

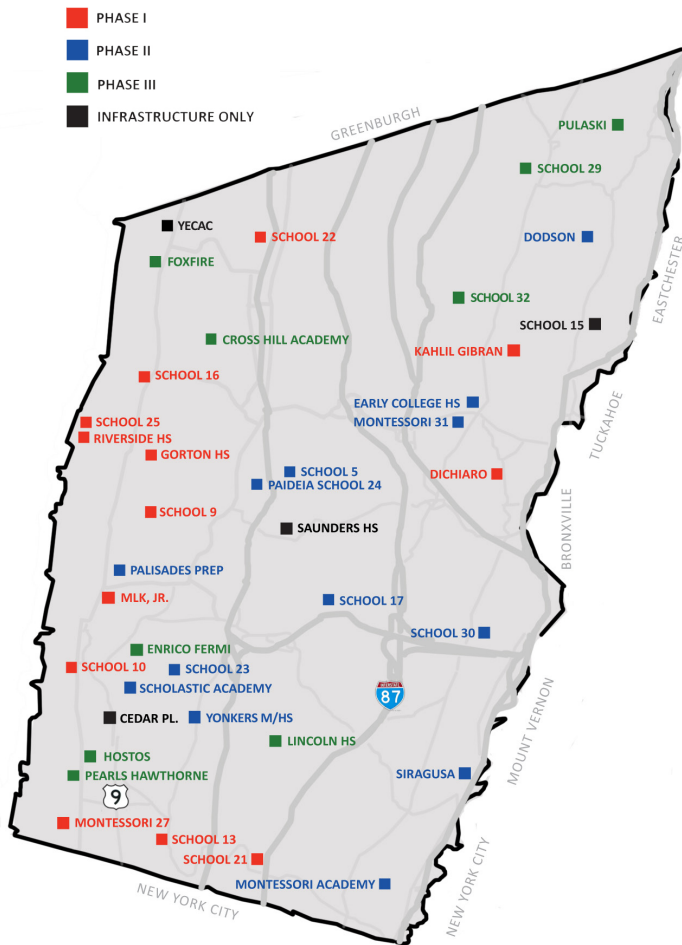
The background of the page is a light gray map of Yonkers, New York, showing the boundaries of various school districts. The map is composed of several irregular shapes representing different districts, with some areas outlined in a slightly darker gray. The overall layout is clean and professional, with the text centered over the map.

**Yonkers Public Schools
District-Wide Facilities Master Plan**

JAMES D. MACCONNELL AWARD SUBMISSION 2013

Executive Summary

Yonkers Public Schools is comprised of **38 instructional buildings, totaling 3.7 Million** square feet. The average age of the facilities is 73 with the oldest building at 117 years old and 9 of the District's buildings over 95 years old. With buildings deteriorating faster than they are being repaired, a **District-Wide Facilities Master Plan for Yonkers Public Schools** was essential to address issues related to educational adequacy, capacity and creating viable 21st Century Schools for one of the State's largest cities.

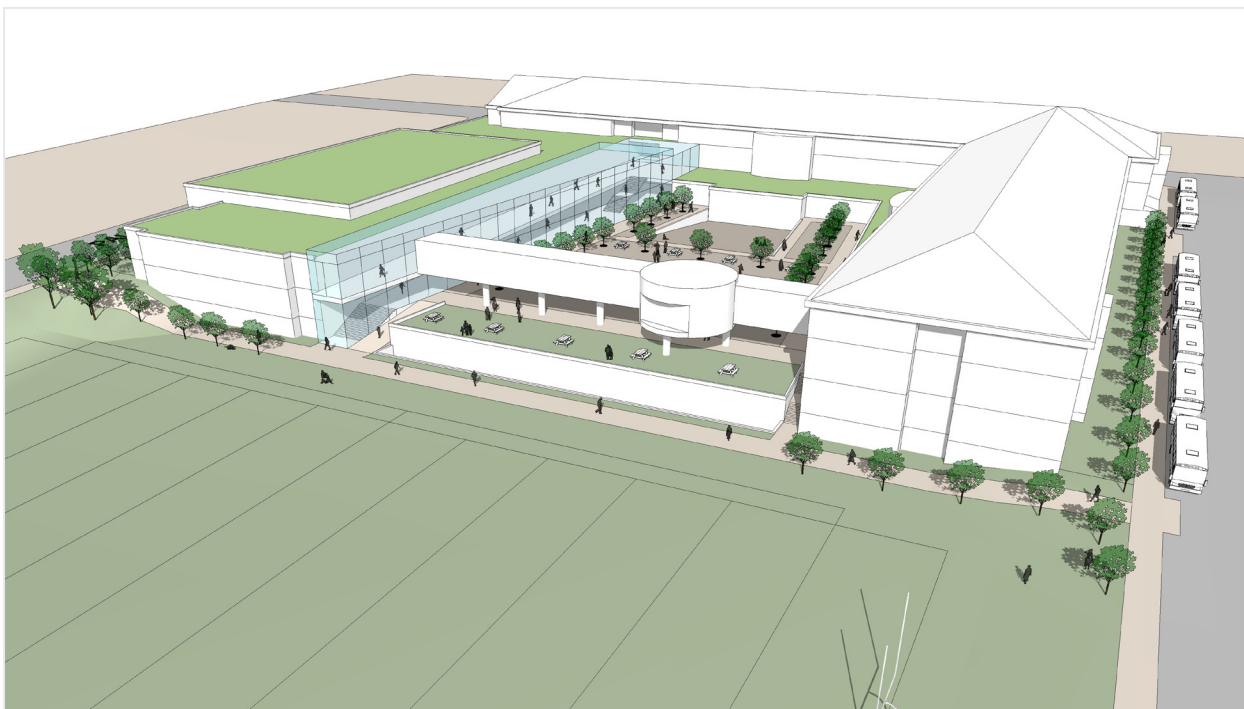


A comprehensive Master Plan for providing adequate facilities for the current and projected student population had not been in place for some time. The absence of an adopted Plan not only left the District without strategic guidance, but also did not seize the opportunity of comprehensively defining and publicizing the **magnitude** of the need for adequate facilities.

The **goal** of the planning project was not only to create a plan, but to create a plan that was comprehensive, adjustable and fully addressed every Yonkers Public School. The plan combined infrastructure and capacity upgrades to all of the District's facilities and was adopted by the Board and the City and is now seeking funding from a variety of sources.

Executive Summary

The Master Plan calls for the replacement of three existing buildings—Gorton High School, School 22 & School 17— that are no longer worthy of the investment in renovation and two new PK-8 buildings in order to accommodate the projected increase in enrollment. Furthermore, additions and alterations are proposed to 23 buildings to provide for additional students. The alterations and new buildings are expected to reduce energy consumption by 20 - 50% respectively. The plan recommends a fifteen year, three phase plan for improvements totaling \$1.7 Billion Dollars.



In a district where **36 of 38 instructional buildings are rated “Unsatisfactory”** in accordance with State mandated rating criteria, it is hard to comprehend the scope of the challenge facing the school buildings and undoubtedly even more challenging to find the funding to implement the proposed remedies. The Facilities Master Plan we created for Yonkers Public School sought to address the current and future needs of each building by blending creative design with intelligent and cost effective solutions in order to provide dynamic learning environments.

Project Scope

The project scope was to conduct a comprehensive study of all Yonkers Public Schools facilities to create a District-Wide Facilities Master Plan. This included conceptual design and cost estimates for **renovation, addition, and new construction** of facilities to address unsatisfactory conditions and meet demands for increased student enrollment.



We conducted multiple studies and surveys in order to evaluate the existing conditions along with the current and future program needs of each facility. We established model PK-8 and High School space programs and applied them to each school site in order to identify which buildings needed additions, renovation or replacement.



We developed conceptual option(s) for each site and built a set of concepts so that the entire project population could be accommodated. We generated conceptual site plans and floor plans for all 38 buildings and for sites designated to receive additions or be replaced we created 3D computer models in order to fully demonstrate how the new construction would appear and interface with the existing building and in the existing community.



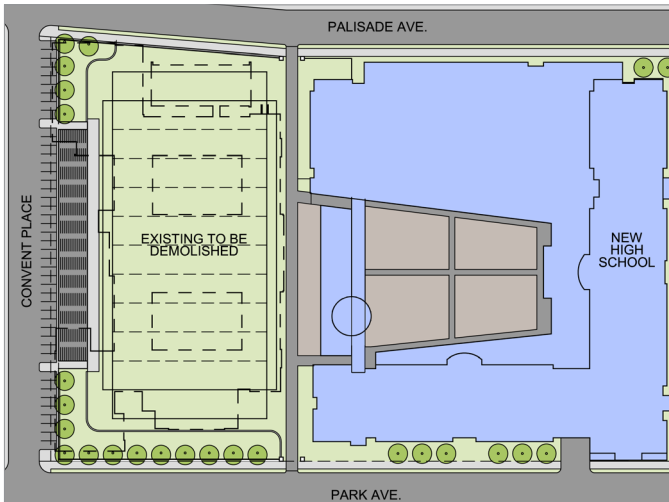
In collaboration with Yonkers Public Schools, we formulated a plan that addressed both the facilities' educational program concerns while also providing **design solutions** that addressed the school systems steadily increasing enrollment. The Master Plan functions as a complete and **comprehensive road map** for the re-establishment of the entire School District.



Phase 1



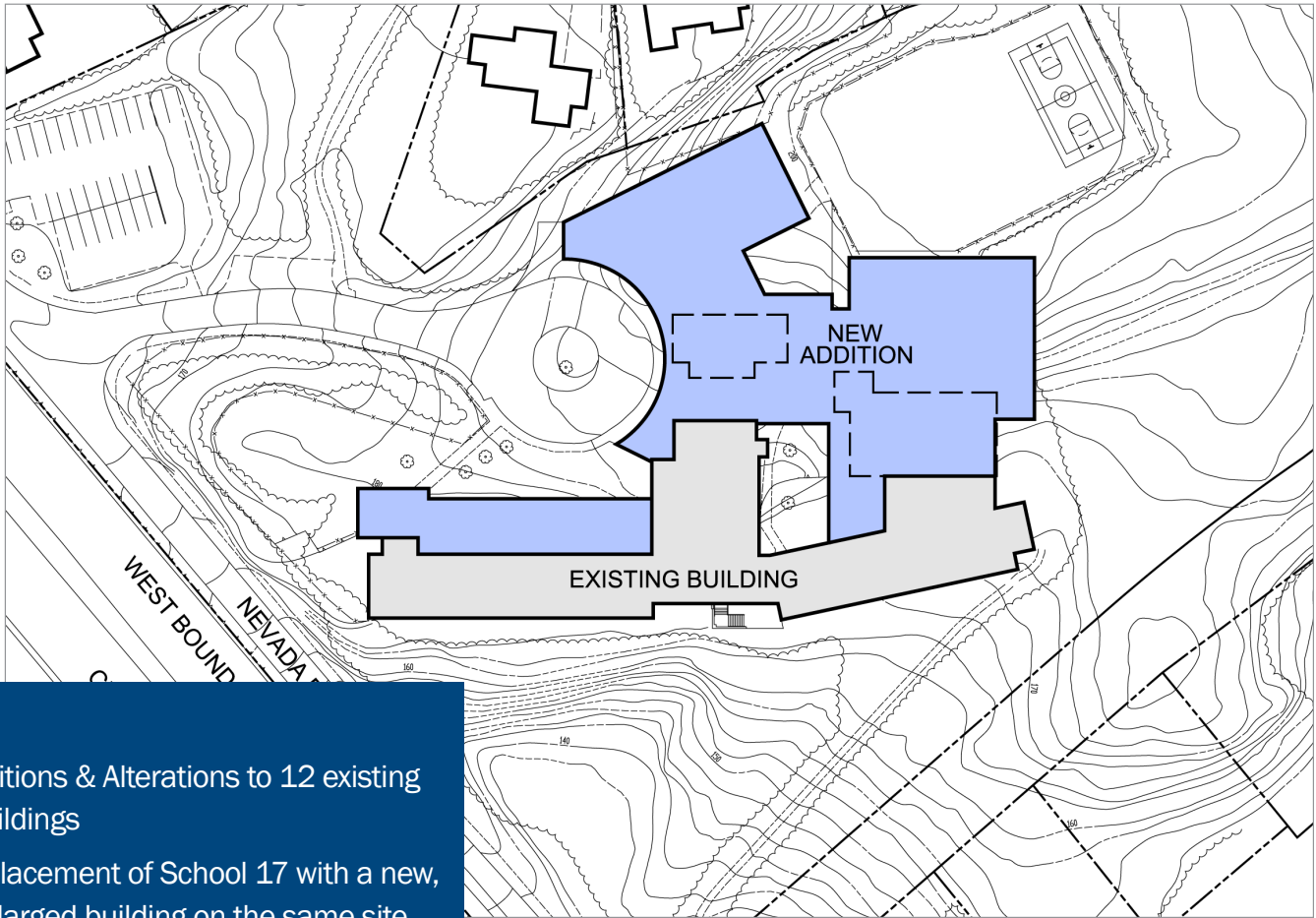
Groton High School



Proposed Replacement Groton High School Site Plan

- Additions & Alterations to 10 existing buildings
- Replacement of School 22 with a new, enlarged building on an adjacent site.
- Replacement of Gorton High School with a new, enlarged building on the same site
- The existing Gorton High School building will be repaired only as necessary to maintain this facility as temporary “swing-space” for use while other buildings district-wide are renovated.
- Expansion of Riverside High School with a connecting addition to Museum School 25 to create a combined pre-K - 12 campus including a new physical education facility that can be used by the community.
- Infrastructure work in 29 other buildings to keep them from deteriorating further.

Phase 2

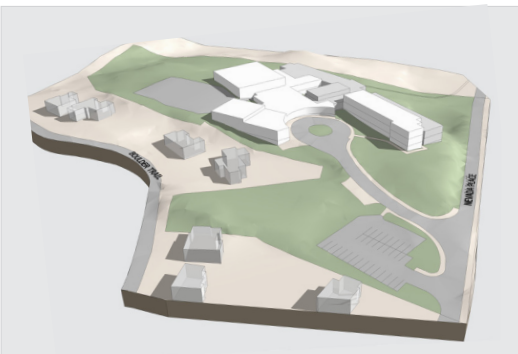


- Additions & Alterations to 12 existing buildings
- Replacement of School 17 with a new, enlarged building on the same site
- New pre K-8 building for 550 students on a new site, not yet identified
- Provides 2,940 additional seats for students to alleviate a portion of the current over-crowding and to provide for some of the projected enrollment increase.

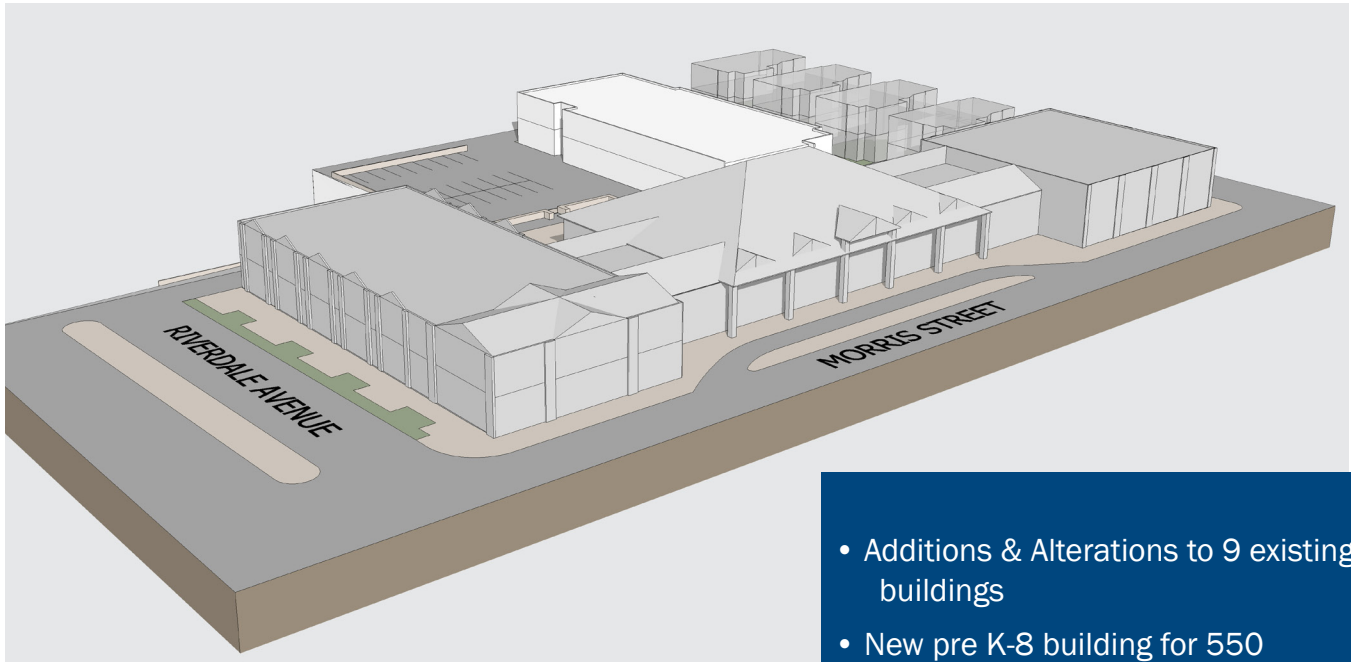
School 23 Proposed Site Plan



Proposed First Floor



Phase 3



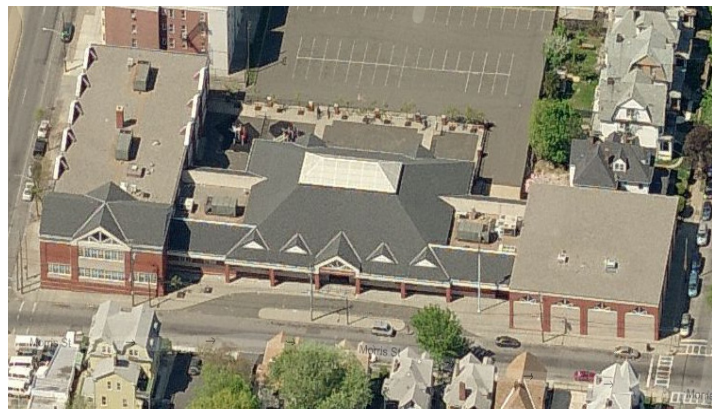
Eugenio Maria De Hostos School Proposed Addition

- Additions & Alterations to 9 existing buildings
- New pre K-8 building for 550 students on a new site, not yet identified
- Infrastructure work in 2 other buildings to maintain them in overall good condition
- Provides 1,344 additional seats for students to alleviate a portion of the current over-crowding and to provide for some of the projected enrollment increase.



Proposed First Floor Plan

Eugenio Maria De Hostos School



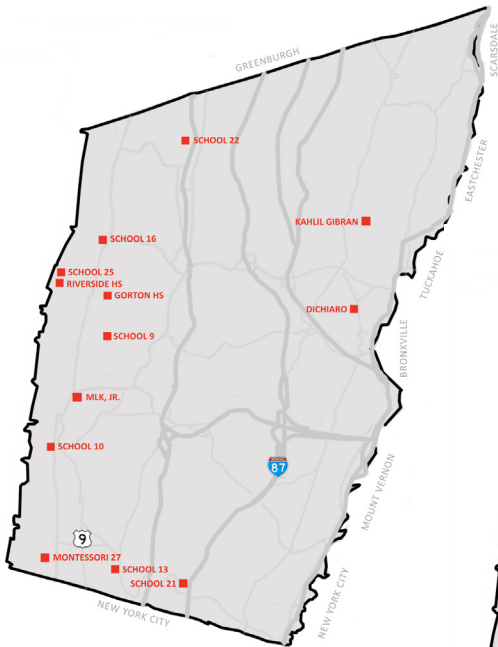
Budget

The proposed budget for a **three phase plan** for improvement totals **\$1.7 Billion Dollars**. Each phase incorporates additions, alterations and infrastructure improvements that revitalize each of the 38 instructional buildings while increasing capacity by 7123 students. Our two pronged approach balances infrastructure repair with educational program upgrades.

Phase One

Total: \$662 Million Dollars

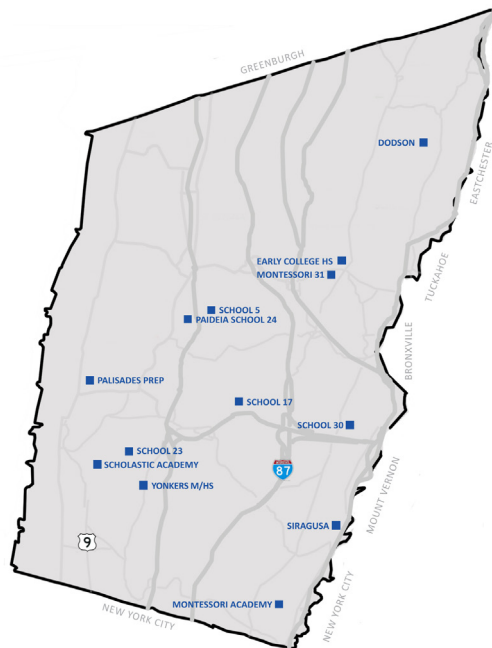
Added Capacity: 2839



Phase Two

Total: \$639 Million Dollars

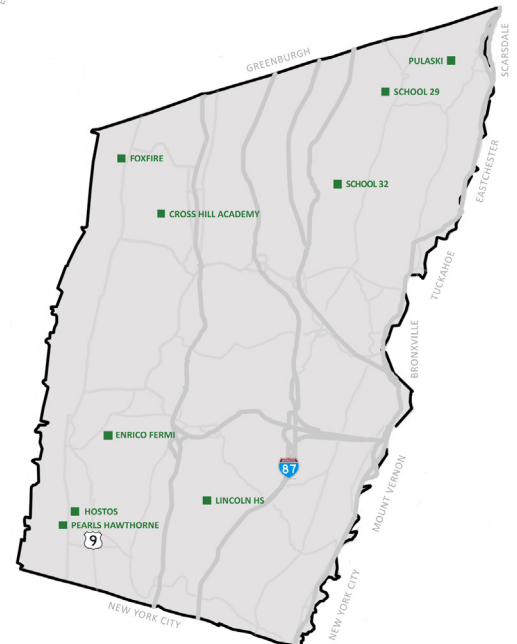
Added Capacity: 2940 (41%)



Phase Three

Total: \$358 Million Dollars

Added Capacity: 1344 (19%)



Community Engagement



Stakeholders

Board of Education
Yonkers Public Schools
City of Yonkers
Yonkers Community
Faculty & Staff
Students
Parents

The priority for all stakeholders involved was to define a plan that **reimagined** and **redesigned** the Yonkers Public School facilities into **dynamic** 21st Century learning environments. It was important that the design solutions addressed the current and future programming of the facilities, provided adequate space for the growing enrollment, incorporated sustainable design features when applicable and allowed the facilities to function as community centers with public or common areas.

The firm along with the City of Yonkers and Yonkers Public Schools led a collaborative planning process that built upon the City's plans to **renew** and **re-develop** the entire City of Yonkers. The firm's President, Russell A. Davidson personally interviewed each of the 38 building principals. During the planning process, the extensive studies that were performed brought the inadequate conditions of the Yonkers Public School system to the forefront of the community.

The absence of an adopted plan not only left the district without strategic guidance, but the absence of a plan resulted in the failure to effectively communicate the inadequacies of the current facilities in addition to the scale of the project facing the District.

The City of Yonkers faces an unparalleled challenge of updating aging facilities with the lowest amount of State assistance. Yonkers Public School buildings are deteriorating faster than they are being repaired making community support essential to the project realization.

The realized project will foster a sense of pride and community within the facilities themselves as well within the surrounding neighborhoods and the City of Yonkers as a whole.



Educational Environment

The current conditions of the Yonkers Public Schools facilities are not conducive to a 21st century learning environment. Spaces are **overcrowded, inadequate** or all together **nonexistent**.

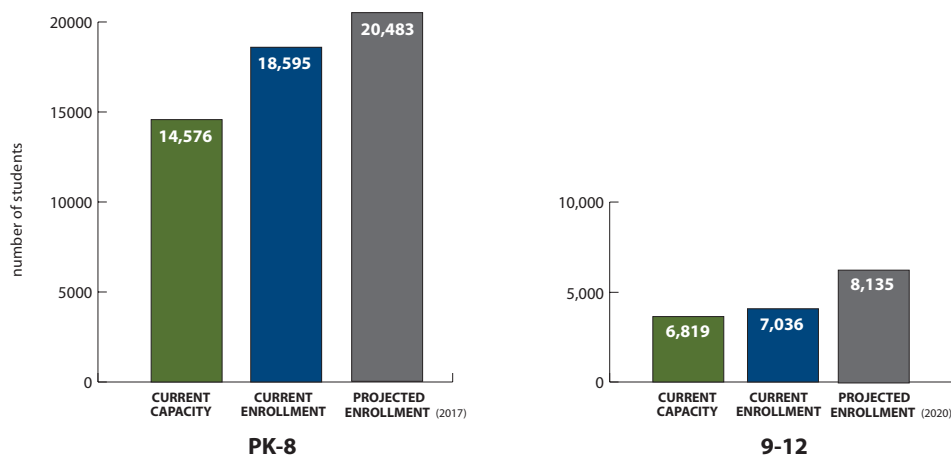
The deteriorating buildings present challenges to both students and teachers as building principals are using every imaginable space to accommodate the core programs with class sizes bursting at the seams. In many schools art rooms, music rooms, libraries and former storage areas are now required to be used for instructional space.

Enrollment is projected to increase in the next ten years by 12% or approximately 2,990 students. The projected increase combined with the existing overcrowding results in an overall shortage of 7,223 seats which is 34% of the current capacity.

The proposed plan provides a **21st Century Learning Environment** that incorporates the following key features:

- Conversion of grade level configurations to neighborhood Pre-K-8 buildings and 9-12 high schools.
- Suitable **spaces for all programs** including: science, art, music, special education, small group discussion and computer classrooms, gymnasiums, cafeterias, auditoriums, and libraries.
- Provides **7123 additional seats** and adequate classroom space that allows desirable class sizes.
- Housing model layouts with **classrooms grouped by grade level** allows teachers to more easily team teach.

Student Enrollment

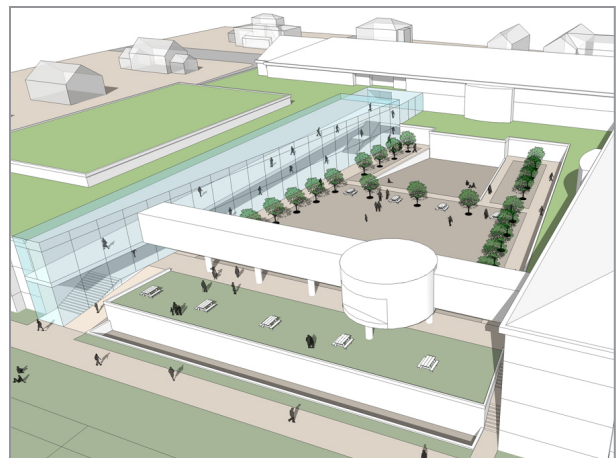


Physical Environment

Our goal is to work together to create environments that inspire.

The renewal of the Yonkers Public School buildings will parallel the ambitious plans to **renew and re-develop** the entire City of Yonkers. The new and **renovated** buildings are mindful of the surrounding neighborhoods and seek to provide the students of these communities with adequate learning spaces concurrently with a common gathering space for the community at large. The **transformed** school buildings will become **exemplary showpieces** of the renewed City of Yonkers.

- The grade level configurations of the buildings are generally to be pre-K - 8th grade and high schools (9-12). Target sizes for most pre-K-8 buildings is to be 500 students and 1,100 for most high schools.
- Model space programs were developed for each building type and were applied to every location so as to provide equivalent facilities.
- Existing buildings were retained, restored and expanded whenever possible to accommodate the existing and projected enrollment. Maximizing the use of existing sites was important to minimize the need to purchase or develop additional sites.
- Schools are re-designed to function as community centers with public or common areas (gymnasium, library, cafeteria, auditorium) consolidated in a distinct portion of the building so that they can serve the surrounding neighborhood.
- Sustainable features are included in all of the budget figures so that all new buildings, additions and significant renovations will meet the State's high performance school building targets. The sustainable elements promote green choices and give both students and teachers a sense of pride in their school.
- Included as critical to a sustainable design and construction approach are system and material selections that meet the test of a life cycle cost analysis. Since taxpayers pay for public school buildings forever the most responsible approach is to design them to last as long as possible with the lowest maintenance cost.



Process & Project Results

The end result of the planning process provided Yonkers Public Schools with a **comprehensive strategic plan** for the maintenance and renovation of all Yonkers school facilities. The plan functions as a tool to effectively communicate to the Yonkers community the severity of the facilities' existing conditions and the great need for adequate facilities for the students of Yonkers. The Facilities Plan is the first plan that was adopted by both the Board of Education and the City Council.



Imagine for a moment, the impact of successfully implementing this entire plan for Yonkers. Renewed school buildings will provide opportunities for students and teachers to excel in a 21st century educational setting. All programs will have a suitable place in the building and classrooms will be adequate in number so as to restore the desirable class sizes that insure the appropriate attention to each student. Sustainable buildings that provide a healthy environment will be reconfigured to serve as neighborhood community centers for all of the area's residents. Maintenance and energy costs will be significantly reduced for the next 50 - 100 years in these renewed facilities. The school buildings can be transformed to become exemplary centerpieces of the renewed City of Yonkers. This transformation will proceed over an extended period and generate significant construction employment throughout the process. As America and our region is moving back into its cities, the success of urban school districts is critical and adequate and sustainable school buildings are the most important publicly funded building type for our future.