District: Town of Leicester
School Name: Leicester High School
Recommended Category: Preferred Schematic
Date: June 17, 2026

Recommendation

That the Executive Director be authorized to approve the Town of Leicester (the "District"), as part of its Invitation to Feasibility Study, to proceed into Schematic Design for an addition and renovation project at the Leicester High School that is comprised of the Fuller Campus Center, Borger Academic Building, Swan Library, and Lenfest Animal Health Center on the Leicester High School campus. MSBA staff has reviewed the Feasibility Study and accept the District's Preferred Schematic.

District Information	
District Name	Town of Leicester
Elementary School	Leicester Elementary School (K-4)
Middle School	Leicester Middle School (5-8)
High School	Leicester High School (9-12)
Priority School Name	Leicester High School
Type of School	High School
Grades Served	9-12
Year Opened	Formerly Becker College, opened as Leicester High School in 2022. Campus buildings include the following: – Fuller Campus Center (51,530 gsf) constructed in 1989 with "Fuller West" wing constructed in 2011. – Borger Academic Center (29,878 gsf) constructed in 1969. – Swan Library (6,840 gsf) constructed in 1962 (unoccupied). – Lenfest Animal Health Center (7,940 gsf) constructed in 1981 (unoccupied). – Winslow Avenue School constructed in 1961. This building contains 52,030 gsf of space used for Leicester High School and 24,350 gsf of non-HS/community space. – Gymnasium building (15,150 gsf) construction date unknown.
Existing Square Footage	148,588
Additions	N/A
Acreage of Site	51-acres
Building Issues	The District identified deficiencies in the following areas: – Mechanical systems – Electrical systems – Plumbing systems – Windows – Roof – Accessibility

District Information	
	– Code Compliance In addition to the physical plant issues, the District reported that the existing facility does not support the delivery of its educational program.
Original Design Capacity	Unknown
2025-2026 Enrollment	409 students
Agreed Upon Enrollment	365 students
Enrollment Specifics	The District and MSBA have mutually agreed upon a design enrollment of 365 students serving grades 9-12.
Total Project Budget – Debt Exclusion Anticipated	Yes

MSBA Board Votes	
Invitation to Eligibility Period	December 13, 2023
Invitation to Feasibility Study	February 26, 2025
Preferred Schematic Authorization	On June 24, 2026, Board agenda
Project Scope & Budget Authorization	District is targeting Board authorization on October 28, 2026
Feasibility Study Reimbursement Rate (Incentive points are not applicable)	59.84%

Consultants	
Owner's Project Manager (the "OPM")	TERVA Corporation
Designer	Raymond Design Associates, Inc.

Discussion

The existing Leicester High School is located on the campus of the former Becker College which includes eight (8) standalone buildings. Leicester High School delivers their educational program within six (6) existing campus buildings, specifically the Fuller Campus Center, Borger Academic Center, Swan Library (unoccupied), Lenfest Animal Health Center (unoccupied), Winslow Avenue School and a Gymnasium building. The combined square footage of the existing buildings occupied by Leicester High School is 148,588 square feet, and the campus is located on a 51-acre site. The existing facility currently serves grades 9-12.

Up until the Town of Leicester purchased the existing campus buildings, the existing buildings were previously utilized by the former Becker College and were subsequently repurposed to accommodate Leicester High School in 2022. The currently occupied campus buildings include the Fuller Campus Center, constructed in 1989 with "Fuller West" wing constructed in 2011; the Borger Academic Center, constructed in 1969; the Winslow Avenue School, constructed in 1961; and the Gymnasium building with an unknown construction date. Also included in the proposed project but currently unused are the Swan Library constructed in 1962 and the Lenfest Animal Health Center constructed in 1981.

The District's Statement of Interest ("SOI"), which was primarily focused on the existing Borger Academic Center, identified numerous deficiencies in the existing facility related to outdated mechanical, electrical and plumbing systems; building envelope including windows and roof; and

accessibility and code compliance issues. The SOI also identified deficiencies in the existing spaces and notes that the spaces within the facility are not conducive to delivering the District's educational program.

The MSBA's invitation is limited to four (4) buildings – the Fuller (currently occupied), Borger (currently occupied), Swan (unoccupied) and Lenfest (unoccupied). The existing Gymnasium building and the Winslow building are currently occupied and will continue to be occupied by the high school; however, any proposed scope associated with these two buildings are considered beyond the scope of MSBA's invitation and will be considered ineligible for MSBA reimbursement.

In conjunction with its consultants, the District performed a comprehensive assessment of the existing conditions and the educational program and received input from educators, administrators, and facilities personnel. Based on the findings of this effort, the District and its consultants initially studied eight (8) preliminary options that included one (1) code upgrade option, three (3) addition/renovation options, and four (4) options that include various new construction scenarios. The following is a detailed list of the preliminary options considered.

Option	**Description of Preliminary Options**
Option A.1	Code upgrade of the existing Fuller Academic Building, Borger Academic Building, Swan Library, and the Lenfest Animal Clinic for 365 students in grades 9-12, with an estimated total project cost of $24.0 million.
Option B.1	Addition/ renovation at the existing Swan Library and reconfiguration of spaces at the existing Winslow Avenue School Building, Fuller Academic Building, Borger Academic Building, and the Lenfest Animal Clinic, designed for 365 students in grades 9-12, with an estimated total project cost of $56.5 million.
Option B.2	Addition/ renovation at the existing Lenfest Animal Clinic and reconfiguration of spaces at the existing Winslow Avenue School Building, Fuller Academic Building, Borger Academic Building, and Swan Library, designed for 365 students in grades 9-12, with an estimated total project cost of $55.4 million.
Option B.3	Addition/ renovation at the existing Swan Library and Borger Academic Building and reconfiguration of spaces at the existing Winslow Avenue School Building, Fuller Academic Building, and Lenfest Animal Clinic, designed for 365 students in grades 9-12, with an estimated total project cost of $71.0 million.
Option C.1a	A new 56,000 sf (2-story) building located on the tennis courts adjacent to the existing Winslow Avenue School, plus a reconfiguration of spaces at the existing Fuller Academic Building and Winslow Avenue School Building, with the Borger, Lenfest, and Swan buildings taken off-line, designed for 365 students in grades 9-12, with an estimated total project cost of $144.3 million.
Option C.1b	A new 56,000 sf (2-story) building located on the former baseball field plateau adjacent to the existing Fuller Academic Building, plus a reconfiguration of spaces at the existing Fuller Academic Building and Winslow Avenue School Building, with the Borger, Lenfest, and Swan buildings taken off-line, designed for 365 students in grades 9-12, with an estimated total project cost of $137.7 million.
Option C.2a	A new 70,000 sf (3-story) building located on the tennis courts adjacent to the existing Winslow Avenue School Building, with the Fuller, Borger, Lenfest, and

	Swan buildings taken off-line, plus a reconfiguration of spaces at the existing Winslow Avenue School Building, designed for 365 students in grades 9-12, with an estimated total project cost of $239.3 million.
Option C.2b	A new 70,000 sf (3-story) building located on the former baseball field plateau adjacent to the existing Fuller Academic Building, plus a reconfiguration of spaces at the existing Winslow Avenue School Building, designed for 365 students in grades 9-12, with an estimated total project cost of $232.7 million.

As a result of this analysis, the District determined that "Options C.1a, C.2a, and C.2b", all various new construction scenarios, would not be considered for further evaluation. The District indicated these options were not preferred primarily because they result in excess square footage, require three recently acquired buildings on the former Becker College campus to remain unused, isolate portions of the site, and result in estimated costs beyond the District's project budget.

Additionally, and subsequent to the preliminary evaluation of alternatives, the District renamed "Option C.1b" to "Option C.1".

MSBA staff and the District agreed to explore the following five (5) options for further development and consideration in the final evaluation and development of preliminary design pricing as presented below, including: one (1) code upgrade option, three (3) addition/renovation options, and one (1) option that includes a new construction scenario. Please note, the options below do not include square footage or costs associated with the Gymnasium building, which will remain as is.

Summary of Preliminary Design Pricing for Final Evaluation of Options

Option (Description)	Total Gross Square Feet	Square Feet of Renovated Space (cost*/sq. ft.)	Square Feet of New Construction (cost*/sq. ft.)	Site, Building Takedown, Haz Mat. Cost*	Estimated Total Construction ** (cost*/sq. ft.)	Estimated Total Project Costs
Option A.1 (Code upgrade of the Fuller, Borger, Swan, and Lenfest buildings)	96,188	96,188 sf $152/sf	N/A	$3,490,387	$18,106,081 $188/sf	$22,994,723
Option B.1 (Addition/ renovation: a reno of the Fuller and Borger buildings; an add/reno of the Swan building for EEC; and a reno of the Winslow building, including HVAC and Plumbing)	178,568	172,568 sf $180/sf	6,000 sf $774/sf	$3,490,387	$39,207,524 $220/sf	$47,833,130
Option B.2 (Addition/ renovation: a reno of the Fuller, Borger, and Swan buildings; an add/reno of the Lenfest building for HVAC & Plumbing; and a reno of the Winslow building including EEC and Animal Science)	176,338	172,568 sf $222/sf	3,770 sf $797/sf	$3,524,647	$44,803,159 $254/sf	$54,659,854

Option (Description)	Total Gross Square Feet	Square Feet of Renovated Space (cost*/sq. ft.)	Square Feet of New Construction (cost*/sq. ft.)	Site, Building Takedown, Haz Mat. Cost*	Estimated Total Construction ** (cost*/sq. ft.)	Estimated Total Project Costs
Option B.3 *** (Addition/Renovation: a reno of the Fuller building; an add/reno of the Borger building for HVAC and Plumbing; an add/reno of the Swan building for EEC; and a reno of the Lenfest building for Animal Science. Note the square footage and costs do not include the Winslow building, which will remain as is.)	***115,188***	***96,188 sf $248/sf***	***19,000 sf $629/sf***	***$4,501,507***	***$40,265,115 $350/sf***	***$49,123,440***
Option C.1 (New Construction scenario: reno of the Fuller building; reno of the Winslow building for EEC; a new stand-alone building for HVAC, Plumbing, and Vet Science)	234,435	127,910 sf $93/sf	106,525 sf $725/sf	$5,259,620	$94,383,913 $403/sf	$115,148,374

** Marked up construction costs*
*** Does not include construction contingency*
******District's Preferred Schematic***

The District has selected "Option B.3" as its Preferred Schematic to proceed into Schematic Design as the District determined that this option takes advantage of maintaining continued use of campus buildings purchased from the former Becker College and best meets the needs of the District's educational program, including addressing both academic and vocational needs. Additionally, the District indicated that this option proposes many of the Career and Technical Education program spaces to be located in the central part of the campus and activates unused buildings as desired by the District.

"Option A.1" was not selected because the District determined that this option would not meet the needs of the District's educational program and would not allow the District to appropriately utilize the existing infrastructure, nor provide improved Career and Technical Education programming and spaces desired by the District.

"Option B.1" was not selected because the District determined that this option did not meet the District goals of integrating Career and Technical Education programs throughout the campus by including the undesirable placement of the HVAC and Plumbing Career and Technical Education programs at the Winslow Avenue School Building.

"Option B.2" was not selected because the District determined that this option did not meet the District goals of integrating Career and Technical Education program throughout the campus by including the

undesirable placement of the HVAC and Plumbing CTE programs at the Winslow Avenue School Building. Additionally, the use of the Swan Library as a stand-alone media center was not desired by the District.

"Option C.1" was not selected because the District determined that this option would result in excess square footage, would result in three recently acquired buildings on the former Becker College campus remaining unused, would isolate portions of the site, and would result in estimated costs beyond the District's project budget

The District presented its proposed Preferred Schematic to the MSBA Facilities Assessment Subcommittee ("FAS") on May 20, 2026. At that meeting, members of the FAS discussed the following items: distribution of the special education spaces, particularly in the Fuller building, and the DESE review process following Schematic Design; clarification of the use of the multiuse room in the Fuller building; appreciation of the Educational Program and the updates made since the District's original submission, including the thorough description of Career and Technical Education programs; opportunities and challenges associated with the campus, including circulation and security considerations; suggestion to seek additional resources to support infrastructure; parking and bus/parent pick up and drop off locations; opportunities for expansion and non-Ch. 74 Career and Technical Education programming; interest in the day in the life of student and understanding the experience of moving through the site; appreciation of efforts to create community and belonging while providing a quality education; construction logistics and sustainability considerations associated with adaptive reuse of existing buildings; site work related to the Borger addition; and, consideration of long-term operational and maintenance costs and the importance of continued involvement from facilities staff as the project moves forward.

MSBA staff reviewed the conclusions of the Feasibility Study and all other subsequent submittals with the District and found:

1) The options investigated were sufficiently comprehensive in scope, the approach undertaken in this study was appropriate, and the District's Preferred Schematic is reasonable and cost-effective and meets the needs identified by the District.

2) The District has submitted an operational budget for educational objectives and a capital budget statement for MSBA review.

3) The District's Special Education submission will be subject to final review and approval by the Department of Elementary and Secondary Education as part of the Schematic Design submittal, which is prior to executing a Project Scope and Budget Agreement.

4) Subject to Board approval, the MSBA will participate in a project that includes spaces that meet MSBA guidelines, except for variations previously agreed to by the MSBA. All proposed spaces will be reviewed during the Schematic Design phase.

5) As part of the Schematic Design phase, the District will work with the MSBA to determine a mutually agreeable methodology to differentiate eligible costs from ineligible costs and to ensure that the scope of work is in accordance with the limitations of this SOI invitation, which is limited to work at the Fuller Campus Center, Borger Academic Building, Swan Library and Lenfest Animal Health Center.

Based on the review outlined above, staff recommend that the Town of Leicester be approved to proceed into Schematic Design for an addition and renovation project at the Leicester High School that is comprised of the Fuller Campus Center, Borger Academic Building, Swan Library, and Lenfest Animal Health Center on the Leicester High School campus.