURAL SYSTEM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
HVAC SYSTEM	FAIR	FAIR	GOOD	GOOD	GOOD	FAIR	GOOD	FAIR	GOOD	FAIR	FAIR	GOOD	GOOD	EXCELLENT	GOOD	GOOD	GOOD	GOOD	FAIR
PLUMBING SYSTEM	FAIR	FAIR	GOOD	GOOD	FAIR	FAIR	FAIR	FAIR	EXCELLENT	FAIR	FAIR	GOOD	EXCELLENT	EXCELLENT	EXCELLENT	GOOD	GOOD	GOOD	GOOD
FIRE PROTECTION SYSTEM	FAIR	FAIR	EXCELLENT	FAIR	FAIR	GOOD	FAIR	GOOD	GOOD	FAIR	GOOD	GOOD	GOOD	EXCELLENT	EXCELLENT	GOOD	GOOD	EXCELLENT	GOOD
ELECTRICAL SYSTEM	GOOD	GOOD	GOOD	GOOD	FAIR	GOOD	FAIR	FAIR	GOOD	GOOD	FAIR	GOOD	GOOD	EXCELLENT	GOOD	GOOD	GOOD	GOOD	FAIR
ELECTRICAL LIFE SAFETY SYSTEM	FAIR	FAIR	FAIR	GOOD	FAIR	FAIR	FAIR	FAIR	CRITICAL	FAIR	GOOD	FAIR	GOOD	EXCELLENT	GOOD	FAIR	FAIR	FAIR	FAIR

EXCELLENT
GOOD
FAIR
POOR
CRITICAL
N/A

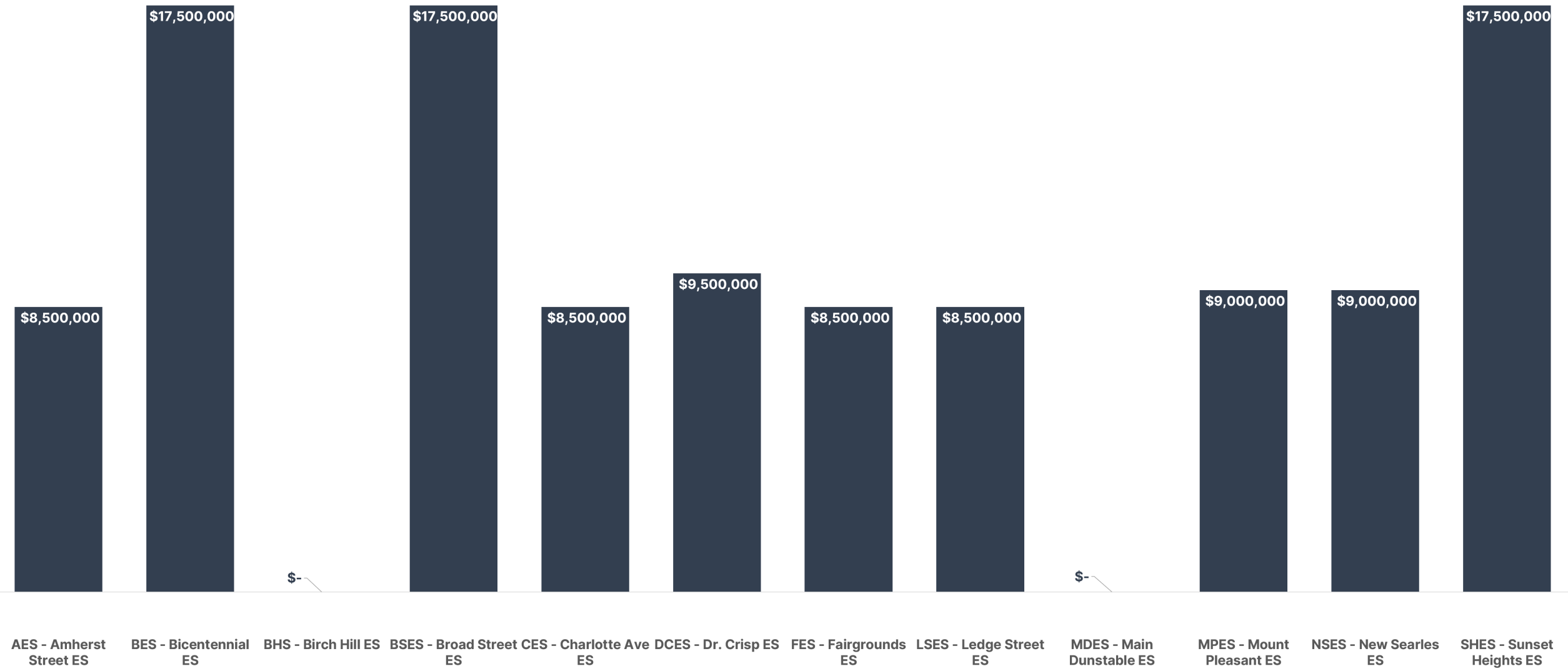
Repairs Only ROM Costs: Elementary Schools



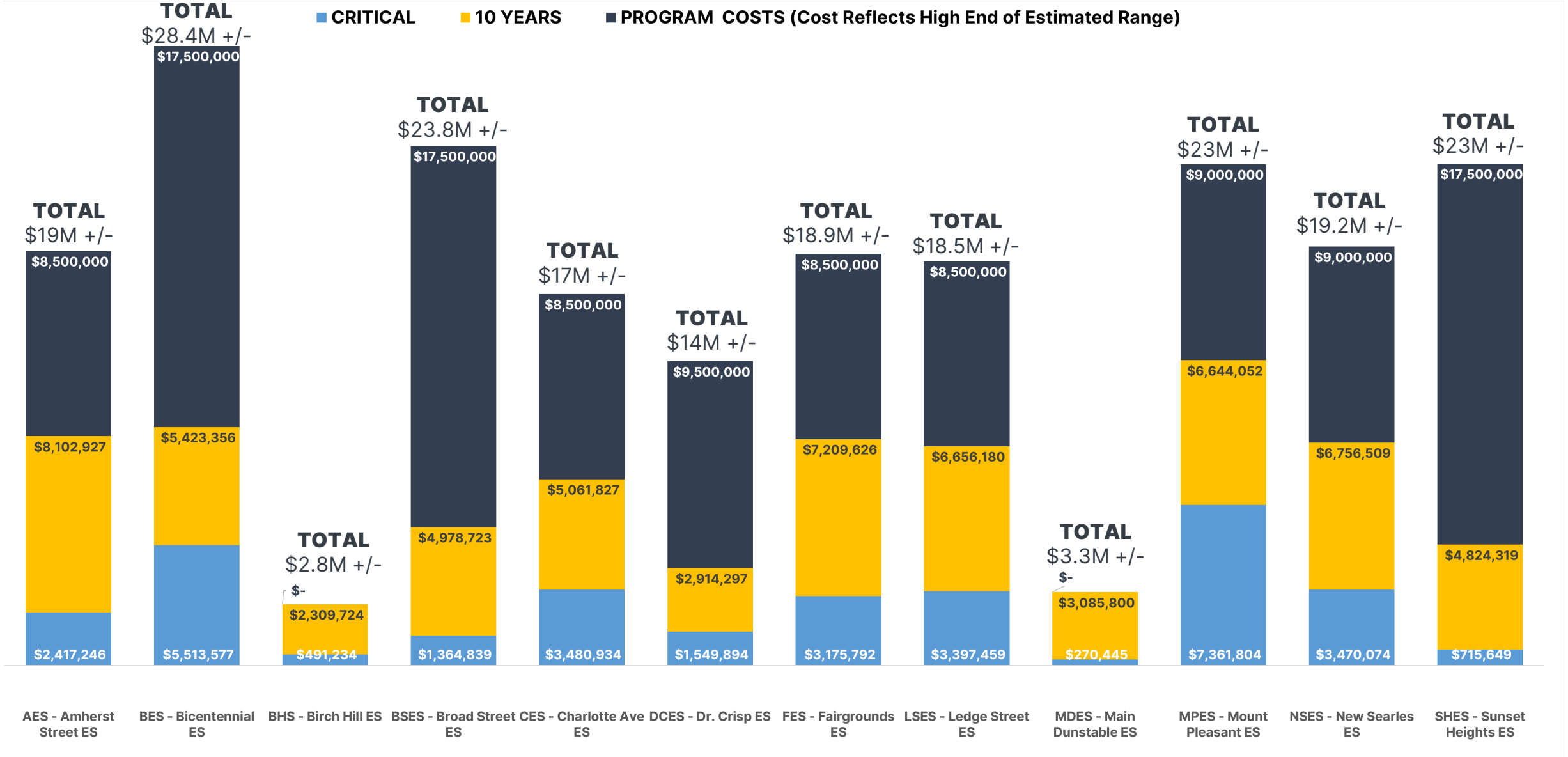
* Chart does not include cost for programming needs

Program Needs Only ROM Costs: Elementary Schools

■ PROGRAM COSTS (Cost Reflects High End of Estimated Range)

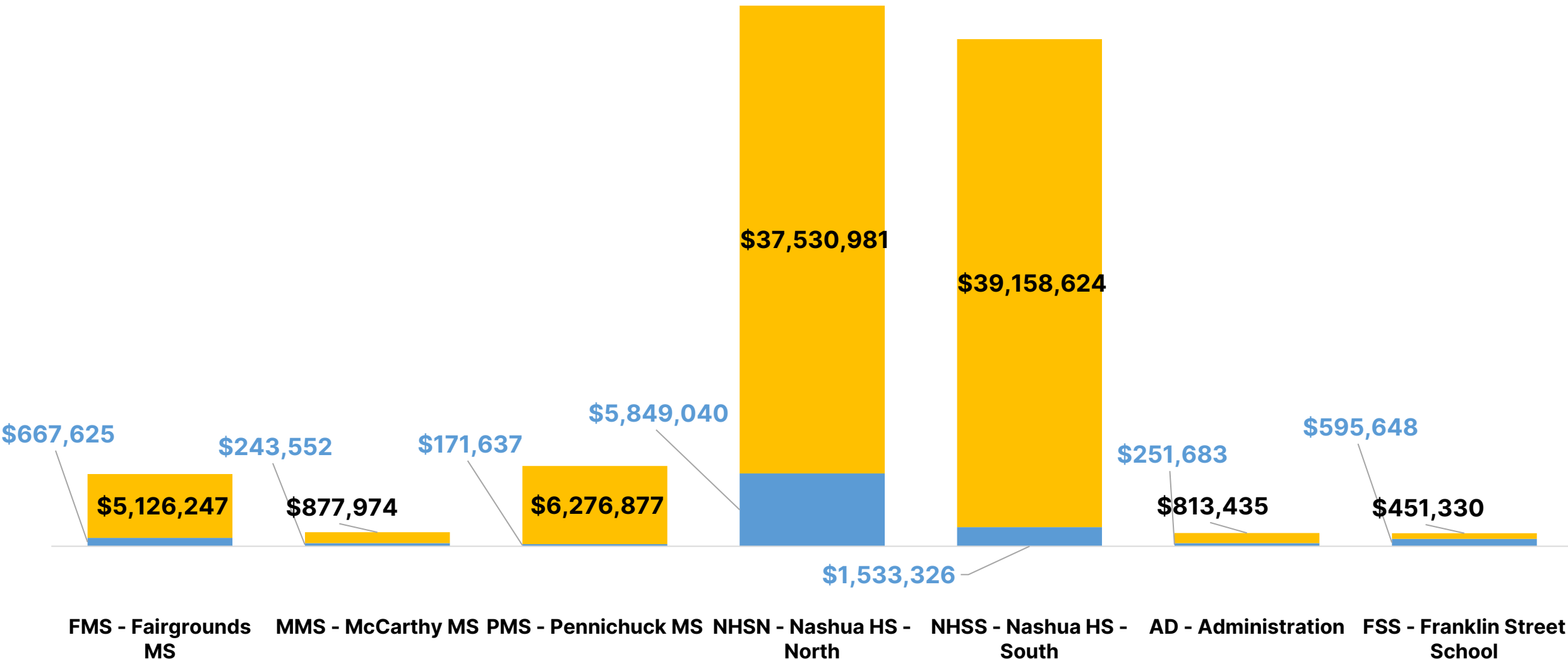


Repairs & Program Needs ROM Costs: Elementary Schools



Repairs Only ROM Costs: MS, HS, Admin & Franklin Street

■ CRITICAL ■ 10 YEARS



* Chart does not include cost for programming needs

UPDATED TOTAL 10-YEAR REPAIR ROUGH ORDER OF MAGNITUDE (ROM) COST SUMMARY

SCHOOL	CRITICAL (0-2 YRS) REPAIR COSTS	3-10 YEARS REPAIR COSTS	TOTAL 10-YEAR ROM REPAIR COST	SF OF SCHOOL	REPAIR COST/SF
AES - Amherst Street ES	\$2.4M +/-	\$8.1M +/-	\$10.5M +/-	64,700	\$163
BES - Bicentennial ES	\$5.5M +/-	\$5.4M +/-	\$10.9M +/-	65,000	\$168
BHS - Birch Hill ES	\$500K +/-	\$2.3M +/-	\$2.8M +/-	64,800	\$43
BSES - Broad Street ES	\$1.4M +/-	\$5.0M +/-	\$6.3M +/-	62,470	\$102
CES - Charlotte Ave ES	\$3.5M +/-	\$5.0M +/-	\$8.5M +/-	65,500	\$130
DCES - Dr. Crisp ES	\$1.5M +/-	\$2.9M +/-	\$4.5M +/-	54,800	\$81
FES - Fairgrounds ES	\$3.2M +/-	\$7.2M +/-	\$10.4M +/-	65,500	\$159
LSES - Ledge Street ES	\$3.4M +/-	\$6.7M +/-	\$10M +/-	64,000	\$157
MDES - Main Dunstable ES	\$300K +/-	\$3.1M +/-	\$3.4M +/-	65,200	\$51
MPES - Mount Pleasant ES	\$7.4M +/-	\$6.6M +/-	\$14.0M +/-	53,000	\$264
NSES - New Searles ES	\$3.5M +/-	\$6.8M +/-	\$10.2M +/-	57,000	\$179
SHES - Sunset Heights ES	\$700K +/-	\$4.8M +/-	\$5.5M +/-	67,635	\$82
FMS - Fairgrounds MS	\$670K +/-	\$5.1M +/-	\$5.8M +/-	118,800	\$49
MMS - McCarthy MS	\$240K +/-	\$880K +/-	\$1.1M +/-	211,985	\$5
PMS - Pennichuck MS	\$170K +/-	\$6.3M +/-	\$6.5M +/-	136,806	\$47
NHSN - Nashua HS - North	\$5.8M +/-	\$37.5M +/-	\$43.4M +/-	420,000	\$103
NHSS - Nashua HS - South	\$1.5M +/-	\$39.1M +/-	\$40.7M +/-	430,000	\$95
AD - Administration	\$250K +/-	\$800K +/-	\$1M +/-	9,920	\$107
FSS - Franklin Street School	\$600K +/-	\$450K +/-	\$1M +/-	40,000	\$26
ALL SCHOOL TOTALS			\$196.7M +/-	2,117,116	\$93

Draft 10-12 Year CIP Addresses a Fraction of the Repairs

25113 Nashua School District Ten Year Capital Improvement Plan 11/10/2025

Below is a ten+ year capital improvement plan based off of the 2024 and 2025 facility assessment and capital improvement planning work and other items identified by the facilities department. The plan aims to prioritize Life Safety, Safety and Security, HVAC + Plumbing, ADA, Code Compliance, Exterior Shell, Building Improvements, and Maintenance critical items, then 10 year items improvements over time. We have used a \$2M budget per year as a benchmark for the CIP plan as requested.

DRAFT

School Year	Item ID	Description	Total Project Cost (2025)	escalation (based on 3 % per year)	Comments
2025/26 - CURRENT					
		Existing CIP Items			
2026/27 - YEAR 1					
		Life Safety			
	AD-E-07	Evaluate illumination levels provided with the existing interior EBUs and add additional units as required to provide the minimum illumination levels as required by Article 7.9 of NFPA 101.	\$ 7,963	\$ 8,201	
	AES-E-07	Add emergency illumination at the exterior of all egress doors to provide illumination levels required by Article 7.9 of NFPA 101.	\$ 19,906	\$ 20,503	
	AES-F-01	Add cages to gymnasium sprinklers.	\$ 11,305	\$ 11,644	
	BES-E-07	Upgrade the FACP to a current and supported model.	\$ 26,250	\$ 27,038	
	BES-F-01	Add emergency exit signs.	\$ 4,305	\$ 4,434	

- Repair data used to draft 10-12 Year CIP
- Priorities identified as follows and addressed or partially-addressed in 10-12 Year Plan:
 - Life Safety
 - Safety + Security
 - HVAC + Plumbing
 - ADA
 - Additional priorities did not fit within 10-12 year plan
- **10-12 year plan based off of \$2M per year**
 - Equates to \$20.1M in today's dollars
- **\$167M+/- of repairs in today's dollars not addressed**

Energy Use Comparison



Energy Use
Intensity (EUI)



Total Energy
Cost/SF

AES - Amherst Street ES	56.53	\$1.52
BES - Bicentennial ES	57.20	\$0.96
BHS - Birch Hill ES	55.54	\$1.19
BSES - Broad Street ES	64.35	\$1.50
CES - Charlotte Ave ES	109.53	\$2.49
DCES - Dr. Crisp ES	59.90	\$1.25
FES - Fairgrounds ES	53.54	\$1.23
LSES - Ledge Street ES	44.62	\$1.10
MDES - Main Dunstable ES	72.70	\$1.47
MPES - Mount Pleasant ES	58.77	\$1.33
NSES - New Searles ES	87.65	\$1.58
SHES - Sunset Heights ES	52.48	\$1.34
FMS - Fairgrounds MS	67.22	\$1.63
MMS - McCarthy MS	N/A	N/A
PMS - Pennichuck MS	52.78	\$1.42
NHSN - Nashua HS - North	71.17	\$1.38
NHSS - Nashua HS - South	59.87	\$1.38
<i>AD - Administration</i>	<i>93.82</i>	<i>\$2.67</i>
FSS - Franklin Street School	51.08	\$1.78
New Elementary School	25-30	

Takeaways:

Charlotte Avenue ES & New Searles ES are the schools that currently have the highest EUIs.
(Lower EUI = Better Efficiency)

Charlotte Avenue ES, Franklin Street School, Fairgrounds MS, New Searles, & Amherst Street ES are the schools with the highest energy cost/SF.

Some of the **older systems** may not meet current code requirement for ventilation, therefore **requiring less energy to operate** than those that do.

McCarthy MS is N/A as it was recently completed. Data based on 3 of years of utility bills.

Demographic & Enrollment Data

Key Takeaways:

Small population increase seen over last 10 years; however the **school age population has seen a small decline**.

Declining births could lead to decline in Kindergarten enrollment.



Population Growth
(2013-2023)*

5.03%
INCREASE



Median Age
(2000-2023)*

39.7
YEARS OLD (2023)

35.8
YEARS OLD (2000)



% of Population
0-18 Years Old
(2013 to 2023)*



3.5%
DECREASE



Town Births
(2009-2019)*



14.59%
DECREASE

Key Takeaways:

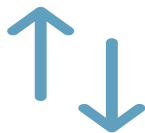
K-12 enrollment is projected to continue to decline through 2034/35.

From school year 2024/25 to 2034/35, **a decline of 10.6% K-12 students is projected**.



Current K-12 Enrollment
(2025)**

9,526
STUDENTS



Projected K-12 Student Increase/Decrease
(Next 3 Years)*



-680
STUDENTS



Percent Change in K-12 Enrollment
(2024 to 2035)*



10.6%
DECREASE



Projected K-12 High Enrollment
2024/25 to 2034/35*

8,876
STUDENTS
(Year 2026-27)

*Data Source: NSD Demographic Study Report Dated September 11, 2025 by NESDEC

** Data Source: Nashua School District, Dated May 14, 2025

Capacity Data



Calculated
Capacity*



Projected High
Enrollment
2024/25 to 2034/35**



Projected
Enrollment
School Year 2034/35**

ELEMENTARY
SCHOOLS (K-5)

**UNDER
CAPACITY
(78% UTILIZED)**

**4,185
STUDENTS**
School Year 2026-27

**3,978
STUDENTS**
School Year 2034-35

MIDDLE
SCHOOLS (6-8)
*(using 75% Optimum Utilization Factor****)*

**UNDER
CAPACITY
(80% UTILIZED)**

**2,011
STUDENTS**
School Year 2029-30

**1,869
STUDENTS**
School Year 2034-35

HIGH
SCHOOLS (9-12)
*(using 75% Optimum Utilization Factor****)*

**AT
CAPACITY
(99% UTILIZED)**

**2,730
STUDENTS**
School Year 2026-27

**2,564
STUDENTS**
School Year 2034-35

Key Takeaways:

Elementary Schools are currently operating under capacity (approx. 78% utilization). **High Schools** are currently operating at capacity (approx. 99% utilized). **Highest enrollment for both cohorts** is projected for school year 2026/27, then trends downward through 2034/35.

The **Middle Schools** are currently operating under capacity (approx. 80% utilization). **Highest enrollment** is projected for school year 2029/30, then trends downward through 2034/35.

Elementary & High Schools have already seen their highest enrollment, according to the enrollment projections.

*Calculated Capacity based on SF/Student in classroom spaces, using NHDOE Guidelines and existing classroom SF derived from floor plans

**Data Source: NSD Demographic Study Report Dated September 11, 2025 by NESDEC

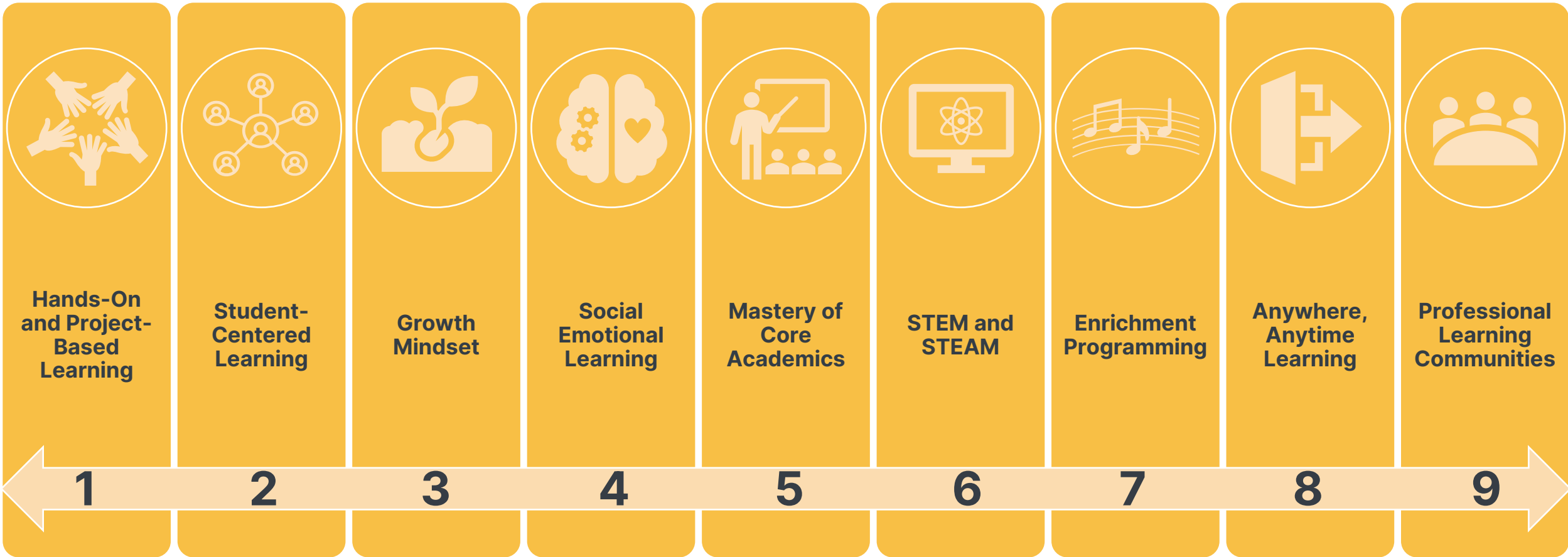
*** Data Source: Nashua School District, Dated May 14, 2025

****Per the National Center for Educational Statistics (NCES): "Enrollment capacity is calculated differently for different types of schools... In a high school, both basic classrooms and specialty instructional spaces (such as art or music rooms) are counted toward capacity because regular classrooms are not left unoccupied while students get art or music instruction... Thus the formula for determining secondary school capacity is the sum of capacity for each type and number of classrooms multiplied by an optimal utilization rate, which may range from 75 percent to 90 percent." The 75% utilization factor provides the greatest flexibility in scheduling for these cohorts, in our conclusion, but the district should look at other utilization factors to see how they work with their scheduling. (See the Capacity Study for more).

Educational Visioning Summary

TOP PRIORITY EDUCATIONAL FOCUS AREAS

(Educational Focus Areas ranked as being of key importance to Educational Working Group & Leadership)



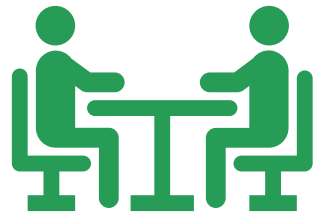
Educational Visioning Summary

PRIORITY LEARNING GOALS

(Most Recurring and Emphasized Ideas from Small Group Discussions)



Collaboration &
Teamwork



Communication
Skills



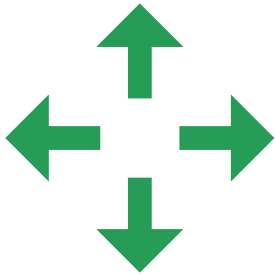
Critical Thinking &
Problem Solving



Creativity &
Expression



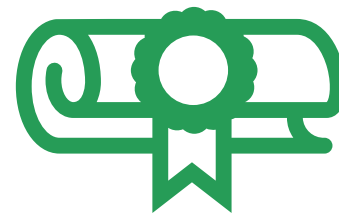
Citizenship,
Respect, &
Empathy



Adaptability &
Flexibility



Engagement &
Accountability



College, Career, &
Real-World
Readiness



Life-long Learning &
Self-Awareness

Programming: Nashua's Design Language

GUIDING PRINCIPLES: big picture educational and architectural priorities that provide an invaluable framework for making design decisions and choices as the design process unfolds.

1. Warm, Safe, & Inviting
2. Flexible & Adaptable
3. Learning Communities
4. Equity & Access
5. Whole Child Focus
6. Creative & Visible Learning
7. School as a Community Resource
8. Outdoor Learning & Connection
9. Sustainability

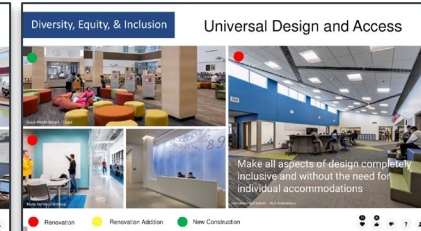
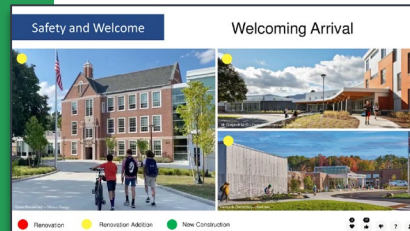
DESIRED 21ST CENTURY DESIGN PATTERNS: varied architectural design features of, and approaches to, 21st century school facility design.

1. **Safety & Welcome**
2. **Agile Classrooms**
3. Healthy Building
4. Breakout & Pullover Spaces
5. Fitness & Movement
6. **Secure Entry**
7. Good Storage
8. Safe Community Use & Access
9. **Universal Design & Access**
10. Sustainability
11. Classroom Neighborhoods
12. Flexible & Modular Furniture
13. Professional Work Areas
14. Collaboration & Teaming
15. Display & Exhibition
16. Distributed Resources
17. Engaged Outdoor Play
18. Cafetorium/Multi-Purpose Space
19. Media Center Learning Commons
20. Hands-on Makerspaces

DRAFT DESIGN STATEMENT

"An inclusive, forward-looking learning environment that sparks innovation and prepares students for the world."

2/3 GROUPS



Programming: Educational Visioning—Key Recommendations for Design



1. DESIGN FOR SAFETY, SECURITY, AND WELCOME

Ensure secure building entry points and interior layouts that promote both safety and a welcoming atmosphere for students, families, and the broader community. Include clear wayfinding, natural light, and calming design features.



2. INTEGRATE UNIVERSAL DESIGN & ACCESSIBILITY

Embed principles of Universal Design across all facilities to ensure inclusive barrier-free environments for all students and community users, regardless of ability.



3. CREATE AGILE, FLEXIBLE LEARNING NEIGHBORHOODS

Develop clusters of classrooms and learning spaces that support differentiated instruction, team teaching, and seamless transitions between individual and personalized instruction.



4. INCORPORATE SUSTAINABLE & HEALTHY BUILDING PRACTICES

Prioritize energy-efficient systems, natural lighting, clean air circulation, and sustainable materials to create environmentally responsible, wellness supportive learning environments.



5. ENHANCE TECHNOLOGY INTEGRATION ACROSS ALL LEARNING SPACES

Ensure robust digital infrastructure and ubiquitous access to devices and interactive tools, with tech-rich environments such as media centers, learning commons, and classroom tech integration.

Programming: Educational Visioning—Key Recommendations for Design



6. PROVIDE HANDS-ON MAKERSPACES & APPLIED LEARNING LABS

Establish dedicated spaces for experiential, project-based learning that support real-world readiness through STEM, arts, and career technical education (CTE) programs.



7. DEVELOP INDOOR & OUTDOOR MOVEMENT & WELLNESS SPACES

Include fitness zones, walking paths, active play areas, and flexible outdoor learning environments that support physical activity, recreation, and social-emotional wellbeing.



8. SUPPORT COLLABORATION & PROFESSIONAL LEARNING

Provide dedicated teacher collaboration zones and professional work areas that enable team planning, interdisciplinary instruction, and ongoing educator development.



9. DESIGN CAFETORIUM & MULTI-PURPOSE GATHERING AREAS

Integrate flexible, large-capacity spaces that can be used for dining, performances, assemblies, and community events—enhancing educational programming and public engagement.



10. ENABLE AFTER-HOURS AND COMMUNITY USE

Strategically design zones within schools that can operate independently after hours, such as gyms, art spaces, meeting rooms, and wellness centers, to support community access, events, and lifelong learning.

Programming: Educational Visioning—Building Design Requirements



1. LEARNING COMMONS & COLLABORATION HUBS

Nashua School District envisions Learning Commons and Collaboration Hubs as dynamic, flexible, and technology-rich spaces that serve as central nodes for student engagement and interdisciplinary learning. These areas must support varied instructional approaches, from independent study to group projects, by incorporating modular furniture, writable surfaces, and seamless access to digital resources. Designed to foster creativity, critical thinking, and collaboration. Learning Commons should be centrally located and visually connected to adjacent learning neighborhoods, encouraging spontaneous interaction among students and staff while also providing quiet zones for focused work.



2. CLASSROOM NEIGHBORHOODS & FLEXIBLE CLUSTERS

Classroom Neighborhoods and Flexible Clusters are foundational to Nashua's commitment to personalized and student-centered education. These clusters should be organized as adaptable groups of classrooms and shared breakout spaces that promote small community building and flexible scheduling. Design requirements emphasize movable partitions, multi-use rooms, and scalable technology to accommodate diverse learning styles and group sizes. Each neighborhood must foster a sense of belonging and autonomy while enabling teachers to collaborate and students to transition fluidly between whole-group, small-group, and individual learning modes.

Programming: Educational Visioning—Building Design Requirements



3. SUPPORT SPACES (ADMINISTRATION, COUNSELING, HEALTH, CUSTODIAL)

Support Spaces within Nashua schools are critical for maintaining a safe, nurturing, and efficient educational environment. Administrative areas should be welcoming and secure, facilitating smooth communication between families, staff, and visitors. Counseling and health suites must prioritize privacy and accessibility, with spaces that accommodate confidential meetings and health services essential to student well-being. Custodial support areas should be strategically located for efficient maintenance operations without disrupting learning spaces. Overall, these support zones require thoughtful layout and durable finishes to enhance operational effectiveness while contributing to the school's positive climate.



4. DINING, KITCHEN, AND MULTIPURPOSE

Dining, Kitchen, and Multipurpose Areas are envisioned as versatile hubs supporting nutrition, socialization, and community gatherings. Nashua's design philosophy calls for large, flexible dining spaces that accommodate diverse student populations, including considerations for special dietary needs and cultural inclusivity. Kitchens must be designed for efficiency and adaptability to evolving food service standards, supporting both large-scale meal production and smaller community events. Multipurpose rooms integrated with dining facilities provide opportunities for assemblies, performances, and recreational activities, reinforcing the school's role as a vibrant community center.

Programming: Educational Visioning—Building Design Requirements



5. TECHNOLOGY & INFRASTRUCTURE REQUIREMENTS

Nashua School District prioritizes robust technology infrastructure as the backbone of contemporary education. Building design must incorporate high-capacity wired and wireless networks, strategically placed power and data outlets, and dedicated spaces for technology equipment and support staff. Infrastructure should enable seamless integration of devices, interactive displays, and virtual learning platforms while ensuring cybersecurity and data privacy. Flexibility for future technology upgrades is essential, requiring scalable systems and conduit pathways to support rapid innovation and the evolving needs of both students and educators.



6. ACOUSTICS, LIGHTING, AND INDOOR AIR QUALITY STANDARDS

Optimal learning environments in Nashua schools depend on carefully engineered acoustics, lighting, and indoor air quality. Acoustic design must minimize noise transfer between classrooms and common areas through sound-absorbing materials, strategic spatial planning, and controlled mechanical systems. Lighting systems should maximize natural daylight while reducing glare, supplemented by energy-efficient LED fixtures with adjustable controls to accommodate various instructional activities. Indoor air quality is paramount; ventilation systems must meet or exceed current standards to provide fresh, filtered air that supports student health, cognitive function, and comfort, with monitoring systems integrated to maintain continuous environmental quality.

Elementary Special Education Design Quantities

School	Quantity of Classrooms				
	Intensive Needs	ELL	Flex Special Ed Space / Resource	Flex Special Ed Classroom	OT/PT Space
Amherst Street	Intensive Needs (1)	(1)	(1)	(1-2)	(1)
Bicentennial	Intensive Needs (3)	(2)	(1)	(1-2)	(1)
Birch Hill	Intensive Needs (3)	(1)	(1)	(1-2)	(1)
Broad Street	Intensive Needs (3)	(1)	(1)	(1-2)	(1)
Charlotte Avenue	Intensive Needs (3)	(1)	(1)	(1-2)	(1)
Dr. Norman W. Crisp	0	(2)	(1)	(1-2)	(1)
Fairgrounds	0	(2)	(2)	(1-2)	(1)
Ledge Street	0	(2)	(2)	(1-2)	(1)
Main Dunstable	Intensive Needs (3)	(1)	(1)	(1-2)	(1)
Mount Pleasant	0	(1)	(1)	(1-2)	(1)
New Searles	Intensive Needs (3) Signs of Learning (3)	(1)	(1)	(1-2)	(1)
Sunset Heights	Intensive Needs (3)	(1)	(1)	(1-2)	(1)
Grand Total	25	16	14	12-24	12

Intensive Needs:

Larger space 1000sf +/- with ADA restroom and seclusion space

Signs of Learning:

Similar size to classroom

ELL:

Similar size to classroom

Flex Special Education Space/Resource:

Similar size to classroom

Flex Special Education Classroom:

Similar size to Intensive Needs space

OT/PT:

Similar size to classroom

Programming: Programming Themes (Identified by School Leaders)



**ADDITIONAL OR LARGER
PROGRAM & SPECIALIST
SPACES**



**UPDATED, ACCESSIBLE,
AND/OR SINGLE-USER
RESTROOMS**



**SAFETY & SECURITY
IMPROVEMENTS**



STORAGE NEEDS



**UPDATED FINISHES/
MAINTENANCE NEEDS**



IMPROVED HVAC

Proposed Program Scope

WHERE THE OPTIONS ADDRESS THE PROPOSED PROGRAM SCOPE

	Wayfinding	Collaboration / Breakout Space in Grade Level Neighborhood	Major Renovation (Permanent Walls, etc.)	21st Century Learning Commons	STEAM/STEM Space	Satellite Dining Area	Administration Renovations	Add or Modify Stage
Amherst ES								YES
Bicentennial ES								YES
Birch Hill ES	RECENTLY RENOVATED AS PART OF SEPARATE PROJECT SCOPE							YES
Broad Street ES								YES
Charlotte Ave ES								N/A
Dr. Crisp ES								YES
Fairgrounds ES								N/A
Ledge Street ES								N/A
Main Dunstable ES	RECENTLY RENOVATED AS PART OF SEPARATE PROJECT SCOPE							YES
Mt. Pleasant ES								N/A
New Searles ES								N/A
Sunset Heights ES								YES

Community Feedback

Community Feedback

The District has hosted **3 community forums** during the master planning process to gather community feedback and keep community members updated along the way.

Subsequent to sharing the options at Community Forum #3, the District shared the presentation with the wider community and **opened up the feedback polls to the wider community to participate.**

- **Community Forum #1:** November 19, 2025
- **Community Forum #2:** February 3, 2026
- **Community Forum #3:** May 20, 2026

Community Forum #1: Crafting the Design Statement

SUMMARY

TOP 3 WORDS/PHRASES:

- Student-Focused, Vocational & Technical Training Focused, World-Ready
- Innovative
- Inclusive/Diverse

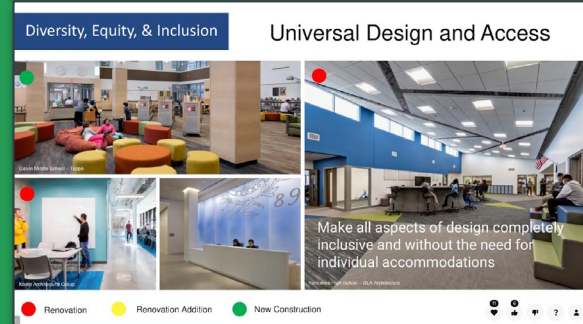
DRAFT COMPILED DESIGN STATEMENT:

"An inclusive, forward-looking learning environment that sparks innovation and prepares students for the world."

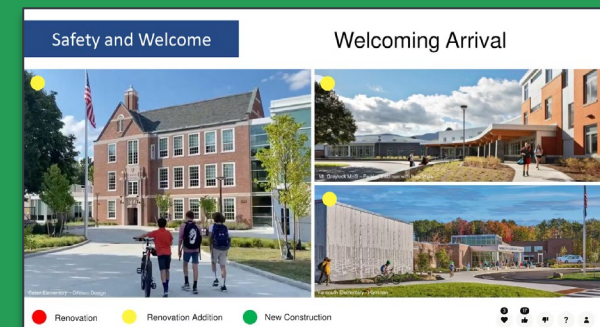
COMMON DESIGN PATTERNS:



2/3
GROUPS



2/3
GROUPS



2/3
GROUPS



2/3
GROUPS

Community Forum #2: Feedback on the initial options

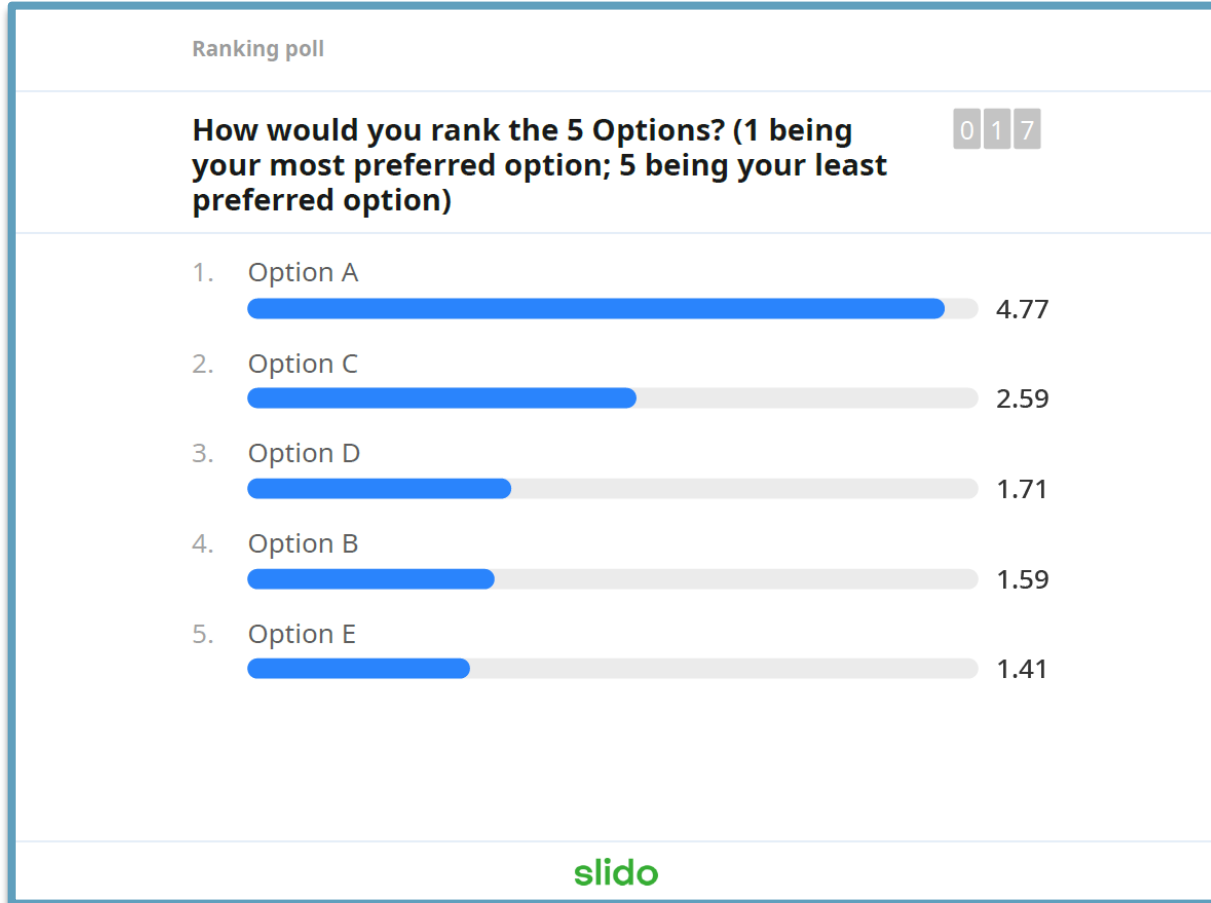
Attendees were encouraged to provide feedback about the different options via an online feedback/survey tool called Slido. The online survey was left open to allow members of the public to review the materials online and provide feedback outside of the forum.

Below is a summary of the themes that arose from that feedback:

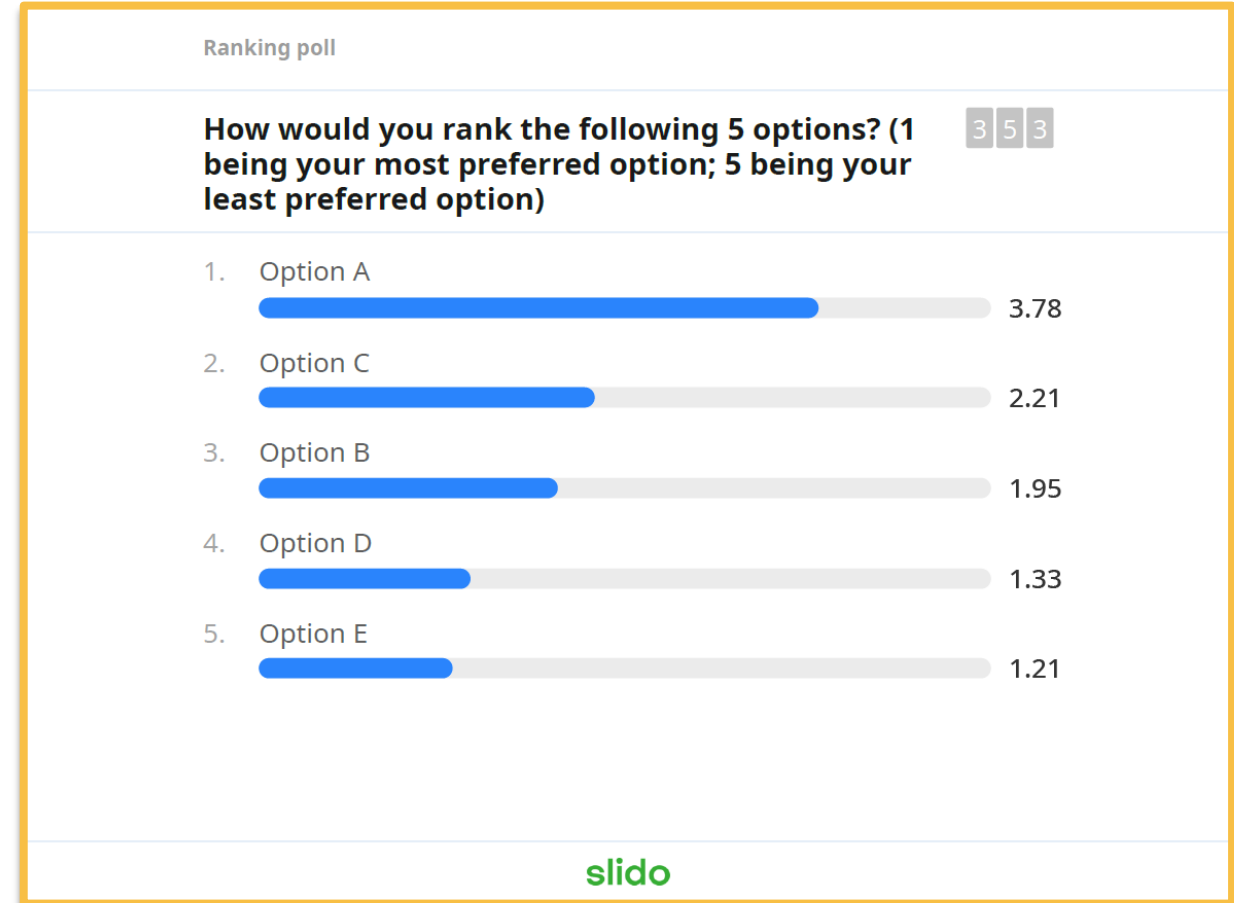
- Strong **opposition to closing New Searles Elementary School**
- Emphasis on **the value of maintaining neighborhood schools**, each with their own community identity
- **Concern about the impact to students** (transportation times, loss of established relationships with friends or teachers, adjustment challenges, etc.)
- **Concern about larger class sizes** (current small class sizes are viewed as a benefit)
- **Perspective that the costs outlined are incomplete** and there **may be additional costs associated** with consolidating schools (increased transportation, infrastructure, traffic, etc.)
- Perception that consultants may be pushing for more new construction instead of maintaining existing facilities
- Emphasis **on addressing needs through capital improvements over a longer period of time** instead of trying to do large projects all at once
- **Concern about how consolidating schools could affect staff retention and recruitment**, as well as our ability to offer certain specialized programs (e.g. Intensive Needs and Signs of Learning)
- Concern that school closures **could impact the broader community** (such as property values, families leaving the district, reduced state funding, vacant buildings leading to neighborhood decline)
- **Alternative solutions suggested** included:
 - Redistricting to balance enrollment
 - Phased building maintenance
 - Program placement or magnet programs
 - Grants, partnerships, or additional funding
 - Greater investment in existing facilities

Community Forum #3 (and after): Options Ranking Feedback

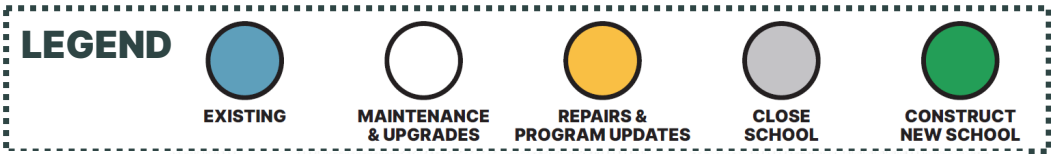
Community Forum #3: 17 Participants



Open Community Feedback: 353 Participants



Options Overview: Elementary Schools



*New option added from community input

Summary of Additional Comments: Forum Attendees



- **Strong Opposition to Closing New Searles**

- Viewed as one of Nashua's strongest schools



- **Preference for Renovating and Maintaining Existing Schools (Option A)**

- Belief that renovation is cheaper than new construction



- **Community Impacts and Feedback Should Carry Greater Weight**

- Public feedback should be given greater weight than facility/cost data alone
- School community/neighborhood identity
- Impacts to families
- Walkability vs. bus-dependency



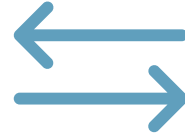
- **Transportation & Operational Costs**

- Bussing costs & effects on current walking students
- Traffic impacts
- Staffing implications
- SPED programming and program relocation



- **Desire for Greater Transparency**

- Data supporting recommendations
- Greater explanation of how options were developed
- Detail about Evaluation Criteria
- Info about what factors are/are not included in the analysis



- **Closing/Repurposing the Admin Building**

- Explore options for closing the Admin Building and relocating staff
- Look at underutilized classroom space in existing schools instead of maintaining a separate facility



- **Long Term Planning & Transition Time**

- Suggestions to allow 2 years for transitions and gradual consolidation to minimize disruption
- Clearly identify future uses for any school buildings that are to be closed

Summary of Additional Comments: Open Community Feedback



- **Strong Concerns About Closing Neighborhood Schools & Community Impact (specifically Mount Pleasant and New Searles)**

- Schools as center of community
- Walkability
- Concern about families losing community connections, friendships, school identity



- **Redistrict/Rebalance Enrollment Before Considering Closure**

- Redistrict first, then reevaluate enrollment
- Only consider closure if necessary after seeing results



- **Transportation Concerns**

- Increased bussing costs
- Longer ride times
- Loss of walkable schools
- Additional burden on families attending school events
- Bus driver shortages



- **Title I Funding & Equity**

- Concern about reductions in Title I funding due to changing boundaries
- Concern that closing a Title I school may be seen as targeting the most vulnerable population in the city



- **Financial Concerns**

- Recent investments and renovations in schools like New Searles could be wasted
- New school construction is too expensive
- Rising property taxes are already a concern
- Prefer renovation to replacing buildings



- **Desire for More Transparency & Planning**

- More public engagement
- Educational benefits
- What happens to buildings after closure



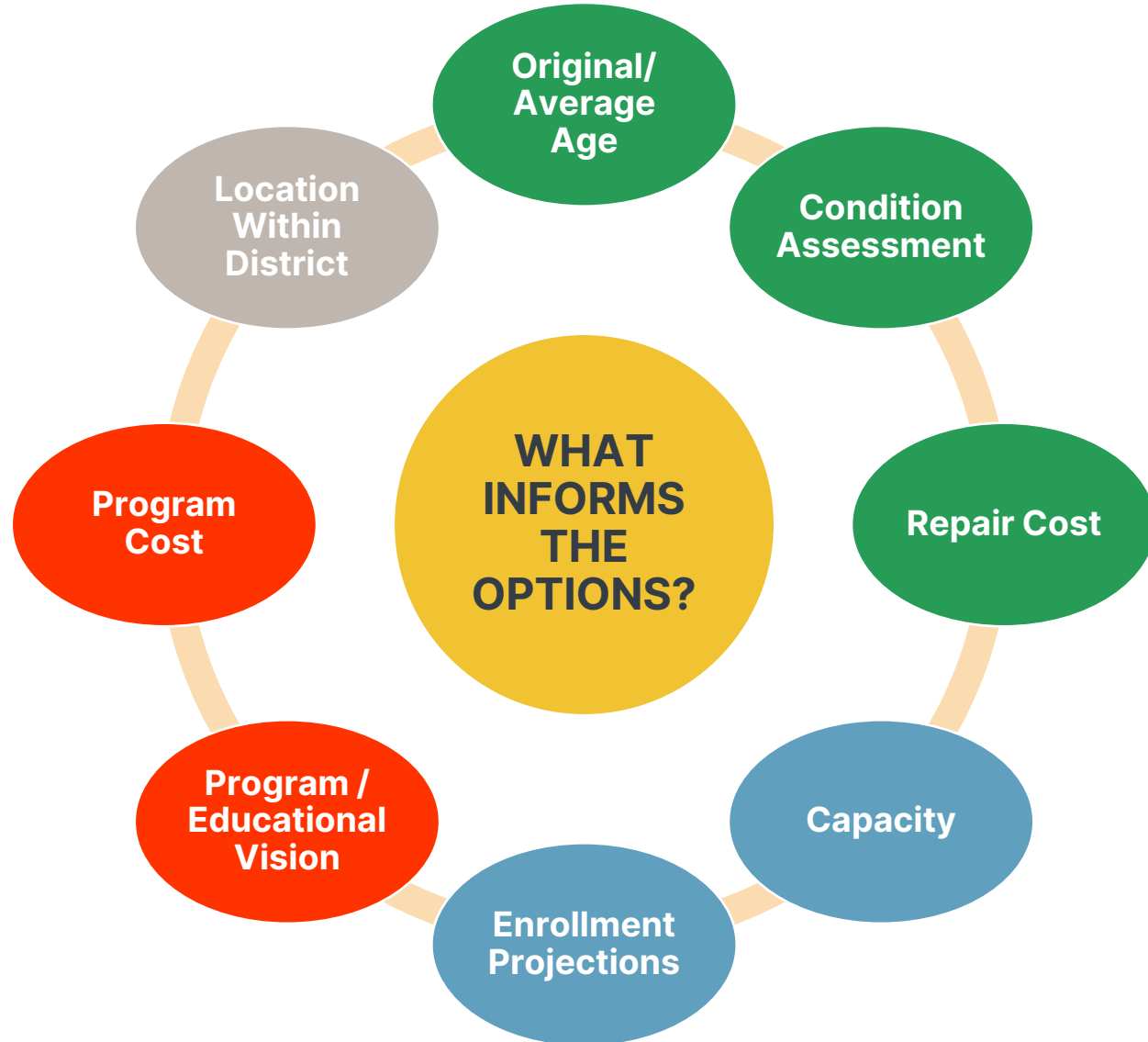
- **Some Comments in Support of Closing Mount Pleasant**

- Due to age, safety, and facility conditions

What: Long Term Options



What Informs the Options



KEY TAKEAWAYS FROM THE DATA THAT INFORMED THE OPTIONS:

- Operation of 12 Elementary Schools.
- Elementary Schools are generally underutilized.
- Ages of schools vary; recent renovations for the schools vary.
- The schools are spread around the city. In some cases, some buildings are in close proximity, and others are not.
- Building repair costs only are estimated at \$144.8M +/- . This does not consider program needs.
- Including both repairs and ES program needs, estimated total costs range from \$218.2M-269.2M (note: cost may increase based on HS programmatic needs)

Options Overview: Elementary Schools

LEGEND

EXISTING

MAINTENANCE & UPGRADES

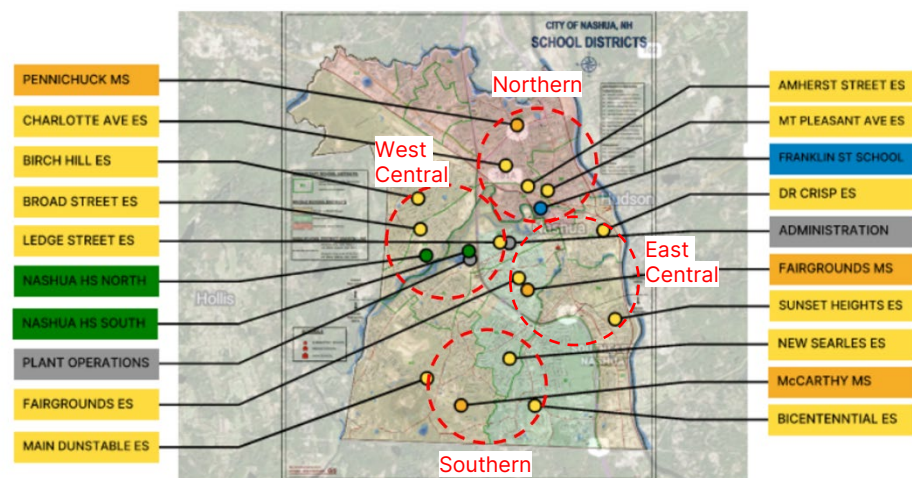
REPAIRS & PROGRAM UPDATES

CLOSE SCHOOL

CONSTRUCT NEW SCHOOL



Options Overview: Elementary Schools—a wide variety of options for consideration



New Option →

Option A	Maintains all schools; repairs and updates.
Option B	Redistributes students into existing buildings and closes schools with highest repair cost/SF and less than 75% utilization; one in the northern (MP) and one in the southern area (NS) of Nashua.
Option C	Replaces two schools with one new northern school. Closes two schools (AES and MP) in the northern area of Nashua with highest repair cost and two of the top three repair cost/SF. Both are just under or above 75% utilization. This resets the clock on two schools.
Option D	Replaces four schools with two new schools, two northern (AES and MP) and two southern (BES and NS). Like 'C' it closes two schools in the northern area of Nashua with highest repair cost and two of the top three repair cost/SF. Both are just under or above 75% utilization. It closes two schools in the southern area of Nashua with highest repair cost and one of the top three repair cost/SF. One is below 75% utilization.
Option E	Replaces five schools with two new schools, three in the northern area (AES, CA, and MP) and two in the central area (FES and LS). It closes three schools in the northern area of Nashua (two of the three have the highest repair cost and two of the top three repair cost/sf). It closes one school in the west central area of Nashua with high repair cost and utilization below 75%. It closes one school in the east central area of Nashua with high repair cost.
Option F	Redistributes students into existing buildings and closes one school (MP) with highest repair cost/SF and less than 75% utilization.

Geographic Location			Condition Assessment		Programming	Total ROM Cost		Capacity / Utilization		
Location Clusters		Closed in Various Options	Highest Repair Cost	Repair Cost/SF	Highest Prog. Cost	Repair + Program	Total Cost/SF	Existing Capacity	Exist. Enrollment	% Utilization
Northern (schools closest together)	Amherst St ES		\$10.5M +/-	\$163	\$8.5M +/-	\$19M +/-	\$294	378	288	76%
	Charlotte Ave ES		\$8.5M +/-	\$130	\$8.5M +/-	\$17M +/-	\$260	434	370	85%
	Mt Pleasant Ave ES		\$14M +/-	\$264	9M +/-	\$23M +/-	\$434	361	267	74%
Central (West) (some schools close together)	Birch Hill ES		\$2.8M +/-	\$43	-	\$2.8M +/-	\$43	381	331	87%
	Broad St ES		\$6.3M +/-	\$102	\$17.5M +/-	\$23.8M +/-	\$381	361	253	70%
	Ledge St ES		\$10M +/-	\$157	\$8.5M +/-	\$18.5M +/-	\$289	609	452	74%
Southern (some school close together)	Bicentennial ES		\$10.9M +/-	\$168	\$17.5M +/-	\$28.4M +/-	\$437	537	471	88%
	Main Dunstable ES		\$3.4M +/-	\$51	-	\$3.4M +/-	\$51	465	370	80%
	New Searles ES		\$10.2 +/-	\$179	\$9M +/-	\$19.2M +/-	\$337	355	253	71%
Central (East) (schools further spread out)	Dr Crisp ES		\$4.5M +/-	\$81	\$9.5M +/-	\$14M +/-	\$256	454	356	78%
	Fairgrounds ES		\$10.4M +/-	\$159	\$8.5M +/-	\$18.9M +/-	\$289	555	456	82%
	Sunset Heights		\$5.5M +/-	\$82	\$17.5M +/-	\$23M +/-	\$340	498	357	72%

1,164 Delta → 5,388 4,224

Options Overview: Elementary Schools



OPTION A

Estimated ROM ES Cost: **\$164M to \$211M**; Estimated ROM MS/HS Cost: **\$97.4M +/-***;
Estimated ROM Current Total Cost: **\$261.4M to \$308.4M+/-**

Option Description

All 12 existing elementary schools remain open; all schools receive repairs and program updates

Option Considerations

All 12 existing elementary schools remain open and underutilized (space to accommodate **up to 1,164 additional students** – *note: capacity may be impacted by programmatic and student needs*)

Does address building repairs

Does address program improvements

Description	Repairs Costs	Program Costs	Total Cost
Amherst ES (AES)	\$10.5M +/-	\$6.5M to \$8.5M +/-	\$17M to \$19M +/-
Bicentennial ES (BES)	\$10.9M +/-	\$6.5M to \$17.5M +/-	\$17.4M to \$28.4M +/-
Birch Hill ES (BH)	\$2.8M +/-		\$2.8M +/-
Broad Street ES (BS)	\$6.3M +/-	\$6.5M to \$17.5M +/-	\$12.8 to \$23.8M +/-
Charlotte Ave ES (CA)	\$8.5M +/-	\$6.5M to \$8.5M +/-	\$15M to \$17M +/-
Dr. Crisp ES (DC)	\$4.5M +/-	\$7.5M to \$9.5M +/-	\$12M to \$14M +/-
Fairgrounds ES (FES)	\$10.4M +/-	\$6.5M to \$8.5M +/-	\$16.9M to \$18.9M +/-
Ledge Street ES (LS)	\$10M +/-	\$6.5M to \$8.5M +/-	\$16.5M to \$18.5M +/-
Main Dunstable ES (MD)	\$3.4M +/-		\$3.4M +/-
Mt. Pleasant ES (MP)	\$14M +/-	\$7M to \$9M +/-	\$24M to \$23M +/-
New Searles ES (NS)	\$10.2M +/-	\$7M to \$9M +/-	\$17.2M to \$19.2M +/-
Sunset Heights ES (SH)	\$5.5M +/-	\$6.5M to \$17.5M +/-	\$12M to \$23M +/-
TOTAL	\$97M +/-	\$67M - \$114M +/-	\$164M to \$211M +/-

EXISTING

AES

AMHERST
ELEMENTARY
SCHOOL

BES

BICENTENNIAL
ELEMENTARY
SCHOOL

BH

BIRCH HILL
ELEMENTARY
SCHOOL

BS

BROAD STREET
ELEMENTARY
SCHOOL

CA

CHARLOTTE AVE.
ELEMENTARY
SCHOOL

DC

DR. CRISP
ELEMENTARY
SCHOOL

FES

FAIRGROUNDS
ELEMENTARY
SCHOOL

LS

LEDGE STREET
ELEMENTARY
SCHOOL

MD

MAIN DUNSTABLE
ELEMENTARY
SCHOOL

MP

MT. PLEASANT
ELEMENTARY
SCHOOL

NS

NEW SEARLES
ELEMENTARY
SCHOOL

SH

SUNSET HEIGHTS
ELEMENTARY
SCHOOL

AES

REPAIRS &
PROGRAM
UPDATES

BES

REPAIRS &
PROGRAM
UPDATES

BH

MAINTENANCE
& UPGRADES

BS

REPAIRS &
PROGRAM
UPDATES

CA

REPAIRS &
PROGRAM
UPDATES

DC

REPAIRS &
PROGRAM
UPDATES

FES

REPAIRS &
PROGRAM
UPDATES

LS

REPAIRS &
PROGRAM
UPDATES

MD

MAINTENANCE
& UPGRADES

MP

REPAIRS &
PROGRAM
UPDATES

NS

REPAIRS &
PROGRAM
UPDATES

SH

REPAIRS &
PROGRAM
UPDATES

* Cost may increase based on HS programmatic needs

OPTION B

Estimated ROM ES Cost: **\$125.8M to \$168.8M**; Estimated ROM MS/HS Cost: **\$97.4M +/-***; Estimated ROM Current Total Cost: **\$223.2M to \$266.2M+/-**

Option Description

10 elementary schools remain open; MPES & NSES close and students are redistributed among remaining schools; 10 schools receive repairs and program updates

Option Considerations

Closes 2 elementary schools; operation of 10 schools

Saves \$3.2-\$3.6M in operating cost /year.

Remaining schools absorb students from closed schools for better utilization (space remains for **up to 448 additional students** – *note: capacity may be impacted by programmatic and student needs*)

Does address building repairs

Does address program improvements

Closes 2 of the older schools – poor matrix showing, higher cost/SF for repairs

Redistricting/bus routes/walking students

Description	Repairs Costs	Program Costs	Total Cost
Amherst ES (AES)	\$10.5M +/-	\$6.5M to \$8.5M +/-	\$17M to \$19M +/-
Bicentennial ES (BES)	\$10.9M +/-	\$6.5M to \$17.5M +/-	\$17.4M to \$28.4M +/-
Birch Hill ES (BH)	\$2.8M +/-		\$2.8M +/-
Broad Street ES (BS)	\$6.3M +/-	\$6.5M to \$17.5M +/-	\$12.8 to \$23.8M +/-
Charlotte Ave ES (CA)	\$8.5M +/-	\$6.5M to \$8.5M +/-	\$15M to \$17M +/-
Dr. Crisp ES (DC)	\$4.5M +/-	\$7.5M to \$9.5M +/-	\$12M to \$14M +/-
Fairgrounds ES (FES)	\$10.4M +/-	\$6.5M to \$8.5M +/-	\$16.9M to \$18.9M +/-
Ledge Street ES (LS)	\$10M +/-	\$6.5M to \$8.5M +/-	\$16.5M to \$18.5M +/-
Main Dunstable ES (MD)	\$3.4M +/-		\$3.4M +/-
Mt. Pleasant ES (MP)			
New Searles ES (NS)			
Sunset Heights ES (SH)	\$5.5M +/-	\$6.5M to \$17.5M +/-	\$12M to \$23M +/-
TOTAL	\$72.8M +/-	\$53M - \$96M +/-	\$125.8M to \$168.8M +/-

EXISTING

AES

AMHERST
ELEMENTARY
SCHOOL

BES

BICENTENNIAL
ELEMENTARY
SCHOOL

BH

BIRCH HILL
ELEMENTARY
SCHOOL

BS

BROAD STREET
ELEMENTARY
SCHOOL

CA

CHARLOTTE AVE.
ELEMENTARY
SCHOOL

DC

DR. CRISP
ELEMENTARY
SCHOOL

FES

FAIRGROUNDS
ELEMENTARY
SCHOOL

LS

LEDGE STREET
ELEMENTARY
SCHOOL

MD

MAIN DUNSTABLE
ELEMENTARY
SCHOOL

MP

MT. PLEASANT
ELEMENTARY
SCHOOL

NS

NEW SEARLES
ELEMENTARY
SCHOOL

SH

SUNSET HEIGHTS
ELEMENTARY
SCHOOL

B

AES

REPAIRS &
PROGRAM
UPDATES

BES

REPAIRS &
PROGRAM
UPDATES

BH

MAINTENANCE
& UPGRADES

BS

REPAIRS &
PROGRAM
UPDATES

CA

REPAIRS &
PROGRAM
UPDATES

DC

REPAIRS &
PROGRAM
UPDATES

FES

REPAIRS &
PROGRAM
UPDATES

LS

REPAIRS &
PROGRAM
UPDATES

MD

MAINTENANCE
& UPGRADES

MP

CLOSE
SCHOOL*

NS

CLOSE
SCHOOL**

SH

REPAIRS &
PROGRAM
UPDATES

*MP Students Move to:
AES, BH, BS, CA, and DC

**NS Students Move to:
BES, FES, MD, and SH

* Cost may increase based on HS programmatic needs

Harriman

OPTION C

Estimated ROM ES Cost: **\$192.6M to \$235.6M+/-**; Estimated ROM MS/HS Cost: **\$97.4M +/-***; Estimated ROM Current Total Cost: **\$290M to \$333M+/-**

Option Description

10 elementary schools receive repairs and program updates; AES & MPES close and a new school is constructed to serve those students

Option Considerations

Closes 2 elementary schools; builds 1 school; operation of 11 elementary schools

Enrollment at remaining schools could be reviewed for better utilization, while building a smaller new school (see Option E)

Does address building repairs

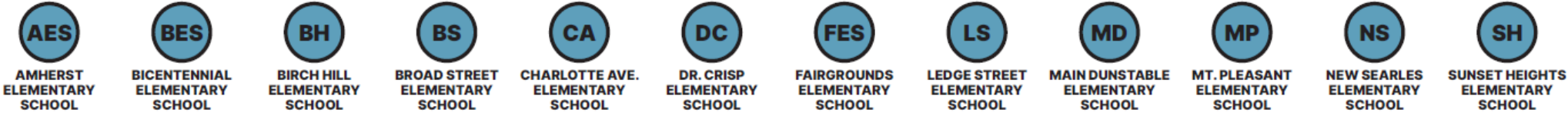
Does address program improvements

Closes 2 of the oldest schools – poor matrix showing, higher cost/SF for repairs

Redistricting/bus routes/walking students

Description	Repairs Costs	Program Costs	Total Cost
Amherst ES (AES)			
Bicentennial ES (BES)	\$10.9M +/-	\$6.5M to \$17.5M +/-	\$17.4M to \$28.4M +/-
Birch Hill ES (BH)	\$2.8M +/-		\$2.8M +/-
Broad Street ES (BS)	\$6.3M +/-	\$6.5M to \$17.5M +/-	\$12.8 to \$23.8M +/-
Charlotte Ave ES (CA)	\$8.5M +/-	\$6.5M to \$8.5M +/-	\$15M to \$17M +/-
Dr. Crisp ES (DC)	\$4.5M +/-	\$7.5M to \$9.5M +/-	\$12M to \$14M +/-
Fairgrounds ES (FES)	\$10.4M +/-	\$6.5M to \$8.5M +/-	\$16.9M to \$18.9M +/-
Ledge Street ES (LS)	\$10M +/-	\$6.5M to \$8.5M +/-	\$16.5M to \$18.5M +/-
Main Dunstable ES (MD)	\$3.4M +/-		\$3.4M+/-
Mt. Pleasant ES (MP)			
New Searles ES (NS)	\$10.2M +/-	\$7M to \$9M +/-	\$17.2M to \$19.2M +/-
Sunset Heights ES (SH)	\$5.5M +/-	\$6.5M to \$17.5M +/-	\$12M to \$23M +/-
New North School**			\$66.6M+/-
TOTAL	\$72.5M+/-	\$67M - \$114M +/-	\$192.6M to \$235.6M +/-

EXISTING



C



*Cost may increase based on HS programmatic needs
**Assumes: \$725/SF total cost (year 2026), 150 SF/student (555 students) and \$250K/acre at 25 acres for site = \$60,356,250 for school + \$6.25M for site

OPTION D

Estimated ROM ES Cost: **\$243M to \$273M+/-** ; Estimated ROM MS/HS Cost: **\$97.4M +/-** ; Estimated ROM Current Total Cost: **\$340.4M to \$370.4M+/-**

Option Description

8 elementary schools receive repairs and program updates; AES & MPES close and a new North school is constructed to serve those students; BES & NS close and a new South school is constructed to serve those students

Option Considerations

Closes 4 elementary schools; builds 2 schools; operation of 10 elementary schools

Enrollment at remaining schools could be reviewed for better utilization, while building smaller new schools (see Option E)

Does address building repairs

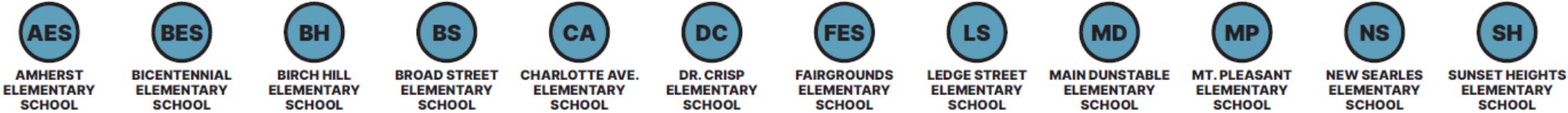
Does address program improvements

Closes 4 of the older schools – poor matrix showing, higher cost/SF for repairs

Redistricting/bus routes/walking students

Description	Repairs Costs	Program Costs	Total Cost
Amherst ES (AES)			
Bicentennial ES (BES)			
Birch Hill ES (BH)	\$2.8M +/-		\$2.8M +/-
Broad Street ES (BS)	\$6.3M +/-	\$6.5M to \$17.5M +/-	\$12.8 to \$23.8M +/-
Charlotte Ave ES (CA)	\$8.5M +/-	\$6.5M to \$8.5M +/-	\$15M to \$17M +/-
Dr. Crisp ES (DC)	\$4.5M +/-	\$7.5M to \$9.5M +/-	\$12M to \$14M +/-
Fairgrounds ES (FES)	\$10.4M +/-	\$6.5M to \$8.5M +/-	\$16.9M to \$18.9M +/-
Ledge Street ES (LS)	\$10M +/-	\$6.5M to \$8.5M +/-	\$16.5M to \$18.5M +/-
Main Dunstable ES (MD)	\$3.4M +/-		\$3.4M +/-
Mt. Pleasant ES (MP)			
New Searles ES (NS)			
Sunset Heights ES (SH)	\$5.5M +/-	\$6.5M to \$17.5M +/-	\$12M to \$23M +/-
New North School**			\$66.6M +/-
NEW South School***			\$85M +/-
TOTAL	\$72.5M +/-	\$67M - \$114M +/-	\$243M to \$273M +/-

EXISTING



D



*Cost may increase based on HS programmatic needs

**Assumes: \$725/SF total cost (year 2026), 150 SF/student (555 students) and \$250K/acre at 25 acres for site = \$60,356,250 for school + \$6.25M for site

***Assumes: \$725/SF total cost (year 2026), 150 SF/student (724 students) and \$250K/acre at 25 acres for site = \$78,735 for school + \$6.25M for site

OPTION E

Estimated ROM ES Cost: **\$229.2M to \$266.2M**; ; Estimated ROM MS/HS Cost: **\$97.4M +/-***; Estimated ROM Current Total Cost: **\$326.6M to \$363.6M +/-**

Option Description

7 elementary schools receive repairs and program updates; AES, CA & MP close and a new North school is constructed to serve those students; BES & NS close and a new South school is constructed to serve those students

Option Considerations

Closes 5 elementary schools; builds 2 schools; operation of 9 elementary schools

Enrollment at remaining schools is rebalanced for better utilization

Does address building repairs

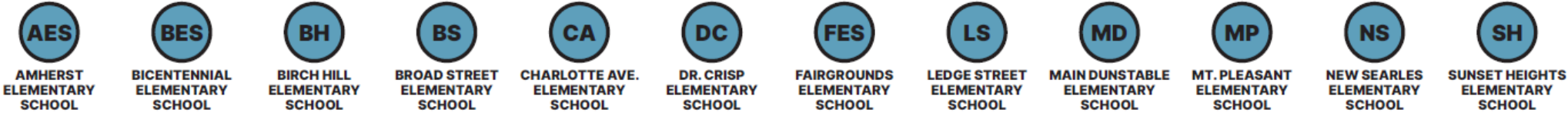
Does address program improvements

Closes 5 of the worst condition schools – poor matrix showing, 5 older buildings that have not been renovated in near term

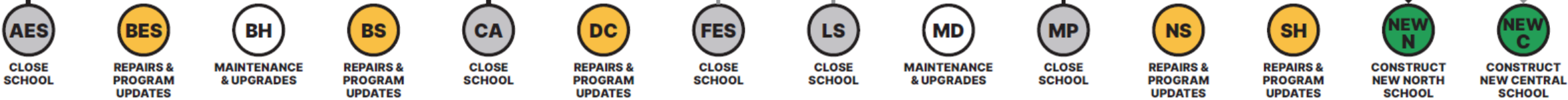
Redistricting/bus routes/walking students

Description	Repairs Costs	Program Costs	Total Cost
Amherst ES (AES)			
Bicentennial ES (BES)	\$10.9M+/-	\$6.5M to \$17.5M +/-	\$17.4M to \$28.4M+/-
Birch Hill ES (BH)	\$2.8M +/-		\$2.8M +/-
Broad Street ES (BS)	\$6.3M +/-	\$6.5M to \$17.5M +/-	\$12.8 to \$23.8M +/-
Charlotte Ave ES (CA)			
Dr. Crisp ES (DC)	\$4.5M +/-	\$7.5M to \$9.5M +/-	\$12M to \$14M +/-
Fairgrounds ES (FES)			
Ledge Street ES (LS)			
Main Dunstable ES (MD)	\$3.4M +/-		\$3.4M+/-
Mt. Pleasant ES (MP)			
New Searles ES (NS)	\$10.2M+/-	\$7M to \$9M+/-	\$17.2M to \$19.2M+/-
Sunset Heights ES (SH)	\$5.5M +/-	\$6.5M to \$17.5M +/-	\$12M to \$23M +/-
New North School**			\$66.6M+/-
NEW South School***			\$85M +/-
TOTAL	\$43.6M+/-	\$34M - \$71M +/-	\$229.2M to \$266.2M +/-

EXISTING



E



*Cost may increase based on HS programmatic needs
**Assumes: \$725/SF total cost (year 2026), 150 SF/student (750 students) and \$250K/acre at 25 acres for site = \$60,356,250 for school + \$6.25M for site
***Assumes: \$725/SF total cost (year 2026), 150 SF/student (639 students) and \$250K/acre at 25 acres for site = \$75,741,250 for school + \$6.25M for site

NEW OPTION
OPTION F

Estimated ROM ES Cost: \$143M to \$188M: ; Estimated ROM MS/HS Cost: \$97.4M +/-*; Estimated ROM Current Total Cost: \$240M to \$285.4M+/-

Option Description

11 elementary schools receive repairs and program updates; MP closes and students are redistributed to other schools.

Option Considerations

Closes 1 elementary schools; operation of 11 elementary schools

Saves \$1.6-\$1.8M in operating cost /year.

Enrollment at remaining schools is rebalanced for better utilization.
(space remains for up to 803 additional students – note: capacity may be impacted by programmatic and student needs)

Does address building repairs

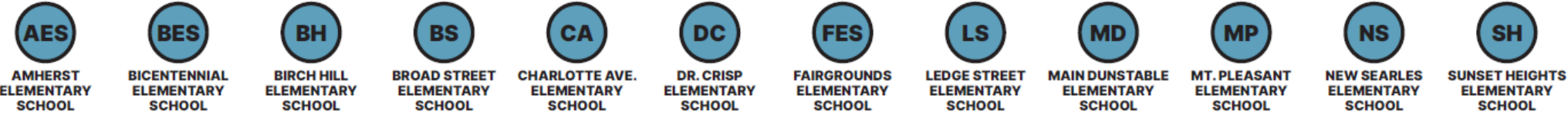
Does address program improvements

Closes 1 of the older schools – poor matrix showing, higher cost/SF for repairs

Redistricting/bus routes/walking students

Description	Repairs Costs	Program Costs	Total Cost
Amherst ES (AES)	\$10.5M +/-	\$6.5M to \$8.5M +/-	\$17M to \$19M +/-
Bicentennial ES (BES)	\$10.9M +/-	\$6.5M to \$17.5M +/-	\$17.4M to \$28.4M +/-
Birch Hill ES (BH)	\$2.8M +/-		\$2.8M +/-
Broad Street ES (BS)	\$6.3M +/-	\$6.5M to \$17.5M +/-	\$12.8 to \$23.8M +/-
Charlotte Ave ES (CA)	\$8.5M +/-	\$6.5M to \$8.5M +/-	\$15M to \$17M +/-
Dr. Crisp ES (DC)	\$4.5M +/-	\$7.5M to \$9.5M +/-	\$12M to \$14M +/-
Fairgrounds ES (FES)	\$10.4M +/-	\$6.5M to \$8.5M +/-	\$16.9M to \$18.9M +/-
Ledge Street ES (LS)	\$10M +/-	\$6.5M to \$8.5M +/-	\$16.5M to \$18.5M +/-
Main Dunstable ES (MD)	\$3.4M +/-		\$3.4M+/-
Mt. Pleasant ES (MP)			
New Searles ES (NS)	\$10.2M +/-	\$7M to \$9M +/-	\$17.2M to \$19.2M +/-
Sunset Heights ES (SH)	\$5.5M +/-	\$6.5M to \$17.5M +/-	\$12M to \$23M +/-
TOTAL	\$83M+/-	\$60M - \$105M +/-	\$143M to \$188M +/-

EXISTING



F



*Cost may increase based on HS programmatic needs
**Assumes: \$725/SF total cost (year 2026), 150 SF/student (750 students) and \$250K/acre at 25 acres for site = \$60,356,250 for school + \$6.25M for site
***Assumes: \$725/SF total cost (year 2026), 150 SF/student (639 students) and \$250K/acre at 25 acres for site = \$75,741,250 for school + \$6.25M for site

NEW OPTION
OPTION G

Estimated ROM ES Cost: \$126M to \$169M+/-; Estimated ROM MS/HS Cost: \$97.4M +/-
*; Estimated ROM Current Total Cost: \$223.4M to \$266.4M+/-

Option Description

10 elementary schools receive repairs and program updates; AES & MPES close. Students are redistributed to rebalance utilization.

Option Considerations

Closes 2 elementary schools; operation of 10 elementary schools

Saves \$3.2-\$3.6M in operating cost /year.

Enrollment at remaining schools is rebalanced for better utilization.
(space remains for up to 425 additional students – note: capacity may be impacted by programmatic and student needs)

Does address building repairs

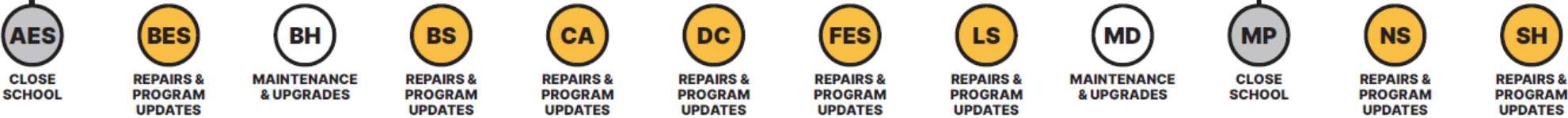
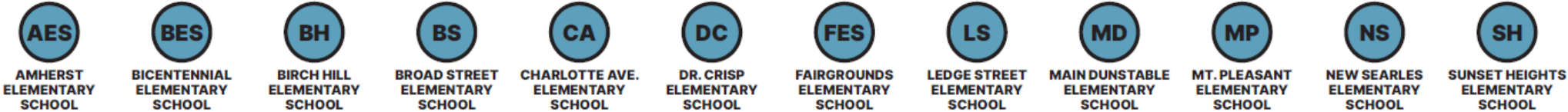
Does address program improvements

Closes 2 of the oldest schools – poor matrix showing, higher cost/SF for repairs

Redistricting/bus routes/walking students

Description	Repairs Costs	Program Costs	Total Cost
Amherst ES (AES)			
Bicentennial ES (BES)	\$10.9M +/-	\$6.5M to \$17.5M +/-	\$17.4M to \$28.4M +/-
Birch Hill ES (BH)	\$2.8M +/-		\$2.8M +/-
Broad Street ES (BS)	\$6.3M +/-	\$6.5M to \$17.5M +/-	\$12.8 to \$23.8M +/-
Charlotte Ave ES (CA)	\$8.5M +/-	\$6.5M to \$8.5M +/-	\$15M to \$17M +/-
Dr. Crisp ES (DC)	\$4.5M +/-	\$7.5M to \$9.5M +/-	\$12M to \$14M +/-
Fairgrounds ES (FES)	\$10.4M +/-	\$6.5M to \$8.5M +/-	\$16.9M to \$18.9M +/-
Ledge Street ES (LS)	\$10M +/-	\$6.5M to \$8.5M +/-	\$16.5M to \$18.5M +/-
Main Dunstable ES (MD)	\$3.4M +/-		\$3.4M+/-
Mt. Pleasant ES (MP)			
New Searles ES (NS)	\$10.2M +/-	\$7M to \$9M +/-	\$17.2M to \$19.2M +/-
Sunset Heights ES (SH)	\$5.5M +/-	\$6.5M to \$17.5M +/-	\$12M to \$23M +/-
TOTAL	\$72.5M+/-	\$67M - \$114M +/-	\$126M to \$169M +/-

EXISTING



*Cost may increase based on HS programmatic needs

**Assumes: \$725/SF total cost (year 2026), 150 SF/student (555 students) and \$250K/acre at 25 acres for site = \$60,356,250 for school + \$6.25M for site

All Options: Middle & High Schools

Estimated ROM Cost: **\$97.4M +/-***

SCHOOL	GRADES	CAPACITY	ENROLLMENT	APPROX. SF	REPAIRS, MAINTENANCE, & UPGRADES COST*
Fairgrounds MS (FMS)	6-8	657 (@ 85%)	589	118,800 SF	\$5.8M +/-
McCarthy MS (MMS)	6-8	917 (@ 85%)	653	211,985 SF	\$1.1M +/-
Pennichuck MS (PMS)	6-8	858 (@ 85%)	764	136,806 SF	\$6.5M +/-
Nashua HS North (NHSN)	9-12	1614 (@ 85%)	1559	420,000 SF	\$43.3M +/-
Nashua HS South (NHSS)	9-12	1984 (@ 85%)	1709	430,000 SF	\$40.7M +/-

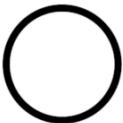
\$97.4M +/-*

***Does not include Program Cost**

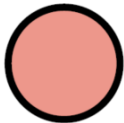
LEGEND



EXISTING



MAINTENANCE
& UPGRADES



REPAIRS,
MAINTENANCE
& UPGRADES



REPAIRS &
PROGRAM
UPDATES

EXISTING



FMS
FAIRGROUNDS
MIDDLE
SCHOOL



MMS
MCCARTHY
MIDDLE
SCHOOL



PMS
PENNICHUCK
MIDDLE
SCHOOL



NHS
N
NASHUA
HIGH SCHOOL
NORTH



NHS
S
NASHUA
HIGH SCHOOL
SOUTH

ALL
OPTIONS



REPAIRS,
MAINTENANCE
& UPGRADES



MAINTENANCE
& UPGRADES



REPAIRS,
MAINTENANCE
& UPGRADES



REPAIRS &
PROGRAM
UPDATES



REPAIRS &
PROGRAM
UPDATES

CONSIDERATIONS:

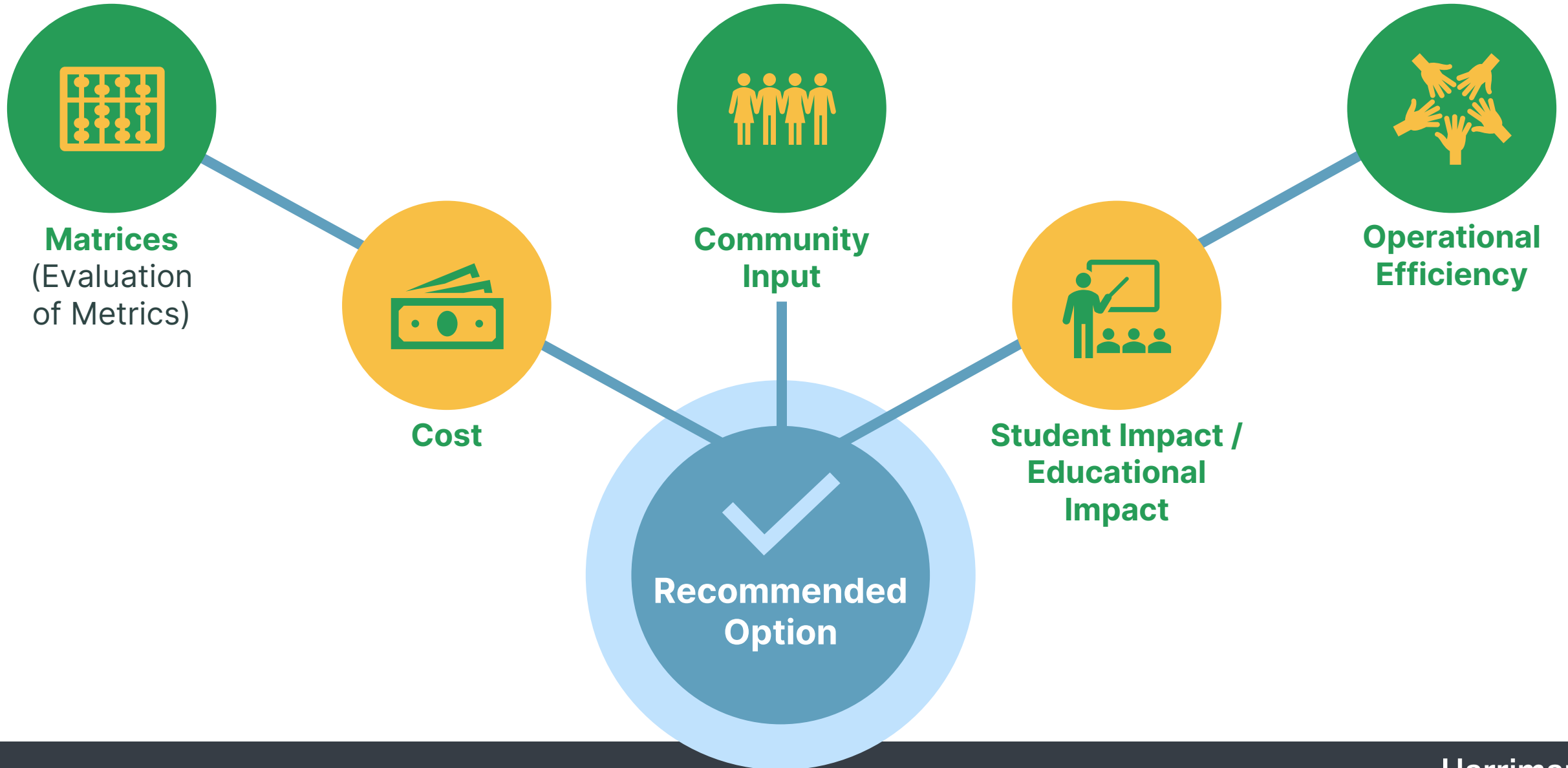
- Not enough capacity to move 5th grade to the Middle Schools
- Not enough capacity to move 8th grade to the High Schools

* Cost may increase based on HS programmatic needs

Narrowing Down the Options

4

Review of What Goes Into Making a Recommendation



Matrices Re: What Goes Into Making a Recommendation

	Option	# Elem. Schools	# Closed	# New Schools	Matrices	Cost	Community Ranking / Input	Student / Educational Impact	Operational Efficiency***	Comments
Is there an appetite to close 5 and build 2 schools?	A	12	0	0	75%	\$261M to \$308.4M+/- *	1**	TBD	NA - Schools underutilized	More staff needed for same educational delivery compared to consolidations
	B	10	2	0	74%	\$223M to \$266.2M+/- *	2**	Redistricting/bus routes/walking students	\$3.2-3.6M / year	Redistributes students into existing buildings and closes schools with highest repair cost/SF and less than 75% utilization; one in the northern (MP) and one in the southern area (NS) of Nashua.
	C	11	2	1	79%	\$290M to \$333M+/- *	3**	Redistricting/bus routes/walking students	\$3.2-3.6M / year (portion offset by building new school)	Replaces two schools with one new northern school. Closes two schools (AES and MP) in the northern area of Nashua with highest repair cost and two of the top three repair cost/SF. Both are just under or above 75% utilization. This resets the clock on two schools.
	D	10	4	2	83%	\$340.4M to \$370.4M+/- *	4**	Redistricting/bus routes/walking students	\$6.4-7.2M / year (portion offset by building new schools)	Replaces four schools with two new schools, two northern (AES and MP) and two southern (BES and NS). Like 'C' it closes two schools in the northern area of Nashua with highest repair cost and two of the top three repair cost/SF. Both are just under or above 75% utilization. It closes two schools in the southern area of Nashua with highest repair cost and one of the top three repair cost/SF. One is below 75% utilization.
	E	9	5	2	85%	\$326.6M to \$363.6M+/- *	5**	Redistricting/bus routes/walking students	\$8-9M / year (portion offset by building new schools)	Replaces five schools with two new schools, three in the northern area (AES, CA, and MP) and two in the central area (FES and LS). It closes three schools in the northern area of Nashua (two of the three have the highest repair cost and two of the top three repair cost/sf). It closes one school in the west central area of Nashua with high repair cost and utilization below 75%. It closes one school in the east central area of Nashua with high repair cost.
New Option	F	11	1	0	TBD	\$240M to \$285.4M+/- *	TBD	Redistricting/bus routes/walking students	\$1.6-1.8M / year	Redistributes students into existing buildings and closes one of the schools with highest repair cost/SF and less than 75% utilization; (MP). Need to relocate 267 +/- students. Would require redistricting as not all students can fit in the other two northern schools.

- * Cost may increase based on HS programmatic needs
- ** Based on community poll after community forum #3 (353 respondents). Refer to additional comments in community forum slides
- ***For Each school that closes it equates to approximately \$1.6 to 1.8M in operational savings per year. This can vary based on which schools are closed. Approximate cost savings provided by the district (plant ops, wages, benefits, etc.). Once options are narrowed down to 1 or 2 this can be dialed in for each option.

Matrices Re: What Goes Into Making a Recommendation

Option	# Elem. Schools	# Closed	# New Schools	Matrices	Cost	Community Ranking / Input	Student / Educational Impact	Operational Efficiency***	Comments
A	12	0	0	75%	\$261M to \$308.4M+/- *	1**	TBD	NA - Schools underutilized	More staff needed for same educational delivery compared to consolidations
B	10	2	0	74%	\$223M to \$266.2M+/- *	2**	Redistricting/bus routes/walking students	\$3.2-3.6M / year	Redistributes students into existing buildings and closes schools with highest repair cost/SF and less than 75% utilization; one in the northern (MP) and one in the southern area (NS) of Nashua.
C	11	2	1	79%	\$290M to \$333M+/- *	3**	Redistricting/bus routes/walking students	\$3.2-3.6M / year <i>(portion offset by building new school)</i>	Replaces two schools with one new northern school. Closes two schools (AES and MP) in the northern area of Nashua with highest repair cost and two of the top three repair cost/SF. Both are just under or above 75% utilization. This resets the clock on two schools.
D	10	4	2	83%	\$340.4M to \$370.4M+/- *	4**	Redistricting/bus routes/walking students	\$6.4-7.2M / year <i>(portion offset by building new schools)</i>	Replaces four schools with two new schools, two northern (AES and MP) and two southern (BES and NS). Like 'C' it closes two schools in the northern area of Nashua with highest repair cost and two of the top three repair cost/SF. Both are just under or above 75% utilization. It closes two schools in the southern area of Nashua with highest repair cost and one of the top three repair cost/SF. One is below 75% utilization.
E	9	5	2	85%	\$326.6M to \$363.6M+/- *	5**	Redistricting/bus routes/walking students	\$8-9M / year <i>(portion offset by building new schools)</i>	Replaces five schools with two new schools, three in the northern area (AES, CA, and MP) and two in the central area (FES and LS). It closes three schools in the northern area of Nashua (two of the three have the highest repair cost and two of the top three repair cost/sf). It closes one school in the west central area of Nashua with high repair cost and utilization below 75%. It closes one school in the east central area of Nashua with high repair cost.
New Option F	11	1	0	TBD	\$240M to \$285.4M+/- *	TBD	Redistricting/bus routes/walking students	\$1.6-1.8M / year	Redistributes students into existing buildings and closes one of the schools with highest repair cost/SF and less than 75% utilization; (MP). Need to relocate 267 +/- students. Would require redistricting as not all students can fit in the other two northern schools.

- * Cost may increase based on HS programmatic needs
- ** Based on community poll after community forum #3 (353 respondents). Refer to additional comments in community forum slides
- ***For Each school that closes it equates to approximately \$1.6 to 1.8M in operational savings per year. This can vary based on which schools are closed. Approximate cost savings provided by the district (plant ops, wages, benefits, etc.). Once options are narrowed down to 1 or 2 this can be dialed in for each option.

What could a phased approach look like?

5

Matrices Re: What Goes Into Making a Recommendation

Option	# Elem. Schools	# Closed	# New Schools	Matrices	Cost	Community Ranking / Input	Student / Educational Impact	Operational Efficiency***	Comments
A	12	0	0	75%	\$261M to \$308.4M+/- *	1**	TBD	NA - Schools underutilized	More staff needed for same educational delivery compared to consolidations
B	10	2	0	74%	\$223M to \$266.2M+/- *	2**	Redistricting/bus routes/walking students	\$3.2-3.6M / year	Redistributes students into existing buildings and closes schools with highest repair cost/SF and less than 75% utilization; one in the northern (MP) and one in the southern area (NS) of Nashua.
C	11	2	1	79%	\$290M to \$333M+/- *	3**	Redistricting/bus routes/walking students	\$3.2-3.6M / year <i>(portion offset by building new school)</i>	Replaces two schools with one new northern school. Closes two schools (AES and MP) in the northern area of Nashua with highest repair cost and two of the top three repair cost/SF. Both are just under or above 75% utilization. This resets the clock on two schools.
D	10	4	2	83%	\$340.4M to \$370.4M+/- *	4**	Redistricting/bus routes/walking students	\$6.4-7.2M / year <i>(portion offset by building new schools)</i>	Replaces four schools with two new schools, two northern (AES and MP) and two southern (BES and NS). Like 'C' it closes two schools in the northern area of Nashua with highest repair cost and two of the top three repair cost/SF. Both are just under or above 75% utilization. It closes two schools in the southern area of Nashua with highest repair cost and one of the top three repair cost/SF. One is below 75% utilization.
E	9	5	2	85%	\$326.6M to \$363.6M+/- *	5**	Redistricting/bus routes/walking students	\$8-9M / year <i>(portion offset by building new schools)</i>	Replaces five schools with two new schools, three in the northern area (AES, CA, and MP) and two in the central area (FES and LS). It closes three schools in the northern area of Nashua (two of the three have the highest repair cost and two of the top three repair cost/sf). It closes one school in the west central area of Nashua with high repair cost and utilization below 75%. It closes one school in the east central area of Nashua with high repair cost.
New Option F	11	1	0	TBD	\$240M to \$285.4M+/- *	TBD	Redistricting/bus routes/walking students	\$1.6-1.8M / year	Redistributes students into existing buildings and closes one of the schools with highest repair cost/SF and less than 75% utilization; (MP). Need to relocate 267 +/- students. Would require redistricting as not all students can fit in the other two northern schools.

- * Cost may increase based on HS programmatic needs
- ** Based on community poll after community forum #3 (353 respondents). Refer to additional comments in community forum slides
- ***For Each school that closes it equates to approximately \$1.6 to 1.8M in operational savings per year. This can vary based on which schools are closed. Approximate cost savings provided by the district (plant ops, wages, benefits, etc.). Once options are narrowed down to 1 or 2 this can be dialed in for each option.

Possible Phased Approach: 10 Year Plan

End of School Year 1
2026/2027

End of School Year 5
2030/2031

End of School Year 10
2035/2036

FIRST FIVE YEARS

NEXT FIVE YEARS

Complete Option F (End of Year 1)
11 Schools Total

Complete Option D (Years 5-10)
10 Schools Total

Closes 1 of the schools with highest repair cost/SF and less than 75% utilization

Redistributes students into existing buildings (267 +/- students); **requires redistricting**

END OF YEAR 5
Revisit data to confirm what it indicates (currently closing 2 schools and replacing with 1)

Replaces 2 schools with 1 new southern school

Closes 2 schools in southern area with some of **highest repair cost & cost/SF**; one is below 75% utilization

Occupy End of Year 10 (SY 2035/36)
(Combined with Options F and C, resets the clock on 4 schools)

Replaces 1 school with 1 new northern school

Closes another school in northern area with some of **highest repair cost & cost/SF** and just under or above **75% utilization**

Occupy End of Year 5 (SY 2030/31)
(Combined with Option F, resets the clock on 2 schools)

Complete Option C (Years 1-5) 11 Schools Total

Begin Design of Option C (Year 1)

Next Steps in the Process

6

Next Steps

- Narrow the options
- Identify the final long-term option
- Present to the JSSBC
- Secure funding
- Begin to strategically implement the immediate, near-term, and long-term plan