SLAM

Proposal for
Educational Facility Assessments,
Demographic Study & Master Planning

City of Stamford
Purchasing Department
RFP NO: 826

February 11, 2021

CONTENTS

1. LETTER OF INTEREST

SLAM

February 11, 2021

Government Center
Attn: Purchasing Dept.
RFP #826
888 Washington Boulevard
Stamford, CT 06901

RE: RFP #826 - City of Stamford - Education Facilities Assessments, Demographic Study & Master Planning

Dear Mr. Larson:

We are pleased to provide our Qualifications and Proposal for the development of a comprehensive facility assessment, demographic study and master plan to consider the future needs of your students and their educational experience in Stamford's schools. We have assembled a highly experienced team with expertise in each of the component areas of the project as outlined in your Request for Proposal 826 and subsequent Addendums 1 & 2.

SLAM has extensive experience in the planning and design of public schools in Connecticut at all grade levels. With a studio of professionals dedicated specifically to understanding and advancing public education, our project team led by myself as Principal-In-Charge/Project Manager will be committed to the success of your project. We offer the following:

- SLAM is a registered architect in the State of CT; we were incorporated in 1976 and have remained in continuous operation since that time;
- Our relevant experience spans 44+ years of professional architectural practice, with a studio dedicated to the assessment, programming, planning and design of numerous PreK-12 schools for varied community settings throughout New England;
- SLAM has most recently completed three district wide master planning studies for the CT districts of Ridgefield, Hartford and Waterbury within the past 5 years. Those studies included facility assessment, capital improvement planning & prioritization, capacity & utilization analysis, grade re-configuration, consolidation and re-districting studies;
- Our experienced staff thoroughly enjoy what they do, and SLAM is fortunate to employ many of the regions highest qualified people, each having worked in our education studio on average 15 years;
- SLAM has teamed with StudioJAED and SLR (previously Milone and MacBroom) respectively for the facility assessment and demographics /enrollment projection components of the study. We have extensive experience with each of these firms on public education projects in Connecticut and Rhode Island;
- SLAM and StudioJAED each employ Accredited Learning Environment Professionals (ALEP), which are assigned to this project;
- Our studio leadership maintains strong relationships with the Office of School Construction Grant (OSCGR) personnel and leads our K-12 studio in maintaining a current knowledge of policy and procedural changes within OSCGR, including state legislative actions affecting school construction projects.

SLAM and StudioJAED are currently engaged by Stamford in the Planning and Estimating Services for 83 Lockwood Ave. We appreciate once again your consideration of our team's unique credentials and expertise presented herein and welcome the opportunity to work with the Stamford Steering Committee, Technical and Community Advisory Committees on this exciting project. Please contact me at kmorhardt@slamcoll.com , or 860-368-4221 with any questions.

Respectfully submitted,

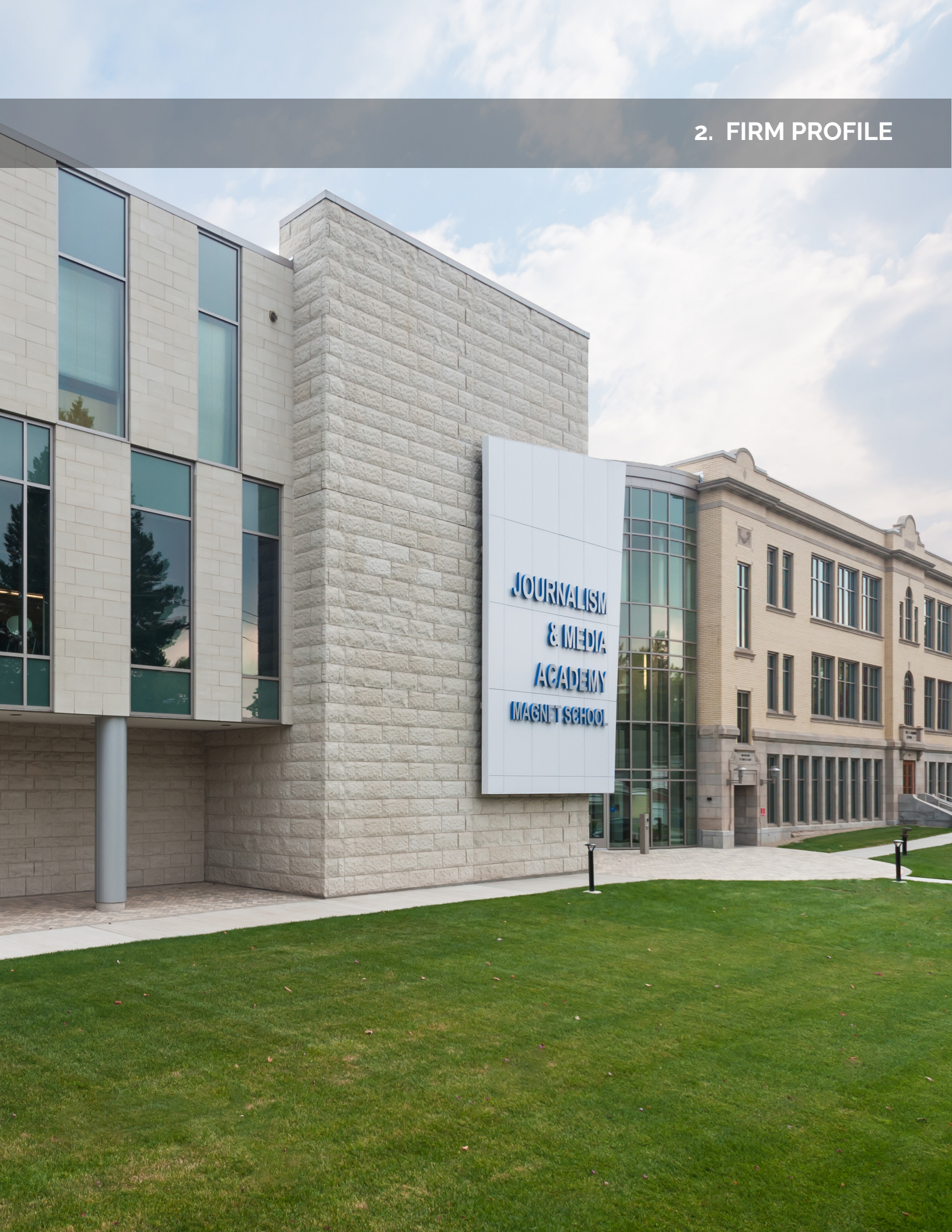
The S/L/A/M Collaborative, Inc.

Kemp A. Morhardt, AIA
Principal

This statement serves to acknowledge the receipt of Addendum #1 (1/22/21) and Addendum #2 (2/3/21).

The S/L/A/M Collaborative Inc.
Somerset Square, 80 Glastonbury Blvd, Glastonbury, CT 06033
o 860 657.8077 **w** slamcoll.com

2. FIRM PROFILE




"WORK"
WE LIKE TO TRANSFER OUR ENERGY
INTO SOMETHING CREATIVE AND INSPIRING.
YOU ARE WHAT YOU DO.

2. FIRM PROFILE

SLAM OFFICE ADDRESSES

California (Los Angeles)
8607 Venice Blvd.
Los Angeles, CA 90034
Phone: 310- 559-4717
Email: mail@slamcoll.com

Colorado (Denver)
1900 Grant Street, Suite 800
Denver, CO 80203
Phone: (720) 946-0276
Email: mail@slamcoll.com

Connecticut (Glastonbury)
80 Glastonbury Boulevard
Glastonbury, CT 06033-4415
Phone: 860-657-8077
Email: Mail@slamcoll.com

Florida (Orlando)
100 East Pine Street, Suite 300
Orlando, FL 32801
Phone: (407) 992-6300
Email: mail@slamcoll.com

Georgia (Atlanta)
675 Ponce De Leon Ave, NE
Suite 4100
Atlanta, GA 30308-1829
Phone: (404) 853-5115
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Iowa City, IA 52240
Phone: (319) 354-4700
Email: mail@slamcoll.com

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Phone: 617-357-1800
Email: bostonmail@slamcoll.com

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15-116
New York, NY 10017
Phone: (860) 989-6942
Email: mail@slamcoll.com

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1880 JFK Boulevard, Suite 1301
Philadelphia, PA 19103
Phone: (215) 564-9977
Email: mail@slamcoll.com

www.slamcoll.com

OVERVIEW/HISTORY

SLAM is a national leader in the planning and design of Education, Corporate, Healthcare, Justice, and Sports markets. As a multi-discipline design firm with 270 dedicated professionals and more than 44 years of experience, SLAM brings a high level of expertise to our clients.

Originally established as a New England-based firm with offices in Glastonbury, CT and Boston, MA, SLAM has grown into a national practice with 7 additional full-service offices across the country (see side bar at left). Our history is characterized by both the passion for thoughtful, responsive design and the commitment to merge creative talented people, from diverse perspectives, as a means to create success.

The firm was formed in 1976, when Stecker/LaBau Architects came together to consolidate and expand their practice. Over the next 44 years, SLAM joined forces with several additional firms to enhance our level of expertise and resources as well as adding structural engineering and construction management divisions to our in-house services

SLAM is organized as a Corporation in the State of Connecticut and is registered in 27 other states. We are governed by a Board of Directors led by a Chairman, and consisting of 8 Principals.

FINANCIAL STABILITY

In spite of the many changes that have taken place in the economy and in the design profession, SLAM has remained one of the largest, most professionally managed, and stable design firms in New England. Paralleling the firm's growth is its continued redefinition of the profession and ability to generate creative and technically correct projects, creating enthusiastic endorsement among our many repeat clients.

SLAM thrives as a result of its reputation for responsive client service, design excellence, and market-driven expertise. Our earliest predecessor firm was founded in 1976 and we have remained in continuous operation under our current corporation since then. The firm has performed in the industry's upper quartile for most financial and human resources criteria, and enjoys stability in our core leadership and staff personnel, the average being 15 years length of service with the firm.

IN-HOUSE SERVICES

A fully-integrated firm qualified to take responsibility for building projects from design through construction, SLAM offers the following services:

Architecture
Interior Design
Structural Engineering
Landscape Architecture/Site Design
Programming/Planning
Master Planning/Feasibility Studies/Facility Assessments
Space Planning/Analysis
Furniture and Equipment
Code Analysis/Updating
Cost Estimating
Construction Management

3. PROJECT TEAM

SECTION 3: PROJECT TEAM

Norwalk Public Schools Facilities Feasibility Study

The S/L/A/M Collaborative, Inc.

PROJECT LEADERSHIP

Kemp A. Morhardt, AIA
Principal-In-Charge/Project Manager

Amy Christmas, ALEP
Lead Programmer/Planner

STRUCTURAL ENGINEER
Steven Murray, P. E.

PROGRAMMER/PLANNER
Kristen Furtak

PROJECT ARCHITECT
Todd Schaefer

CONSULTANTS /ENGINEERS

COMPONENT #2

SLR INTERNATIONAL CORP
Civil Engineer/Landscape Architect & Demographics/Enrollment Projections

Manager of Planning: Michael Zuba, AICP, NCI
Principal Planner: Rebecca Augur, AICP, NCI
Planner: Patrick Gallagher, AICP
Manager Traffic & Transportation: David Sullivan, PE
Principal Landscape Architect: David Dickson, PLA

COMPONENT #1

StudioJAED
MEP Engineer

PIC: Philip R. Conte, AIA, NCARB
PM: Pamela Babuca, ASID, IFMA, ALEP
Assistant Project Manager: Dana Dawson
Lead Engineer: David T. Spangler
Lead Architect: Paul Guggenberger, AIA, NCARB, LEED AP
Cost Estimating: Mark Rinehart, CPE, ASPE
Logistics/Quality Control: Richard Moretti, ALEP, LEED AP

COMPONENT #3

D'AGOSTINO & ASSOCIATES
Technology Consultant

System Design: Nick D'Agostino RCDD, PSP, PMP
Technology: Marc D'Agostino

KEMP A. MORHARDT, AIA

Principal-In-Charge/Project Manager

Kemp is a Principal of the firm and the leader of the Connecticut K-12 practice. He is a member of the Education Studio leadership team, with a focus on the development of the K-12 and Higher Education markets. He serves on SLAM's board of directors, and the board of directors for SLAM's construction services group. With over 25 years of architectural and engineering design experience on a broad range of institutional and civic projects, he brings a unique perspective to projects with a personal commitment to clients and project teams. As an Architect, his ability to listen and understand a client's vision and expectations fosters close collaboration in transforming their ideas into built form. Kemp's extensive project management experience and meticulous attention to detail has helped SLAM build an impeccable track record of delivering complex projects on-schedule and frequently under budget, without sacrificing scope, design or construction quality. His commitment to sustainable design, especially in the areas of environmental stewardship, energy efficiency and reduced life cycle costs, yields significant dividends to our clients in the form of a reduced carbon footprint and long-term operational savings.

EDUCATION

B. Arch, University of North Carolina at Charlotte

B. S., Civil Engineering, University of Connecticut

A.S. Architectural Technology, Capital Community College

REGISTRATIONS

CT, NY
NCARB

MEMBERSHIPS

American Institute of Architects

American Society of Civil Engineers (ASCE)

Greater Hartford Jaycees, Volunteer

American Red Cross, Volunteer

Board of Directors for First Church Nursery Schools

WHYBL, Coach

WHGSL, Coach

AWARDS & HONORS

2020 CT CREW, Weaver HS - Best in Class Education

2012 CEFPI, Northeast Region, Project of Distinction Award, Metropolitan Business Academy

2011 Real Estate Exchange, Best in Class, Educational Category, Metropolitan Business Academy

2011 CT Building Congress, Project Team Award of Merit, K-12 Schools, Metropolitan Business Academy

Connecticut CREW for Weaver High School - Best in Class Education

GROTON SCHOOLS LONG-RANGE FACILITIES PLAN

Comprehensive analysis of the district enrollment projections, elementary, middle school and high school facility assessments and test fit studies in support of potential re-districting scenarios. SLAM's role was to inventory and evaluate the existing facilities in the context of the district educational specifications and prepare site and building test fits (feasibility studies) for new construction scenarios as well as prospective reuse scenarios (e.g. middle school converted to elementary). The project scope also included cost modeling for multiple facility upgrade/reuse scenarios to provide town leaders with the necessary decision making information and data for presenting the project for referendum.

HARTFORD PUBLIC SCHOOLS, FACILITY MASTER PLAN

Inventory, assessment and capacity analysis of all the schools in the Hartford district; the work also includes the development of planning options for facilities best use moving into the future to address changing enrollment dynamics in the context of magnet choice and open choice opportunities in the Greater Hartford region.

RIDGEFIELD PUBLIC SCHOOLS UTILIZATION, PROGRAM ANALYSIS, AND PLANNING STUDY

District-wide inventory, utilization, and planning study for Ridgefield public schools encompassing 6 elementary schools, and 2 middle schools

WATERBURY PUBLIC SCHOOLS, FACILITY UTILIZATION & REDISTRICTING STUDY

Study to analyze enrollment needs, inventory existing school facilities, and develop a plan to align demographics with school facility needs, space requirements, and education vision for the district's preK-8 grade system

NEW CANAAN MIDDLE SCHOOL, FEASIBILITY STUDY

Study for 1200-student middle school which analyzed room utilization, classroom count scenarios using enrollment projections, and determined current and future programs with space demands; developed a feasibility study for a 12-classroom addition including STEM classrooms.

REGION 12 SCHOOL DISTRICT, FEASIBILITY STUDY AND MASTER PLAN

Master planning services in evaluating 3 existing K-5 schools, as well as the viability of a consolidated K-5 elementary school on a separate site; feasibility study of a prospective site for a new regional elementary school; update consisting of probable cost estimates for new PreK-5 and PreK-12 facilities.

WEAVER HIGH SCHOOL

Transformation (renovate-as-new) of a 1970's era 370,000-SF high school built for 2000 students into a modern, theme-driven school to accommodate 900 students in grades 9-12. Three theme offerings include: Richard J. Kinsella Magnet School for the Performing Arts, Journalism & Media Academy and High School Inc., Hartford's Insurance and Finance Academy, the curriculum for which is based on the National Academy Foundation Finance model.

GROTON MIDDLE SCHOOL

New 154,000-SF middle school for 950 students in grades 6-8; school will follow the International Baccalaureate Middle years Programme and include STEM & Arts and Humanities pathways.

AMY MUND CHRISTMAS, ALEP

Lead Academic Programmer/Planner

Amy, an Associate Principal at The S/L/A/M Collaborative, has been with the firm for 24years. She specializes in education work, particularly planning and program development. She is an expert and was key in developing the firm's Outcomes-Based Planning and Programming, a unique metric designed to help education clients assess the value of complex outcomes Amy is one of only a few Accredited Learning Environment Planners in the State of Connecticut.

EDUCATION

B. Arch. - Wentworth Institute of Technology

MEMBERSHIPS/CREDENTIALS

Accredited Learning Environments Planner (ALEP)

Society for College and university Planning ,e and university Planning (SCUP): Planning Institute Alumna (2016-2018)

RECENT PRESENTATION

Mechanical Engineering Chair Summit, August 2019 "Shared and Collaborative Spaces"

ACUI Regional Conference, November 2018 "Changing Student Culture Through Renovated Student Center Space: Scalpel vs. Sledge Hammer"

A4LE LearningSCAPES National Conference, October 2017, A4LE Northeast Conference, March 2017 "Classroom to Career: When You Get to a Fork in the Road, Take It"

SCUP 50 National Conference, July 2015: "How Curriculum and Space Can Learn From Each Other"

AIA National Conference, May 2012: "How People Learn: Connecting Research on Learning to Planning, Designing, and Assessing 21st Century Learning Spaces"

IFMA Facility Fusion Conference, March 2011: "How Does Your Campus Measure Up? Assessing your campus' ability to accommodate the new learning environments"

PUBLICATIONS

Learning Spaces Collaboratory: Planning for Assessing 21st Century Spaces for 21st Century Learners

REGION 12 SCHOOL DISTRICT, FEASIBILITY STUDY AND MASTER PLAN

Master planning services in evaluating 3 existing K-5 schools, as well as the viability of a consolidated K-5 elementary school on a separate site; feasibility study of a prospective site for a new regional elementary school; update consisting of probable cost estimates for new PreK-5 and PreK-12 facilities.

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Study for 1200-student middle school which analyzed room utilization, classroom count scenarios using enrollment projections, and determined current and future programs with space demands; developed a feasibility study for a 12-classroom addition including STEM classrooms.

PAWTUCKET SCHOOL DISTRICT, MASTER PLAN AND STAGE II SUBMISSION

Development of a comprehensive master plan for all 16 schools in the Pawtucket school district as well as Stage II submission (through Schematic Design) for 4 schools: Shea High School, Tolman High School, Baldwin Elementary School, and Winters Elementary School, as well as district-wide health and safety upgrades.

CELENTANO BIOTECH, HEALTH, AND MEDICAL MAGNET SCHOOL, NEW HAVEN, CT

101,000-SF renovation/addition for 554 students, grades PreK-8, including new library, gymnasium, and cafeteria/stage, as well as special education classrooms; design responds to the scale and architecture of the historic residential neighborhood. Design Award: 2006 Citation Award, Design Share Annual International Awards Program.

CREC PUBLIC SAFETY ACADEMY

New 150,000-SF state-of-the-art facility for 700 students, grades 6-12; goal is to prepare students for a career in public safety and community services, including police, fire, and emergency medical services. Project designed to meet CT High Performance Building standards, LEED Gold equivalent.

EAST HAMPTON HIGH SCHOOL

121,000-SF renovate-as-new, phased project for 580 students in grades 9-12. Project includes 93,000-SF renovation of existing space and a 28,000-SF addition to house a new science wing, lecture hall, and expanded cafeteria and gymnasium areas. Project also included the design of major site improvements to the main entrance, student drop off areas, overall vehicular and pedestrian circulation, on-site solutions for sustainable drainage and enhance the connection and experience of the existing athletic facilities

GROTON MIDDLE SCHOOL

New 154,000-SF middle school for 950 students in grades 6-8; school will follow the International Baccalaureate Middle years Programme and include STEM & Arts and Humanities pathways.

JOURNALISM & NEW MEDIA HIGH SCHOOL

53,000-SF addition and 25,000-SF renovation (renovate-as-new) to provide a school for 400 students in grades 9-12. The new facility will deliver cutting-edge curricula and innovative programs that will build skills in critical thinking and creative media production.

KRISTEN FURTAK
Academic Programmer/Planner

Kristen, a Senior Associate, has been with The S/L/A/M Collaborative since 2007 and specializes in programming and planning for educational facilities, particularly those in Public and Private Education. She will work closely with the various users to understand your unique needs, transform those into programming objectives and tabulations, and then collaborate with the balance of the design team during the planning process to create schemes that clearly accommodate the identified space requirements and required relationships.

EDUCATION
B. Arch. - Wentworth Institute of Technology

MEMBERSHIPS
Society for College and University Planning (SCUP)

HARTFORD PUBLIC SCHOOLS, FACILITY MASTER PLAN
Inventory, assessment and capacity analysis of all the schools in the Hartford district; the work also includes the development of planning options for facilities best use moving into the future to address changing enrollment dynamics in the context of magnet choice and open choice opportunities in the Greater Hartford region.

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PROVIDENCE SCHOOLS DISTRICT-WIDE NEEDS ASSESSMENT/IMPLEMENTATION
Teaming with Studio JAED, SLAM conducted a system-wide program analysis and development of materials and equipment standards for 40+ schools. and 3.9M square feet. The facilities assessment program included a comprehensive analysis of the physical building, mechanical, electrical, and plumbing systems and supporting components; the development of cost estimates for required work; and a preliminary capacity analysis based on currently defined strategic goals. The City of Providence

JAMES L. MCGUIRE ELEMENTARY SCHOOL
Demolition, abatement, site development and construction of a new 62,000-SF, K-5 Elementary schools for 450 students in North Providence, RI

STEPHEN OLNEY ELEMENTARY SCHOOL
Demolition, abatement, site development and construction of a new 62,500-SF, K-5 Elementary schools for 450 students in North Providence, RI

GILMARTIN PREK-8 SCHOOL
Programming, planning, and design of a new 80,000-SF PreK-8, 550-student facility, which meets the City's goals for high performance schools through building orientation, day-lighting, material selection, and building systems.

CREC PUBLIC SAFETY ACADEMY
New 150,000-SF state-of-the-art facility for 700 students, grades 6-12; goal is to prepare students for a career in public safety and community services, including police, fire, and emergency medical services. Project designed to meet CT High Performance Building standards, LEED Gold equivalent

TODD A. SCHAEFER
Job Captain/Technical Committee Chair

Todd is an Associate Principal with the firm. His responsibilities as project architect include project management, documentation, specifications, code analysis, engineering coordination and construction administration on complex educational facilities. In addition, he has had extensive involvement with the Connecticut office of School Construction Grants and Review (OSCGR)procedures and processes.

EDUCATION
A.D. Architectural Engineering, Wentworth Institute of Technology

AMITY HIGH SCHOOL
Renovations of existing school facilities to accommodate 1,689 students in grades 9-12, including construction of a two-story 90,000-SF addition, building demolition, HVAC and indoor air quality improvements; project also included a new 800-seat performance auditorium.

BOWEN FIELD IMPROVEMENTS
Athletic improvements that included a 400-meter, eight-lane track, new lighting system, synthetic turf field, new and easily accessible restrooms, new locker rooms, bleachers and fencing, and restoration of historic gatehouse

CAPITAL PREPARATORY MAGNET SCHOOL
Renovation/addition of the Barnard-Brown Elementary School in Hartford's Historic District to create a state-of-the-art educational facility for 600 students, PreK-12, and designed to LEED Silver specifications. Project included conversion of the auditorium into a multi-use Library Media Center and construction of a new gymnasium which overlooks a generously sized practice field.

CREC PUBLIC SAFETY ACADEMY
New 150,000-SF state-of-the-art facility for 700 students, grades 6-12; goal is to prepare students for a career in public safety and community services, including police, fire, and emergency medical services. Project designed to meet CT High Performance Building standards, LEED Gold equivalent.

EAST HAMPTON HIGH SCHOOL
121,000-SF renovate-as-new, phased project for 580 students in grades 9-12. Project includes 93,000-SF renovation of existing space and a 28,000-SF addition to house a new science wing, lecture hall, and expanded cafeteria and gymnasium areas. Project also included the design of major site improvements to the main entrance, student drop off areas, overall vehicular and pedestrian circulation, on-site solutions for sustainable drainage and enhance the connection and experience of the existing athletic facilities

H. H. ELLIS TECHNICAL HIGH SCHOOL
130,000-SF renovation and 70,000-SFaddition of technical high school for 864 students which involved complete replacement of all building systems and finishes and reprogramming of entire school; new gymnasium, media center and classroom wing; phased construction.

GILMARTIN PREK-8 SCHOOL
Programming, planning, and design of a new 80,000-SF PreK-8, 550-student facility, which meets the City's goals for high performance schools through building orientation, day-lighting, material selection, and building systems.

GROTON MIDDLE SCHOOL
New 154,000-SF middle school for 950 students in grades 6-8; school will follow the International Baccalaureate Middle years Programme and include STEM & Arts and Humanities pathways.

NATHAN BERNIER, LEED AP
Senior Cost Estimator

Nate is a Senior Estimator for S/L/A/M Construction Services and a Senior Associate of the Firm. He has over 16 years of experience as an estimator with a high success rate of working with designers and Owners to value manage projects within their respective budget. Nate works collaboratively with the SLAM design team developing conceptual design budgets, evaluating constructability issues, preparing cash flow analysis and leading value management. His work on numerous pre-construction efforts on multiple projects, has resulted in cost reductions of 5-12%.

EDUCATION
A. S. Architectural Design, Three Rivers Community College

B.S. Construction Management, Central CT State University

M. S. Construction Management, Central CT State University

CERTIFICATIONS
LEED AP

PROFESSIONAL QUALIFICATIONS
Adjunct Professor, Three Rivers Community College

CANTERBURY SCHOOL
Design of a new two-story, 22,000-SF innovative center for 350 students to serve as signature facility for the campus; includes maker spaces, flexible, multi-use classrooms, and student center with cafe

THE FREDERICK GUNN SCHOOL, COMMUNITY & ARTS CENTER
New 30,000-SF community and arts center to house a 500-seat theater, visual arts studios, music studios, digital arts classrooms, dance studio and gallery/display spaces.

OX RIDGE ELEMENTARY SCHOOL
New 110,000-SF, PreK-5 elementary school for 465 K-5 and 150 PreK students which will provide a variety of flexible learning spaces and serve as the central location for the Early Learning Program. Construction of new school to occur on existing site, while the existing school remains operational.

PHILLIPS EXETER ACADEMY - NEW STUDENT DORMITORY
Performed schematic and design development estimates for the design of a new 44,000-SF 4-story dormitory building.

PROVIDENCE COLLEGE, ALBERTUS MAGNUS RENOVATIONS
Departmental / End-User needs assessment, Program and verification, existing condition building analysis as well as reviewing opportunities for new student gathering / common spaces for informal learning, enhanced building identity within the Campus, and to provide a more pronounced entry point to the building complex.

SPRINGFIELD COLLEGE - HEALTH SCIENCES BUILDING
Performed schematic, design development estimates and cost analysis for a new 80,000-SF 4-story Health Sciences Building.

UNIVERSITY OF HARTFORD - CENTER FOR STUDENT SUCCESS
Performed design development estimates and value engineering to support the design build efforts of a xx-SF addition to the Student Union Building.

UNIVERSITY OF NOTRE DAME - REMICK HALL
Schematic and design development estimating services and reconciliation with the construction manager, which brought the project back within the original budget, for an 44,000-SF building.

WESTPORT-WESTON FAMILY YMCA
New 102,000-SF Family Y facility, to include aquatics center, child care, exercise facilities and gym, locker rooms, multi-purpose community rooms, racquet sports, wellness center and offices

UNIVERSITY OF CONNECTICUT*
Hartford Public Library

UNIVERSITY OF NEW HAVEN*
Lyme Academy exterior and gym locker room improvements

STEVEN MURRAY, P. E.
Structural Engineer

Steve, a Senior Associate, has 29 years of experience as a structural engineer. Steve is the structural engineer for most of SLAM's public education work. He is familiar with and responsible for all aspects of structural design and documentation of the project, as well as the coordination and integration of the structure with the architectural and mechanical elements. He works closely with the team in reviewing and analyzing all structure-related issues.

EDUCATION
B.S. - Wentworth Institute of Technology

REGISTRATIONS
CT

MEMBERSHIPS
American Institute of Steel Construction

OX RIDGE ELEMENTARY SCHOOL
New 105,000-SF, PreK-5 elementary school for 465 students which will provide a variety of flexible learning spaces and serve as the central location for the Early Learning Program. Construction of new school to occur on existing site, while the existing school remains operational

GILMARTIN PREK-8 SCHOOL
Programming, planning, and design of a new 80,000-SF PreK-8, 550-student facility, which meets the City's goals for high performance schools through building orientation, day-lighting, material selection, and building systems.

EAST HAMPTON HIGH SCHOOL
127,700-SF renovate-as-new, phased project for 580 students in grades 9-12. Project includes 93,000-SF renovation of existing space and a 32,000-SF addition to house a new science wing, lecture hall, and expanded cafeteria and gymnasium areas. Project also included the design of major site improvements, overall vehicular and pedestrian circulation, and on-site solutions for sustainable drainage. Project designed to meet CT High Performance Building standards, LEED Silver equivalent.

WATERBURY CAREER ACADEMY
New innovative 150,000-GSF career and technical education center for students in grades 9-12. Programs include computer sciences, engineering technology, and human and health sciences. Project designed to meet CT High Performance Building standards, LEED Gold equivalent.

KAYNOR TECHNICAL HIGH SCHOOL
211,000-SF renovation/addition, including new 3-story academic wing, new gym, upgraded vocational wing, fully digital academic areas, improved site circulation, and creation of a new image. Recipient of the 2010 Real Estate Exchange, Best In Class, Educational Category.

PROVIDENCE CAREER & TECHNICAL ACADEMY/FIELD HOUSE
New 296,000-SF vocational technical high school/field house for 816 students; project includes 400-seat auditorium, 200-meter track, and 3 full basketball courts. Project designed to meet CHPS protocol. Recipient of the AIA-Delaware 2010 Award for Design Excellence, 2010 Centria Architectural Systems Design Award, K-12 Education, and 2011 CEFPI NE Region - Project of Distinction Award.

RIDGEFIELD HIGH SCHOOL
210,000-SF renovations and a new 90,000-SF addition for 1800 students that houses state-of-the-art science classroom/labs, as well as a 2-story cafeteria for 600 students that serves as a central socializing space. The new addition also houses a Culinary Arts Lab similar to a contemporary commercial kitchen.

AMITY HIGH SCHOOL
Renovations of existing school facilities to accommodate 1,689 students in grades 9-12, including construction of a two-story 90,000-SF addition; building demolition; auditorium repairs; HVAC and indoor air quality improvements.

SLAM REFERENCES

"The school facilities study by SLAM was thorough, in depth and detailed. SLAM staff were at all times conscientious and professional. Multiple types of measures were used and collated to determine future student population growth and appropriate space needs. All targets were met and on time.

SLAM met and exceeded our expectations and final project presentation was well done, resulting in a valuable tool for assessing and promoting district space needs. A new school building is currently under construction, based on a recommendation of the facilities study."

- Ann Sweeney
Commissioner & Secretary,
Waterbury Board of Education

- Charles Stango
Commissioner & Former President,
Waterbury Board of Education

John J. Butkus, Program Manager
Journalism & Media Academy; Weaver High School; Asian Studies Academy; Bulkeley High School; Groton Middle School
Arcadis US
(860) 906-1577
John.butkus@arcadis.com

Dr. Michael Graner,
(Retired) Superintendent, Groton Public Schools
Groton Middle School
(860) 625-8002
mikegraner@gmail.com

Rusty Shriner
Darien Public Schools Building Committee
(203) 321-8404
rshriner@darienct.gov

Mayor Neil O'Leary, City of Waterbury
Waterbury Master Plan
35 Grand Street
Waterbury, CT 06702
(203) 574-6712
noleary@waterburyct.org

Ann Sweeney
Waterbury Master Plan
Commissioner & Secretary, Waterbury Board of Education
asweeney@waterbury.k12.ct.us

Charles Stango
Waterbury Master Plan
Commissioner & Former President, Waterbury Board of Education
(203) 560-2565
clstango@waterbury.k12.ct.us

PHILIP R. CONTE, AIA, NCARB

PRINCIPAL IN CHARGE

BIOGRAPHY

Mr. Conte's strengths and qualifications are in his ability to achieve project objectives through a work plan that is logical and rational. As Principal in Charge his responsibilities include planning, design, specifications, construction administration, and lead liaison between the owner and project team. Phil is committed to providing the best services possible in order to benefit all involved with projects, from architects to engineers to the communities who are directly benefited by end results. Outside of the office, Phil is interested in music and home improvements. Phil was also the lead design of the 2013 Guinness World Record for the tallest standing Lego structure, built with the help of the Red Clay Consolidated School District.

PROFESSIONAL AFFILIATIONS

- Chapter Past President- American Institute of Architects
- National Council of Architectural Registration Boards
- Society for College and University Planning

EDUCATION

- Bachelor of Architecture, *Temple University*

CURRENT REGISTRATIONS

- RI 3252
- NJ 17977
- DE 6959
- PA RA403542
- MD 16526

YEARS EXPERIENCE

- Total: 24 years
- StudioJAED: 15 years

CONSTRUCTION MANAGED

- 675 Million

PROJECT EXPERIENCE

- Christina SD Planning and Assessment, *Newark & Wilmington, DE*
- Princeton Campus Assessment and Planning, *Princeton, NJ*
- PTS Facilities Condition Assessment, *Princeton, NJ*
- Red Clay FCA, Master Planning, ESCO Services, *Wilmington, DE*
- Providence Schools Fac. Condition Assessment, *Providence, RI*

PAMELA BABUCA, ASID, IFMA, ALEP

PROJECT MANAGER

BIOGRAPHY

Mrs. Babuca's passion is to serve and she enjoys assisting others develop stewardship-minded practices that improve the spaces and places in which we live and learn. Pam brings over 25 years of experience in developing, facilitating, and managing a diverse collection of facilities related solutions that includes over 420 million square feet of assessments that span 23 states and 2 Canadian Provinces. Pamela utilizes her expertise to present findings and recommend solutions for clients to have a better understanding of existing conditions and potential opportunities in order to make well informed, data driven decisions. Outside of the office, Pamela enjoys family time, hiking National Parks, and volunteering at church and community groups.

PROFESSIONAL AFFILIATIONS

- American Society of Interior Designers
- International Facility Management Association
- Accredited Learning Environment Planner
- Society of College and University Planners

EDUCATION

- Bachelor of Interior Design, *Kent State University*
- Learning Environment Planner Accreditation, *San Diego State University*

CURRENT REGISTRATIONS

MD 1084
ASID 103654
NJ 211D00042300
NCIDQ 13746
IFMA 686547

YEARS EXPERIENCE

Total: 31 years

StudioJAED: 25 years

CONSTRUCTION MANAGED

116 Million

PROJECT EXPERIENCE

- Christina SD Planning and Assessment, *Newark & Wilmington, DE*
- Princeton Campus Assessment and Planning, *Princeton, NJ*
- PTS Facilities Condition Assessment, *Princeton, NJ*
- Red Clay FCA, Master Planning, ESCO Services, *Wilmington, DE*
- Providence Schools Fac. Condition Assessment, *Providence, RI*

DANA DAWSON

ASSISTANT PROJECT MANAGER

BIOGRAPHY

Mr. Dawson brings over 20 years of planning and facilities experience to our facilities solutions team. Having experienced personnel in the StudioJAED facilities solutions team is a must and Dana has the talent and know-how that our clients need to tackle various tasks throughout assessment and preventative maintenance measures. Dana provides on-the-ground assessment services as well as high level data management capabilities. Dana has over 20 years of cross disciplinary collaboration and management skills ranging from MEP engineering to HVAC to architecture and site/civil/structural engineering. Away from the office, Dana enjoys traveling and home improvements.

EDUCATION

· Bachelor of Industrial Technology,
Southern Illinois University at Carbondale
· Associate of CAD Technology,
ITT Technical Institute
· Associate of HVAC Technology,
North Seattle Community College

YEARS EXPERIENCE

Total: 30 years

StudioJAED: 8 years

CONSTRUCTION MANAGED

15 Million

PROJECT EXPERIENCE

· Christina SD Planning and Assessment,
Newark & Wilmington, DE
· Princeton Campus Assessment and Planning,
Princeton, NJ
· PTS Facilities Condition Assessment,
Princeton, NJ
· Red Clay FCA, Master Planning, ESCO Services,
Wilmington, DE
· Providence Schools Fac. Condition Assessment,
Providence, RI

DAVID T. SPANGLER, PE

LEAD ENGINEER

BIOGRAPHY

Mr. Spangler has experience on a wide range of government and educational renovation and new construction projects. He specializes in facility condition assessments as well as information technology infrastructure design. He also has experience with asbestos abatement design and project management. He holds Asbestos project designer and building inspector certificates as well a State of Delaware Asbestos Project Monitor certificate. His educational experience includes Indoor Air Quality remediation and a wide range of HVAC system applications, as well as life cycle costing analysis. In his spare time, he enjoys flying and instructing in multi engine and single engine airplanes, helicopters, and drones along with scuba diving.

PROFESSIONAL AFFILIATIONS

· Licensed Professional Engineer
· National Council of Examiners for Engineering and Surveying

EDUCATION

· Bachelor of Mechanical Engineering, *University of Delaware*
· Master of Business Administration, *University of Delaware*

CURRENT REGISTRATIONS

RI 8471
DE 11015
MD 23229
VA 033547
NJ 24GE04491800
PA PE062283
AR 11598
CA M31268

YEARS EXPERIENCE

Total: 28 years

StudioJAED: 28 years

CONSTRUCTION MANAGED

210 Million

PROJECT EXPERIENCE

· Christina SD Planning and Assessment, *Newark & Wilmington, DE*
· Princeton Campus Assessment and Planning, *Princeton, NJ*
· PTS Facilities Condition Assessment, *Princeton, NJ*
· Red Clay FCA, Master Planning, ESCO Services, *Wilmington, DE*
· Providence Schools Fac. Condition Assessment, *Providence, RI*

PAUL GUGGENBERGER, AIA, NCARB, LEED AP

LEAD ARCHITECT

BIOGRAPHY

Mr. Guggenberger brings over 25 years of diverse architectural know-how to the StudioJAED team. His background includes the design and adaptive reuse of institutional, corporate, industrial, hospitality, and retail facilities throughout the tri-state area. Additionally, Paul is LEED™ Certified with a devotion to preservation. As a project architect, Paul will have many responsibilities and is committed to carrying them out efficiently while upholding the high standards of StudioJAED. Away from the office, Paul thoroughly enjoys reading and gardening. Of Paul's many great accomplishments both professional and personal, he claims that his greatest accomplishment of all time is his daughter.

PROFESSIONAL AFFILIATIONS

- American Institute of Architects
- National Council of Architectural Registration Boards
- Leadership in Energy and Environmental Design Accredited Professional
- Society for College and University Planning

EDUCATION

- Bachelor of Architecture,
  Virginia Polytech Institute and State Univ.

CURRENT REGISTRATIONS

RI 5186
DE 6548
MD 20020
NJ 21A102130400

YEARS EXPERIENCE

Total: 29 years

StudioJAED: 4 years

CONSTRUCTION MANAGED

544 Million

PROJECT EXPERIENCE

- Christina SD Planning and Assessment,
  Newark & Wilmington, DE
- Princeton Campus Assessment and Planning,
  Princeton, NJ
- PTS Facilities Condition Assessment,
  Princeton, NJ
- Red Clay FCA, Master Planning, ESCO Services,
  Wilmington, DE
- Providence Schools Fac. Condition Assessment,
  Providence, RI

MARK RINEHART, CPE, ASPE

COST ESTIMATING

BIOGRAPHY

Mr. Rinehart brings over 30 years of CA & CE experience to the StudioJAED team, bolstering our in-house estimating, constructibility reviews, and quality assurance/quality control measures. His extensive experience in the construction process includes estimating, interfacing with owners, architects and engineers during project design, project management including material purchasing, subcontractors, invoicing, and scheduling to project completion. Mark's responsibilities include cost estimating, CA and serving as a liaison with clients to maintain schedules, budgets and QC procedures. Away from work, Mark enjoys restoring classic cars, radio controlled sailboat construction/racing, and home improvements.

PROFESSIONAL AFFILIATIONS

· American Society of Professional Estimators
· Secretary / Treasurer- American Society of Professional Estimators Delaware

EDUCATION

· Bachelor of Science in Agricultural Engineering Technology,
University of Delaware

CURRENT REGISTRATIONS

CPE# 1.4000019-1119

YEARS EXPERIENCE

Total: 33 years

StudioJAED: 2 years

CONSTRUCTION MANAGED

300 Million

PROJECT EXPERIENCE

· Christina SD Planning and Assessment,
Newark & Wilmington, DE
· Princeton Campus Assessment and Planning,
Princeton, NJ
· PTS Facilities Condition Assessment,
Princeton, NJ
· Red Clay FCA, Master Planning, ESCO Services,
Wilmington, DE
· Providence Schools Fac. Condition Assessment,
Providence, RI

RICHARD MORETTI, ALEP, LEED AP

LOGISTICS & QUALITY CONTROL

BIOGRAPHY

Dr. Moretti offers more than 50 years of educational and professional expertise to StudioJAED clients. He has worked as a classroom teacher, building administrator, central office administrator and capital programs administrator. His construction, management and administrative experience includes land acquisition for new schools, new school construction and major renovation and addition programs for over 50 school buildings. Dick is well accomplished, having earned the Pinnacle of Excellence Award from the Association of School Business Officials as well as 7 articles published in National Publications. Outside of the office, Dick loves listening to jazz and is an avid reader.

PROFESSIONAL AFFILIATIONS

- Accredited Learning Environment Planner
- Leadership in Energy and Environmental Design Accredited Professional

EDUCATION

- Bachelor of Physics, *Saint Vincent College*
- Master of Secondary Education, *University of Pittsburgh*
- Master of Business Administration, *Wilmington University*
- Doctorate of Educational Innovation and Leadership, *Wilmington University*

YEARS EXPERIENCE

Total: 53 years

StudioJAED: 14 years

CONSTRUCTION MANAGED

500 Million

PROJECT EXPERIENCE

- Christina SD Planning and Assessment, *Newark & Wilmington, DE*
- Princeton Campus Assessment and Planning, *Princeton, NJ*
- PTS Facilities Condition Assessment, *Princeton, NJ*
- Red Clay FCA, Master Planning, ESCO Services, *Wilmington, DE*
- Providence Schools Fac. Condition Assessment, *Providence, RI*

MICHAEL ZUBA, AICP, NCI

US Manager of Planning

YEARS OF EXPERIENCE

- 18 With This Firm
- 2 With Other Firms

EDUCATION

- MS, Environmental Science
  University of New Haven
- BS, Environmental Science
  Wilkes University

TECHNICAL REGISTRATIONS

- Certified Planner, American Institute of Certified Planners (AICP)
- National Charrette Institute (NCI)
- Certification in GIS
  University of New Haven

AFFILIATIONS

- Member, American Planning Association
- National Charrette Institute
  Member, Connecticut Economic Development Association

Mike Zuba, AICP, is the US Manager of Planning for SLR's public and private planning and development projects. Since 2000, Mike has assisted more than 60 communities on a variety of projects ranging from demographics and land use to comprehensive plans. Mr. Zuba understands the complexity of modern planning projects, balancing input from many stakeholders, managing project dynamics, and fostering public involvement. Mike is certified by the National Charrette Institute (NCI) for designing and leading public outreach processes and workshops. He has extensive experience serving as a facilitator for public and private client's planning processes including master plans, development projects, school redistricting, facility master plans, zoning regulations and community comprehensive plans. He has been actively involved in a variety of community planning assignments, including the preparation of community comprehensive plans; housing studies; residential and commercial market studies; and projects requiring revitalization, redevelopment, and reuse planning. Mike has been a presenter and panelist on topics of land use, housing, and demographics at regional American Planning Association conferences and statewide panel discussions. Additionally, he has designed and implemented Geographic Information System (GIS) based demographic models for school systems as well as various public and private clients.

SELECTED PROJECT EXPERIENCE

- **Princeton School Master Plan | Princeton, NJ**
  Project Director for a community led School Facility Master Plan to address capacity concerns, enrollment growth, educational programming and facility investment. Facilitated community outreach to engage stakeholders, parents and educators as part of the process.

- **School Redistricting, Utilization & Projections | Fairfield, CT**
  Project Manager for project that explored school redistricting options in order to address state-mandated racial balance and facility investment plans.

- **New London Public Schools Master Plan | New London, CT**
  Project Manager overseeing enrollment projections to guide New London's Master Plan for the city's magnet schools system.

- **Westport School Redistricting & Enrollment Projections | Westport, CT**
  Project Director for Enrollment Projections and School Redistricting process to provide recommendations for the organization and configuration of the elementary and middle school system that reflects the system's long- term vision and takes into consideration educational programs, budgets, facilities, and demographic changes.

- **Groton Public Schools Long-Range Facilities Plan (2013-2016) | Groton, CT**
  Project Director for a Long-Range Planning process to provide recommendations for

the design of a school system that reflects the system's long-term vision and takes into consideration educational programs, budgets, facilities, and demographic changes. Led community outreach and consensus building in advance of a successful referendum.

- **Hartford Public Schools Master Plan | Hartford, CT**
  Assists Hartford Public Schools annually on enrollment projections for facility planning, programming, and budget development. Project Manager for facility master plan which examines districtwide, regional, and school-specific enrollment projections for Hartford's Intradistrict and Regional Choice System and facility utilization. Leading project team and facilitating meetings with citywide stakeholder groups in order to develop recommendations that position Hartford Schools for the next decade and beyond.

- **Weston Public Schools Enrollment Projections | Weston, CT**
  Project Manager responsible for conducting annual enrollment projection reports for the Weston Public Schools facility planning and budget process.

- **Facility Master Plan | Norwalk, CT**
  Project Manager for enrollment projections, demographic analysis and space utilization study of Norwalk's schools to develop long-term recommendations as how to best position facilities for changing needs. Assisted Norwalk with redistricting and magnet school programming guidance throughout the master plan implementation.

- **Facility Utilization & Redistricting Waterbury Public Schools | Waterbury, CT**
  Project Director for facility master for Waterbury's public schools to develop recommendations for redistricting, school construction, and reconfiguration options. Oversaw enrollment analysis and projections, demographic and housing analysis and school redistricting process in order to address school construction and facility utilization. Facilitated community outreach to engage stakeholders, parents and educators as part of the process.

- **Facility Utilization & Enrollment Projections | Darien, CT**
  Project Manager for utilization study of Darien's schools to develop long-term recommendations as how to best position facilities for changing needs.

- **Enrollment Projections & School Redistricting | Ridgefield, CT**
  Project Manager for the District's annual enrollment projections that analyze enrollment trends and housing and economic conditions in order to develop 10-Year Enrollment Projections. Conducted a facility utilization study and school redistricting process that aligned middle school enrollment with teaming models to better utilize facilities in a cost-effective manner. Guided public outreach efforts to inform the Board of Education and community on enrollment impacts and school redistricting.

- **Trumbull Public Schools Comprehensive Analysis & Redistricting | Trumbull, CT**
  Project Manager responsible for conducting a demographic and housing analysis in support of enrollment projections. Assisted in evaluating facility utilization and developing redistricting options that address security concerns with current portable classroom usage as well as school overcrowding concerns. Provides annual enrollment projection updates for the Board of Education.

- **Stamford Public Schools Ten Year Enrollment & Space Utilization Study (2013) | Stamford, CT**
  Project Manager for this facility plan that aims to analyze changes in enrollment patterns and demographics, assess space utilization, and develop recommendations for enrollment balancing and reconfiguration options for the Stamford Public School System.

- **Milford Public Schools Long-Range Facilities Plan | Milford, CT**
  Project Manager for Milford's Long-Range Facility Plan that aims to align enrollment with educational programming and facility capacity. Mr. Zuba was involved in the development of alternatives and public outreach efforts to develop redistricting and/or reconfiguration recommendations.

REBECCA AUGUR, AICP, NCI

Principal Planner

YEARS OF EXPERIENCE

- 10 With This Firm
- 7 With Other Firms

EDUCATION

- MA, Regional Planning
  University of Massachusetts
- BA, International Studies
  Marlboro College

TECHNICAL REGISTRATIONS

- Certified Planner, American Institute of Certified Planners (AICP), 2007
- National Charrette Institute

AFFILIATIONS

- President, Connecticut Chapter American Planning Association (CCAPA)
- Member, Chapter Presidents Council of the American Planning Association
- Member, Connecticut Economic Development Association

Ms. Augur is an emerging leader in land use and community planning in Connecticut. As President of the Connecticut Chapter of the American Planning Association, she is actively involved in promoting and supporting the profession at the state and national level. Ms. Augur offers diverse experience as a consulting, regional, and municipal planner. Her technical skills in zoning regulation development, GIS analysis, and public outreach enhance the capabilities of the firm's Planning Group. She is experienced in a variety of community and school planning projects. Her training and experience, and involvement with the American Planning Association contribute to her deep understanding of the complex demographic, housing, and social factors influencing community plans and decision-making, as well as her ability to facilitate the public planning process.

SELECTED PROJECT EXPERIENCE

- **Princeton Public Schools Master Plan (2019-2020) | Princeton, NJ**
  Prepared enrollment analysis and projections, led community engagement efforts to develop master plan for facilities.

- **Randolph Public Schools Enrollment Projections (2020) | Randolph, MA**
  Responsible for enrollment analysis and projections and working in conjunction with architect to recommend future facilities needs.

- **Danbury Public Schools Comprehensive Enrollment Analysis and Projections (2019-20) | Danbury, CT**
  Analyzed factors contributing to enrollment growth, and prepared districtwide and school-specific projections. Assisted a multi-disciplinary team in developing short- and long-term plans for expanding facilities capacities where most needed.

- **Ansonia Derby Temporary Regional School Study Committee (2019) | Ansonia and Derby, CT**
  Managed enrollment projections and site evaluation components of larger study into the opportunities for school regionalization.

- **Wallingford Public Schools Capacity and Restructuring Study (2019) | Wallingford, CT**
  Managed process to analyze middle and high schools facilities utilization against current and projected enrollment, educational programming objectives, and physical plants. Led process to engage community around alternatives and to identify priorities.

REBECCA AUGUR, AICP, NCI

- **Meriden Public Schools Enrollment and Facilities Analysis (2019) | Meriden, CT**
  Managed project to develop district-wide and school-specific enrollment projections, analyze current elementary and middle school utilization and explore alternatives to better balance enrollments.

- **Southington Public Schools Enrollment and Facilities Analysis (2019) | Southington, CT**
  Managed process for updating enrollment projections, analyzing elementary school utilization and preparing alternatives to better balance enrollments.

- **Shelton Public Schools Elementary Redistricting (2019) | Shelton, CT**
  Managed process to prepare school specific enrollment projections, identify functional capacity and desired utilization targets of elementary schools, and to develop redistricting alternatives. Participated in community workshops and public planning process with the Board of Education to identify preferred alternative.

- **Ansonia Public Schools Enrollment and Long-Range Facilities Study (2018) | Ansonia, CT**
  Managed project to develop district-wide and school-specific enrollment projections, analyze school utilization relative to physical deficiencies, and explore alternatives for the future.

- **Hartford Public Schools Equity 2020 Facilities Study (2016) | Hartford, CT**
  Responsible for districtwide and individual school enrollment projections, generating alternatives for facilities utilization, and public outreach.

- **Middletown Public Schools Redistricting Study (2015) | Middletown, CT**
  Responsible for preparing comprehensive enrollment analysis and projections, analyzing elementary facility utilization, facilitating committee-led planning process, and generating and evaluating redistricting alternatives to address the district's primary concerns surrounding overcrowding and racial balance.

- **Stamford Public Schools Ten-Year Enrollment & Space Utilization Study (2013) | Stamford, CT**
  Assisted in completing a comprehensive enrollment and facilities analysis and projections. Worked with city planners and building departments to analyze recent construction trends (over 2,500 units in the last 6 years) and impacts on school enrollments. Using GIS, analyzed demographic, social, and other housing trends as well as Stamford enrollments. Assisted in the preparation of enrollment projections at the districtwide and individual school level over a 5- and 10-year horizon.

- **Greenwich Public Schools Comprehensive Enrollment Data & Facility Analysis (2013) | Greenwich, CT**
  Assisted in conducting a comprehensive analysis of enrollments and facility utilization in order to make recommendations to address enrollment balancing objectives. Used U.S. Census and local data sources to analyze demographic and housing trends at the neighborhood level to help understand the varying enrollment trends among schools within the district. Developed enrollment and facility utilization projections. Presented alternative enrollment management systems to the Board of Education to address racial and overall enrollment imbalances.

- **Region 15 Schools Enrollment & Facilities Study (2011-2012) | Middlebury / Southbury, CT**
  Completed a plan to redistrict elementary and middle schools in order to accommodate full-day kindergarten. Assisted in the enrollment analysis and development of projections as well as the generation of alternative scenarios. Worked with administrators, the Board of Education, and the Schools Task Force to fully evaluate potential redistricting options and build consensus around the final recommended plan.

PATRICK J. GALLAGHER, AICP

Planner III

YEARS OF EXPERIENCE

- 5 With This Firm
- 4 With Other Firms

EDUCATION

- MA, Geography
  University of Connecticut
- BA, Geography
  State University of New York at Geneseo

TECHNICAL REGISTRATIONS

- Graduate Certificate in Geographic Information Systems, University of Connecticut
- Certified Planner, American Institute of Certified Planners (AICP)

AFFILIATIONS

- American Planning Association
- International Council of Shopping Centers

Mr. Gallagher is a Planner with expertise in transportation planning, land use assessments, socioeconomic analyses, data visualization, public outreach, and Geographic Information Systems (GIS). He specializes in the interactions between transportation, land use, and the environment. With experience in both the public and private sector, his work combines technical proficiency with the engagement of local, regional, and state stakeholders. Mr. Gallagher has extensive experience using GIS on a wide range of community, environmental, and transportation planning projects. His areas of expertise include database creation and management, spatial analysis, and cartography.

SELECTED PROJECT EXPERIENCE

- **Wethersfield Public Schools Long Range Facilities Plan | Wethersfield, CT**
  Developed ten-year enrollment projections based on a comprehensive analysis of enrollment, demographic, housing, and economic trends. Evaluated elementary school facility utilization. Assisted in a site feasibility analysis of existing schools to test their ability to support a new or renovated school building. Assisted the district with the identification of a swing space and phasing of future school investments. Developed conceptual redistricting boundaries for different long-range planning scenarios.

- **Westport Public Schools Comprehensive Enrollment Projections, Facility Utilization & Redistricting Options | Westport, CT**
  Developed ten-year enrollment projections based on a comprehensive analysis of enrollment, demographic, housing, and economic trends. Created multipliers for approved housing developments. Evaluated elementary school facility utilization and the feasibility of consolidating a facility. Developed several long-range planning scenarios and helped the district understand the pros and cons of each scenario, including identifying swing-space, phasing, project duration, and potential redistricting impacts. Worked closely with the Board of Education in order to evaluate scenarios.

- **Simsbury Public Schools Demographic and Enrollment Study | Simsbury, CT**
  Analyzed existing demographic, housing, and economic trends within the community. Conducted an analysis to help the district understand the impact of new housing development on enrollment within the district. Developed ten-year enrollment projections to assist the district in its long-range planning efforts.

- **Glastonbury Public Schools Comprehensive Enrollment Projections, Facility Utilization & Redistricting Plan | Glastonbury, CT**
  Developed ten-year enrollment projections based on a comprehensive analysis of enrollment, demographic, housing, and economic trends. Evaluated elementary

school facility utilization and the feasibility of consolidating a facility. Developed redistricting boundary options for the implementation of school consolidation.

- **Ridgefield Public Schools Enrollment Projections & Facility Utilization Study | Ridgefield, CT**
  Updated the 10-year enrollment projections based on the most recent demographic, housing, and economic data. Participated in a scenario planning process where the district tested several structural changes including grade reconfigurations, and facility consolidation. Provided enrollment and utilization analyses for each scenario and presented findings to the Ridgefield BOE.

- **South Windsor Public Schools Enrollment & Redistricting Study | South Windsor, CT**
  Created redistricting options that aligned with the district's long-range facility plan including school construction projects and school closures. Reviewed population, economic, and housing trends and identified any potential impacts on future school enrollments. Created 10-year enrollment projections for the current elementary school districts and redistricting scenarios. Wrote an enrollment projections report to be submitted by the district as part of their school construction grant application.

- **Groton 2020 School Facilities Plan | Groton, CT**
  The Groton 2020 School Facilities Plan is a long-range plan that involves several school construction and school closure projects as well as the development of a robust intradistrict magnet program. Tasks included the creation of redistricting options that aligned with the final school facilities plan. Created 8-year enrollment projections that were used in the state school construction grant application. Developed intradistrict magnet school attendance zones in order to ensure long-term facility utilization and racial balance across all elementary schools. Assisted in the preparation of school construction grant materials. Developed final elementary attendance zones following the completion of all construction projects and assisted the district in developing implementation strategies.

- **Fairfield Public Schools Redistricting | Fairfield, CT**
  Developed redistricting scenarios to help the district address overcrowding and racial imbalances within its elementary schools. Created 10-year school enrollment projections for the redistricting scenarios. Presented findings to the Fairfield Board of Education.

- **Middletown Public Schools Redistricting Study | Middletown, CT**
  Assisted the Middletown Public Schools in developing redistricting recommendations to relieve overcrowding and mitigate racial imbalances that exist within its elementary schools. Tasks included the creation of district and school-level enrollment projections; the development of redistricting scenarios that achieve the goals and objectives set out by the redistricting committee; and production and presentation of public workshop materials.

- **Manchester Public Schools Enrollment Projections | Manchester, CT**
  Created 8-year enrollment projections for Manchester Public Schools to assess impacts to planned elementary school renovation and grade reconfiguration projects. Responsibilities included creating districtwide, cohort, and school-level enrollment projections and conducting facility utilization projections for school renovation projects. Other responsibilities included the analysis of demographic, housing, and land use trends and GIS analysis.

- **East Hartford Schools Facility Plan | East Hartford, CT**
  Assessed the impact of redistricting and grade reconfigurations. Created redistricting scenarios and used GIS to evaluate the impacts on enrollments, utilization, and class size at each elementary school. Developed school-level enrollment projections for each scenario to ensure that the plan conformed to the Board of Education's targeted class size and educational objectives.

- **Trumbull Public Schools Redistricting Study | Trumbull, CT**
  Conducted GIS analysis of student enrollment trends and district boundaries to examine the feasibility of elementary and middle school redistricting, including the potential reorganization of grades and the closing of underutilized facilities.

DAVID G. SULLIVAN, PE

US Manager of Traffic & Transportation Planning

YEARS OF EXPERIENCE

- 32 With This Firm
- 5 With Other Firms

EDUCATION

- BS, Civil Engineering
  University of Connecticut

TECHNICAL REGISTRATIONS

- Professional Engineer - CT

AFFILIATIONS

- Institute of Transportation Engineers
- American Society of Civil Engineers

As US Manager of Traffic & Transportation Planning, Mr. Sullivan has supervised numerous traffic engineering and transportation planning studies and improvement plans for new developments, corridors, and campus settings. Integral to these efforts were multimodal evaluations and complete streets solutions. He has also supervised countless traffic impact studies for a variety of uses, including educational facilities, industrial plants, superblocks, shopping centers, residential developments, and office/business parks. Mr. Sullivan has significant experience related to parking studies. This includes evaluation of multiple facilities within town/city centers; individual multiuse projects where shared parking demand by users was evaluated; and operational evaluation of various parking strategies and on-street dynamic parking studies.

SELECTED PROJECT EXPERIENCE

- **1B Interdistrict Magnet School | Stamford, CT**
  Traffic engineering services for the new Interdistrict Elementary Magnet School Extension to Rogers 18 Program, located at 200 Strawberry Hill Avenue.

- **Groton Consolidated Middle School | Groton, CT**
  As Project Manager, oversaw the traffic engineering services provided for the Groton Consolidated Middle School. Services included analysis of several access alternatives, changes to start and end times of the school day and the interaction with nearby Fitch High School and Ella Grasso Technical School. A traffic report was ultimately developed to support local planning and zoning approval and OSTA Administrative Decision approval.

- **New Lebanon Elementary School | Greenwich, CT**
  Traffic engineering services for the construction of a new elementary school in Greenwich, Connecticut, to replace an existing school.

- **Tresser Square | Stamford, CT**
  A multifaceted study of the redevelopment of an entire city block in the central business district of Stamford. Significant off-site improvements, revised lane use, increased capacity, and new and revised signalization were some of the recommendations to accommodate the traffic associated with the 850 new residential units and approximately 150,000 square feet of new commercial space.

- **Harbor Point and Yale & Towne Development | Stamford, CT**
  Provided traffic engineering and transportation planning services for this Transportation Oriented Development. Specific traffic engineering and transportation planning tasks for this $3.5 billion project have included traffic counts, analysis, recommendations, and traffic signal design.

SLR

DAVID W. DICKSON, PLA

Principal Landscape Architect

YEARS OF EXPERIENCE

- 26 With This Firm
- 3 With Other Firms

EDUCATION

- BS, Landscape Architecture
  Pennsylvania State University

TECHNICAL REGISTRATIONS

- Landscape Architecture - CT, MA

AFFILIATIONS

- Commander, U.S. Naval Reserve (Retired)
- American Institute of Architects
- Construction Specifications Institute (CSI)
- Sports Turf Managers Association (STMA)
- American Sports Builders Association (ASBA)
- Military Officers Association of American (MOAA)
- Association of the United States Navy (AUSN)
- Society of American Military Engineers (SAME)

Mr. Dickson is a Principal Landscape Architect with over 30 years of experience in site design and master planning. His diverse blend of project types include municipal, government, and commercial buildings; parks and recreation; transportation; schools and campus design; and housing. He oversees all phases of project development from project initiation and design to regulatory permitting, construction documents, and construction administration.

SELECTED PROJECT EXPERIENCE

- **ACES High School | Hamden, CT**
  Co-Project Manager and Lead Landscape Architect for a school renovation and addition project to relocate special needs children from an over-crowded facility to a newly renovated facility that will fit their needs. The existing large building was required to become two separate schools housed under the same roof. As a result, an entirely new parking and vehicular circulation system was designed to accommodate extensive vehicular queueing for pickup and dropoff of all students. Provided ADA accessibility, including the design of new outdoor play areas and outdoor garden space. Provided full civil/site, landscape architecture, traffic engineering and permitting services, including LID stormwater features, which took advantage of the existing permeable subsoils.

- **West Bristol K-8 School | Bristol, CT**
  Project Manager for all aspects of planning and site design of a new 120,000-square-foot K-8 school on a 28-acre parcel. Design features included a vehicular and pedestrian circulation system (including separate bus and parent drop-off areas), parking for 200 cars, two outdoor playgrounds (with basketball court), outdoor student plaza, site lighting and landscaping, athletic fields (baseball, softball, and multipurpose); off-site improvements including signalized crosswalk, city sidewalks, lane restriping, and pedestrian crosswalks. The project also included an elaborate stormwater management system, field irrigation, and all pertinent site utilities. This project received a first place award from the Connecticut Building Congress for the best new K-12 school in the state of Connecticut.

- **Orchard Hill PK-5 Elementary School | South Windsor, CT**
  Landscape Architect for a new pre-K thru 5 elementary school on a previously undeveloped 50 acre parcel. Services provide included preparation of multiple conceptual school layouts including: survey, traffic circulation patterns with a focus on separation of bus and vehicular drop-off locations, parking adequate for staff and visitors, layout of athletic facilities, two new playgrounds, lighting and landscaping and site grading.

SLR

d'agostino & ASSOCIATES
Technology - Security - Audio Visual

PROFESSIONAL RESUME

Nicholas A D'Agostino, RCDD, PSP, PMP
Sr. Manager of System Design

EXPERIENCE:

Nicholas D'Agostino is a project manager & systems designer with more than 8 years' experience in Technology, Security and Audio Visual System design and project management services. Nicholas is a certified Physical Security Professional (PSP) and Registered Communication Distribution Designer (RCDD). An expert in Physical Security, Audio Visual, and Technology System design for the K-12 sector. Additionally, as a graduate of Berklee College of Music, he brings real-world experience to the design and application of highly technical systems, particularly with Audio Visual, Music Reproduction, and Sound Reinforcement Systems. Highly skilled at directing the project lifecycle of Security and Audio-Visual projects. Consistently evolving with the newest technology mandates, codes, standards and trends to accurately define and satisfy a project's requirements and needs. Construction management & communication skills to coordinate with all stakeholders to verify each system's successful implementation.

VALUE OFFERED:

- Security System Design (Intrusion Detection, Access Control, Video Surveillance, Emergency Communication)
- Project Management
- Audio Visual System Design (Sound Reinforcement, Sound Recording, Digital Displays Technology, Live Sound Design, AV Matrix Design)
- Security & AV System Commissioning
- Security & AV Strategic Planning
- Construction Administration

CERTIFICATION & TRAINING:

- Registered Communication Distribution Designer (BICSI Certification – RCDD #276281)
- Certified Physical Security Professional (ASIS Certification – PSP #19011)
- Certified Project Management Professional (PMI Certification – PMP #1786569)
- State of Connecticut Licensed Telecommunications Layout Technician (TLT License - #126)
- Multiple courses with FEMA as related to Security for the K-12 sector
- Graduate of Berklee College of Music
- Member of ASIS International (American Society for Industrial Security)
- Member of BICSI (Building Industry Consulting Service International)
- Comprehension of the ANSI/TIA/EIA, ISO/IEC, BICSI and the IEEE standards.
- Knowledge of the NEC, NFPA & NECS codes that apply to low voltage systems; including the data, telecommunication, security, and A/V industries

RELEVANT PROJECT EXPERIENCE:

The scope of D'Agostino's experience includes project management and lead design responsibilities for all Security and Audio-Visual related systems outlined above including Security feasibility studies, physical security recommendations and project management of overall development and implementation of these systems with the installation contractors.

d'agostino & ASSOCIATES
Technology - Security - Audio Visual

PROFESSIONAL RESUME

Marc J D'Agostino
Founder, Sr Technology Engineer

EXPERIENCE:

Marc D'Agostino is a management and design specialist with over 30 years of Technology, Security, Audio Visual design, engineering, and project management experience. Marc has been involved with design and consulting projects throughout his career. He is an expert in evaluating existing technological systems and transitioning older technologies into current, more scalable and reliable solutions that improve efficiency and cost. Marc is consistently evolving with the newest technology mandates, codes, standards and trends to accurately define and satisfy a project's requirements and needs. Capable of meeting all time schedules while maintaining the project's budgetary estimates. Construction management & communication skills to coordinate with all stakeholders from the Owner to design construction professionals for each systems' successful design and implementation.

VALUE OFFERED:

- Technology Evaluation
- LAN, WAN and MAN Infrastructure Design
- Network Infrastructure Design (Ethernet and WiFi)
- Technologies over internet protocol; Voice & Video over IP (VoIP)
- Documentation Preparation
- Security System Design (intrusion detection, access controls & video surveillance) SOC Design.
- Audio Visual Design (sound & recording, conferencing, long distance learning, cinema sound systems and digital display technology)
- Data Center Design
- IT Strategic Planning
- Estimating
- Service Provider Negotiations & Management
- Contract Negotiations
- Owner Relations
- Contractor Relations
- Construction Administration

CERTIFICATION & TRAINING:

- Member of ASIS International (American Society for Industrial Security)
- BICSI member with accumulating credits
- Comprehension of the ANSI/TIA/EIA, ISO/IEC, BICSI and the IEEE standards.
- Knowledge of the NEC, NFPA & NECS codes that apply to low voltage systems; including the data, telecommunication, security and A/V industries.
- Comprehension of computer aided design.
- Past and ongoing accredited training and affiliations ensure that all technology designs conform to the current industries standards.

PROFESSIONAL EXPERIENCE:

Marc has spearheaded numerous projects involving Technology, Security and Audio-Visual systems in higher education, municipality, libraries, state & federal, healthcare, corporate, retail, and the private sectors. Including projects commanding time-critical and new technologies, transition from outdated technologies to highly functional, efficient, and cost-effective client-server technology solutions which have dramatically improved efficiency and optimization of technology.

4. RELEVANT EXPERIENCE

SECTION 4: RELEVANT EXPERIENCE

The S/L/A/M Collaborative is a multi-disciplinary, 270-member architectural firm that provides comprehensive planning, architecture, interior design, structural engineering, landscape architecture and construction management services to our clients.

For 44+ years of professional architectural practice, SLAM's Education Studio has assessed, planned, programmed and designed numerous PreK-12 schools for learning communities throughout New England. We are proud of the PreK-12 facilities that SLAM has designed, built, and secured approvals for and our "experience-based" design solutions have been widely praised by our clients and building users alike.

SLAM designs and oversees hundreds of thousands of square feet of PreK-12 new and renovated facilities each year for academic clients. Our collaborative approach to working with builders, our clients' facilities managers, and our own in-house services, help us ensure problem-free delivery of these complex projects.

We have extensive, national experience in the design of educational facilities at all levels, from pre-schools through colleges and universities. We bring innovations and applications learned from each type of learning environment to every school project, offering a unique breadth of experience to our clients.

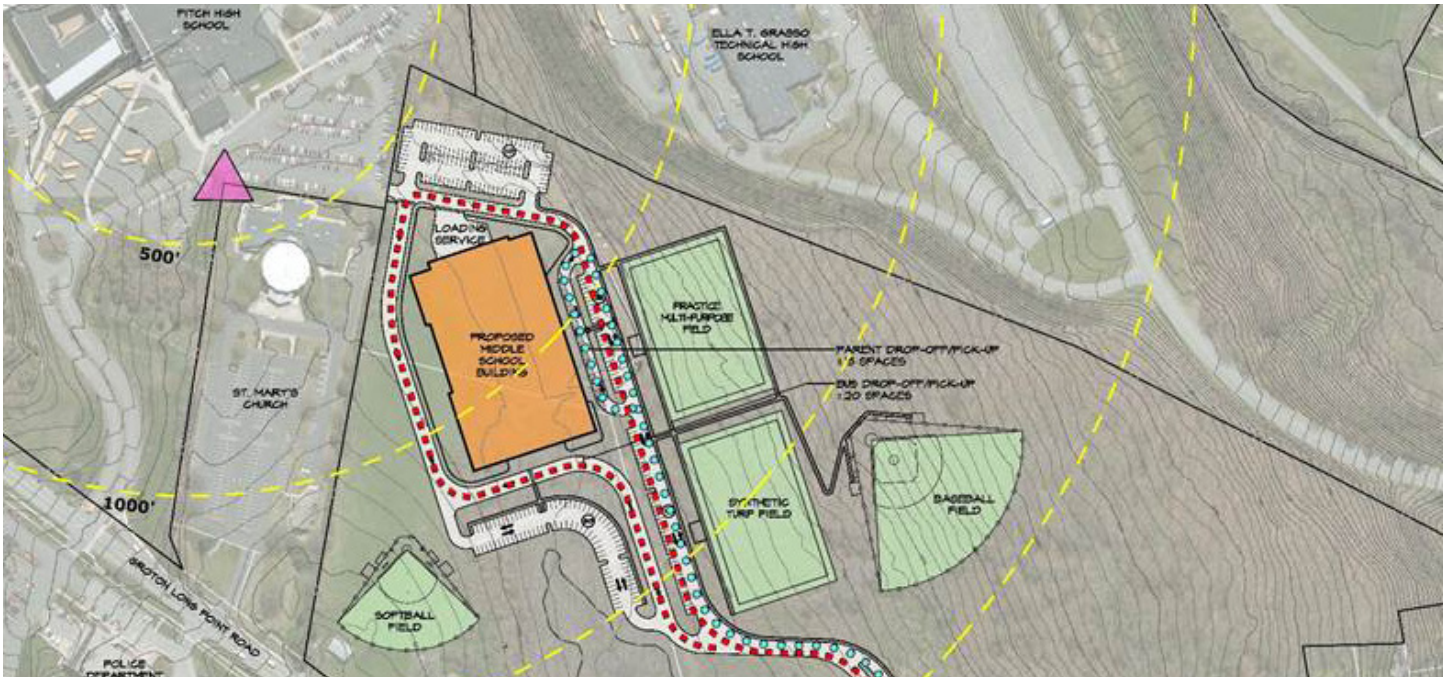
PUBLIC EDUCATION PROJECTS

Amity High School, Woodbridge, CT
Asian Studies Academy, Hartford, CT
Baldwin Elementary School, Pawtucket, RI
Barlow Elementary School, Ridgefield, CT
Bethany Middle School, Bethany, CT
Boston Public Schools, Boston, MA
Bulkeley High School, Hartford, CT
Capital Preparatory Magnet School, Hartford, CT
Celentano School, New Haven, CT
Chippens Hill Middle School, Bristol, CT
CREC Public Safety Academy, Enfield, CT
East Hampton High School, East Hampton, CT
East Providence High School, East Providence, RI
East Ridge Elementary School, Ridgefield, CT
H. H. Ellis Technical High School, Danielson, CT
Gilmartin Elementary School, Waterbury, CT
Graham and Parks E. S. , Cambridge, MA
Granby Memorial High School, Granby, CT
Groton Middle School, Groton, CT
Hamden High School, Hamden, CT
Helen Street Elementary School, Hamden, CT
Hillhouse High School/Field House, New Haven, CT
Hop Brook Elementary School, Naugatuck, CT
James L. McGuire Elementary School, North Providence, RI
Jerome Harrison E. S., North Branford, CT
Journalism & Media Academy, Hartford, CT
Kaynor Technical High School, Waterbury, CT
Metropolitan Business Academy, New Haven, CT
Miller-Driscoll School, Wilton, CT
Mystic Middle School, Mystic, CT
James Naylor Elementary School, Hartford, CT
New Bedford School District, New Bedford, MA
Nonnewaug High School, Woodbury, CT
Northampton School District, Northampton, MA
Orange Middle School, Orange, CT
Ox Ridge Elementary School, Darien, CT
Pawtucket School District, Health & Safety Upgrades, Pawtucket, RI
Pembroke School District, Pembroke, MA
Providence Career & Technical Academy, Providence, RI
Providence School District, District-wide Study, Providence, RI
Regional School District 12, Washington Depot, CT
Ridgefield High School, Ridgefield, CT
Samuel Staples Elementary School, Easton, CT
Sandwich School District, Sandwich, MA
Shea High School, Pawtucket, RI
Sheffield Elementary School, Turner Falls, MA
Shelton Intermediate School, Shelton, CT
Soule Road School, Wilbraham, MA
Stamford Public Schools - 83 Lockwood Ave. Feasibility Study & Grant Application
Stephen Olney Elementary School, North Providence, RI
Timothy Edwards Middle School, South Windsor, CT
Tolman High School,Pawtucket, RI
Topsfield School District, Topsfield, MA
Waterbury Career Academy, Waterbury, CT
Weaver High School, Hartford, CT
Westport Elem. School, Westport, MA
Wilton High School, Wilton, CT
Windham Middle School, Windham, CT
Henry Winters STEAM ES, Pawtucket, RI
Worcester School District, Worcester, MA

GROTON SCHOOLS - LONG-RANGE FACILITIES PLAN

Groton, CT

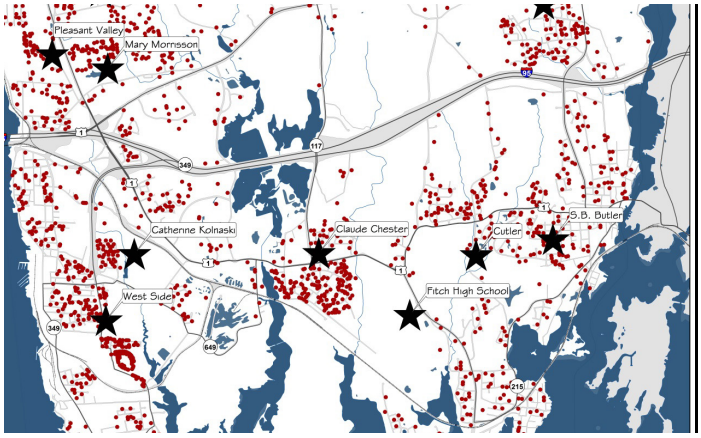
Completed: 2016



SLAM teamed with SLR International on a long-range facilities plan for the City of Groton, CT. The project included a comprehensive analysis of the district enrollment projections, elementary, middle school and high school facility assessments and test fit studies in support of potential re-districting scenarios. SLAM's role was to inventory and evaluate the existing facilities in the context of the district educational specifications and prepare site and building test fits (feasibility studies) for new construction scenarios as well as prospective reuse scenarios (e.g. middle school converted to elementary). The project scope also included cost modeling for multiple facility upgrade/reuse scenarios to provide town leaders with the necessary decision making information and data for presenting the project for referendum.

Final scenario on which cost model was based:

- New Middle School for 1,000 students on undeveloped site
- Two Renovate-to-New existing Middle School conversions to PreK-5 schools for 600 students
- Successful referendum 11/2016 for $184.5M



- Compact bldg. design can be accommodated – proximate to High School, works with existing topography
- Wetlands preserved
- Independent access for Middle School with controlled access to High School site
- Middle School site PE/ athletic program has been met
- Existing HS PE/ athletic program preserved and complimented
- Met with DEEP Open Space and Watershed Land Acquisition to Discuss Middle School Concepts and Deed Restrictions.
  - Identified Mechanism and process for conversion of Merritt Property (+/- 35 ac) to a municipal educational use.
  - Continue dialogue with DEEP to develop a conversion agreement if SFITF desires to move forward with Merritt Concept

HARTFORD PUBLIC SCHOOLS - FEASIBILITY STUDY/LONG RANGE FACILITY PLAN

Hartford, CT

Completed: 2016

Program Name		2015/16 Enrollment	Study Capacity	Study Capacity % Utilization
Zone 1		5,291	8,762	60%
Zone 2		3,611	5,272	68%
Zone 3		5,765	7,069	82%
Zone 4		7,408	9,142	81%
District Total		22,075	30,244	73%

Notes:

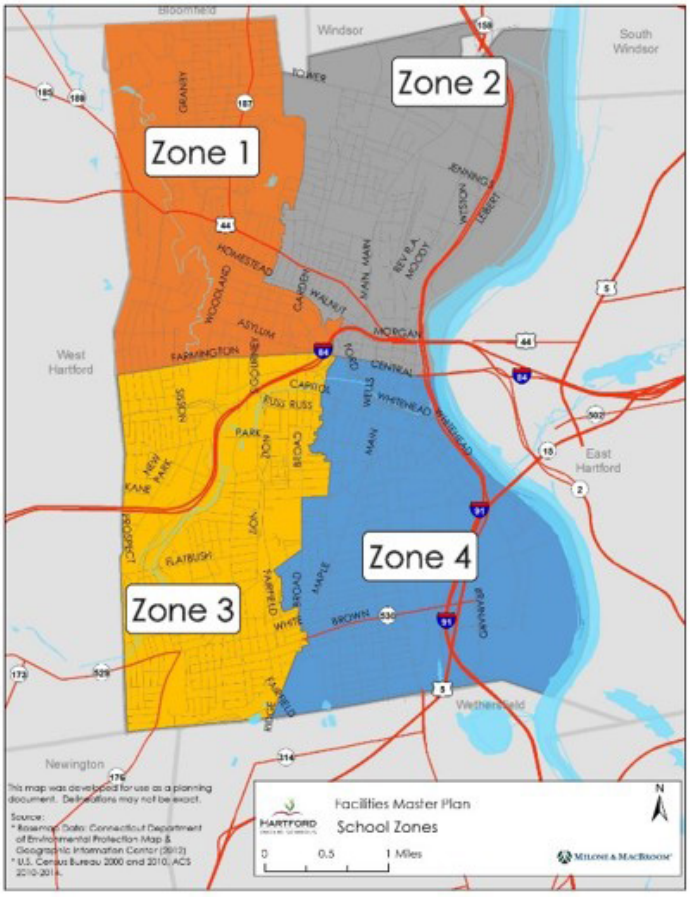
1. Seat capacities include an operational efficiency factor of: 95% for Magnets and district schools of grade configuration PK-6 and 85% for PK-8PK-12, Middle and High school grade configurations.

SLAM teamed with SLR International on this project which consisted of inventory, assessment and capacity analysis of all 52 schools in the Hartford district. The work also included the development of planning options for facilities best use moving into the future to address changing enrollment dynamics in the context of magnet choice and open choice opportunities in the Greater Hartford region.

The goals of this study were to:

- Ensure quality educational seats are available to Hartford Public Schools students and families
- Maximize seats in magnet and highest performing schools
- Reduce excess capacity beginning in 2017-18
- Minimize transportation burden of consolidations
- Find a home for Montessori @ Moylan in 2017-18
- Find a home for Achievement First Summit in 2017-18
- Find a home for New Visions in 2017-18

Three resulting scenarios were proposed to the client.



RIDGEFIELD PUBLIC SCHOOLS - FACILITY CAPACITY AND UTILIZATION STUDY

Ridgefield, CT

Completed: 2016

Ridgefield Public Schools (RPS) contracted with The S/L/A/M Collaborative and SLR International to conduct a facility capacity and utilization study for its PK-12 school buildings. The purpose of the study was to assess options that better align the district's facilities to projected enrollments and educational objectives over the next decade.

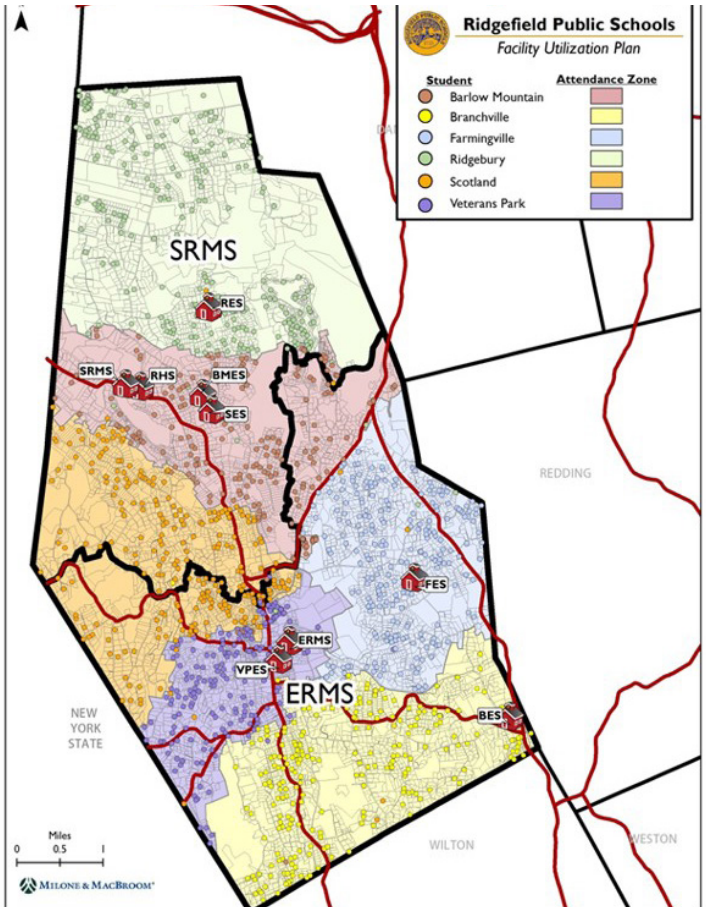
The first step in determining building capacity is to determine the number of classrooms available for grade-level instruction. Rooms currently used for instruction, portable classrooms, and unassigned classrooms were used in building capacity calculations. Shared spaces and support services were excluded form the capacity calculations. The Study Capacity was calculated using a blend of two methodologies - contract capacity and space capacity. Contract capacity loads each classroom based on class size guidelines as stated in the RPS teacher contract regardless of the size of the classroom. The second methodology determined capacity based on the size of the classroom, with larger classrooms having a higher capacity than smaller classrooms.

Enrollment Projections

In order to estimate facility needs over the next decade, MMI developed 10-year enrollment projections through the 2026-2027 school year. This included by-school and by-grade projections. The projections were developed based on an in-depth analysis of historic enrollment trends, home sales, new home construction, demographics, births, and economic conditions. Low, medium, and high enrollment projection models were developed, each with different assumptions of future conditions.

Facility Capacity and Utilization

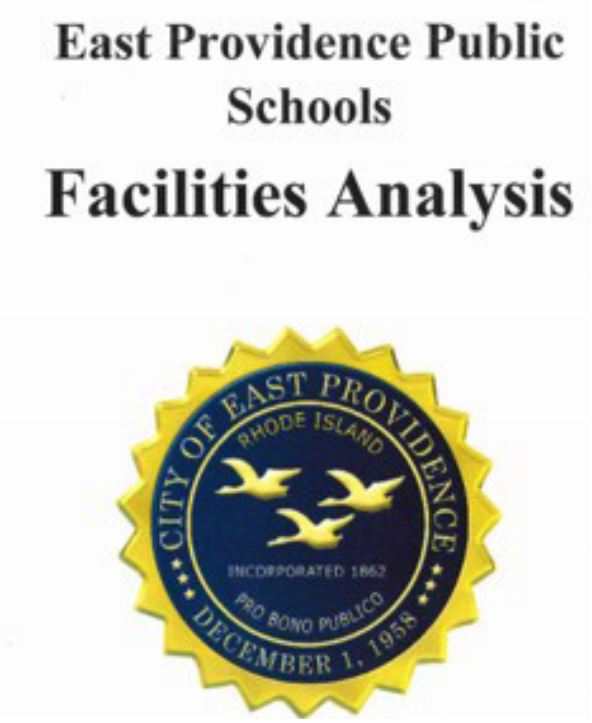
Using floor plans and room utilization information collected from RPS, SLAM conducted a space inventory for each school building. The inventory identified the number of full-size classrooms used for grade-level instruction, rooms used for support services such as special education, as well as shared spaces such as art and music classrooms, gymnasiums, cafeterias, libraries, and computer labs. This information was verified through meetings with building leadership and administrators and supplemented with on-site visits where necessary.

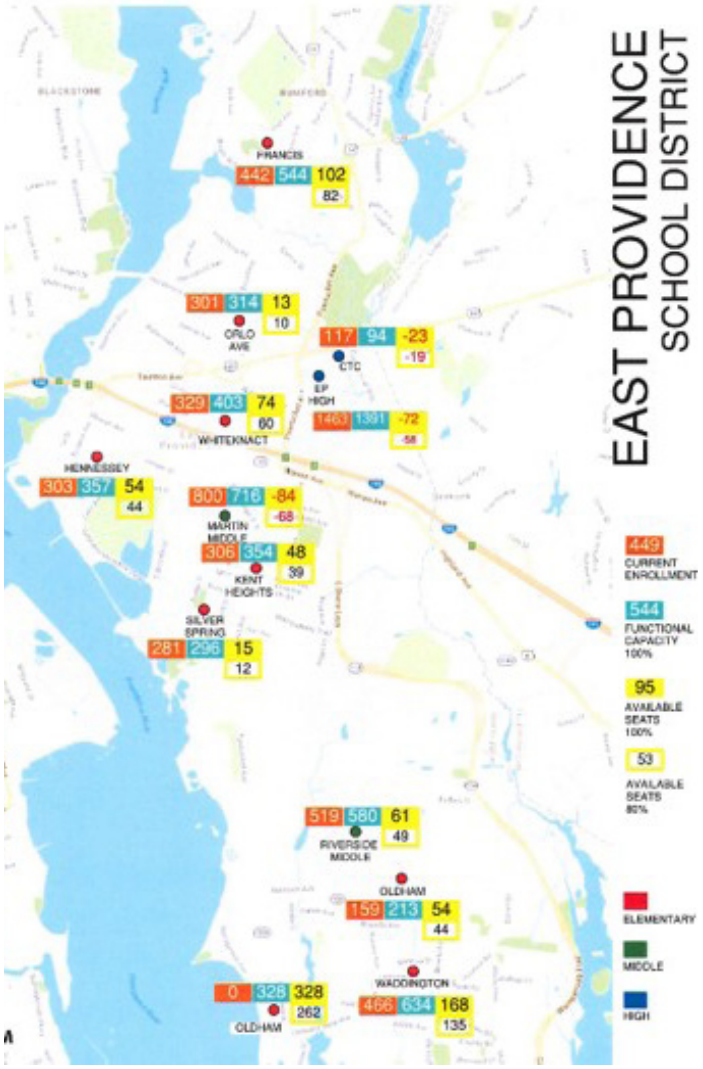


EAST PROVIDENCE HIGH SCHOOL - FACILITIES ANALYSIS

East Providence, RI

Completed: 2017





In January of 2017 SLAM teamed with Studio JAED to conduct a study of all twelve East Providence schools to determine both facility conditions, needs assessment and classroom capacity. In the analysis, which was conducted to prioritize projects for the district, two issues rose to high priority. First was a lack of parity in the middle schools buildings and their ability to support 21st century educational pedagogies. The second was the physical condition of the high school. The school had little work done on it since its construction in 1952 and its infrastructure was in total need of replacement. Additionally, its configuration did not support present day STEAM learning environments and collaboration.

The study included a cost comparison of renovation and new construction to assist the District in determining a path forward to deliver the best value to the community.

General repairs and improvements are underway at multiple schools while the District is planning for a replacement of the high school. The new building will consolidate with its current technical facility to maximize their reimbursement from the State.

SCOPE OF SERVICES:

- Initiate a facility analysis and assessment of High School, Middle Schools & Elementary school buildings
- Review of enrollment projections and building capacity of each school for redistricting opportunities
- Development of cost scenarios for capital plan and maintenance
- Develop goals / strategies & options for grade configurations and school consolidation
- Identify priority projects and timeline for implementation
- Identify future programs (i.e. Pre-K) for possible inclusion and building reuse opportunities

WATERBURY PUBLIC SCHOOLS - FACILITY UTILIZATION/REDISTRICTING STUDY

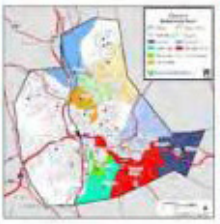
Waterbury, CT

Completed: 2015

Figure 01 Summary of Options

Option A

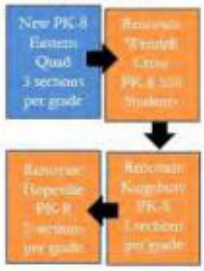
Option A1 has all four construction projects occuring simultaneously for the 2019-20 school year

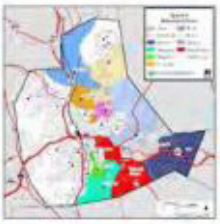


Capacity/ Utilization		Overall System Utilization
20-21	22-23	
Option A: 173 seat surplus Option A1: 307 seat surplus	Option A+ Option A1: 362 seat	20-21 A: 99% A1 99% 22-23 A: 97% A1:97%

Notable Impacts on Utilization				Cost	Major Considerations
School	Total Enroll	% Utilized	Net Change		
North End	851	93%	-170	Total Cost Option A $176.4 to $198.9 million Option A1 $172.8 to $194.8 million City Cost: $46.2 to $51.9 million	• Concurrent Projects save $3-4 million. • Challenge to find 2 new school sites • Greatest impact on overcrowding • Seat surplus (+362) for future swing space
Wallace	994	95%	-165		
Chase	694	97%	-122		
Sprague	397	92%	-64		
Generali	544	99%	-59		
Gilmartin	453	97%	-53		

Option B

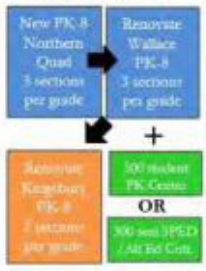


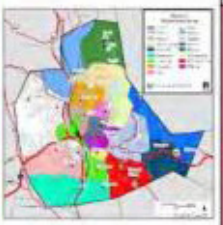


Capacity/ Utilization		Overall System Utilization
20-21	22-23	
-105 seat deficit	116 seat surplus	20-21 101% 22-23 99%

Notable Impacts on Utilization				Cost	Major Considerations
School	Total Enroll	% Utilized	Net Change		
Wallace	930	89%	-229	Total Cost $191.6 to $215.9 million City Cost: $49.9 to $55.3 million	• Challenge to find site for a 795 student PreK-8 School • Moderate Impact on overcrowding • Moderate seat surplus for future swing space
Chase	759	106%	-37		
Gilmartin	465	100%	-41		
Generali	586	106%	-17		
Regan	272	122%	-7		
Kingsbury	500	94%	-12		

Option C

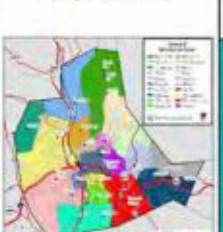




Capacity/ Utilization		Overall System Utilization
20-21	22-23	
-105 seat deficit	PK Center 30-130 seat deficit SPED/Alt ED 130 seat	20-21 101% 22-23 100%

Notable Impacts on Utilization				Cost	Major Considerations
School	Total Enroll	% Utilized	Net Change		
Wallace*	795	100%	-364	Total Cost $174.3 to $196.4 million City Cost: $46.2 to $51.2 million	• Wallace provides opportunity to alleviate other programming concerns within Phase I • Wallace requires phased renovation & additional swing space • No Swing Space for future construction • Least impact on overcrowding
Gilmartin	286	62%	-220		
Chase	688	96%	-128		
Driggs	434	97%	-94		
Sprague	368	86%	-93		
Hopeville	380	89%	-87		

Option D



Capacity/ Utilization		Overall System Utilization
20-21	22-23	
133 seat surplus	178 seat surplus	20-21 99% 22-23 98%

Notable Impacts on Utilization				Cost	Major Considerations
School	Total Enroll	% Utilized	Net Change		
Wallace MS	834	80%	-325	Total Cost $194.1 to $218.7 million City Cost: $53 to $58.7 million	• Challenge to find 2 new school sites • Greatest initial investment required • Opens up the most capacity in Middle Schools • Moderate seat surplus for future swing space • Realignment of Feeder System
North End	777	85%	-239		
West Side	845	77%	-176		
Driggs	460	103%	-68		
Regan	219	98%	-60		
Chase*	786	99%	-30		

SLAM teamed with Milone & MacBroom on the Waterbury Public Schools Utilization and Redistricting Study in the spring of 2015. The study focused on the district's PreK-8 non-magnet schools to understand recent growth in student enrollment over the past three years; project enrollment for the foreseeable future; inventory of existing school facilities to define capacity for the elementary and middle schools; and the development of a plan to align the demographics with school facility needs, space requirements, and educational vision for the PreK-8 grade system. Waterbury Public Schools' enrollment has grown by more than 5% in the past decade; from 17,907 to 18,809 students in the 2014-15 school year. Since 2011, the elementary enrollment has increased by approximately 5%, resulting in increased pressure on the district's capacity.

SLAM conducted an analysis of the capacity, utilization, space use and general condition of Waterbury's PK-5, PK-8 and 6-8 schools; a total of 21 buildings. The utilization analysis included benchmarking facilities to discern inequalities and/or inadequacies and provided a functional capacity for each school. The analysis found that 16 of the 21 schools were operating above 100% of their capacity and as a whole, the PK-5, PK-8 and 6-8 schools were operating at 109%, 103% and 104% capacity respectively. Projected utilization for 2022-23 school year, based on enrollment projections provided by MM, was estimated at 106% collectively for the PK-8 facilities, or a deficit of nearly 700 seats.

The SLAM and MM team worked closely with the Waterbury Board of Education, Waterbury Public School's administration and city officials to develop alternatives for future modifications to existing facilities that aim to mitigate overcrowding and establish cohesive neighborhood based PK-8 schools. Alternatives explored building new schools in both eastern and northern quadrants of the city, and/or renovating and expanding existing PK-5 schools into PK-8 schools sized appropriately for the population density of the neighborhood. The alternative analysis will assist the Board of Education and city in determining the best path for continuing the PK-8 neighborhood vision for the district.

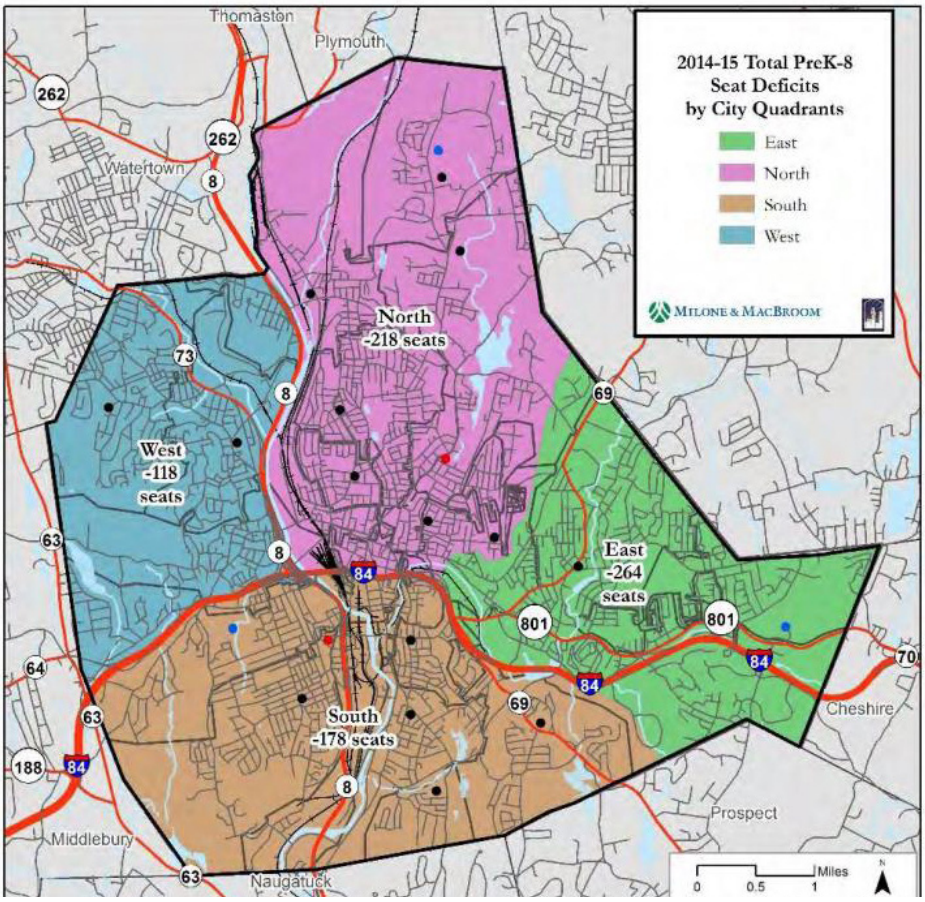
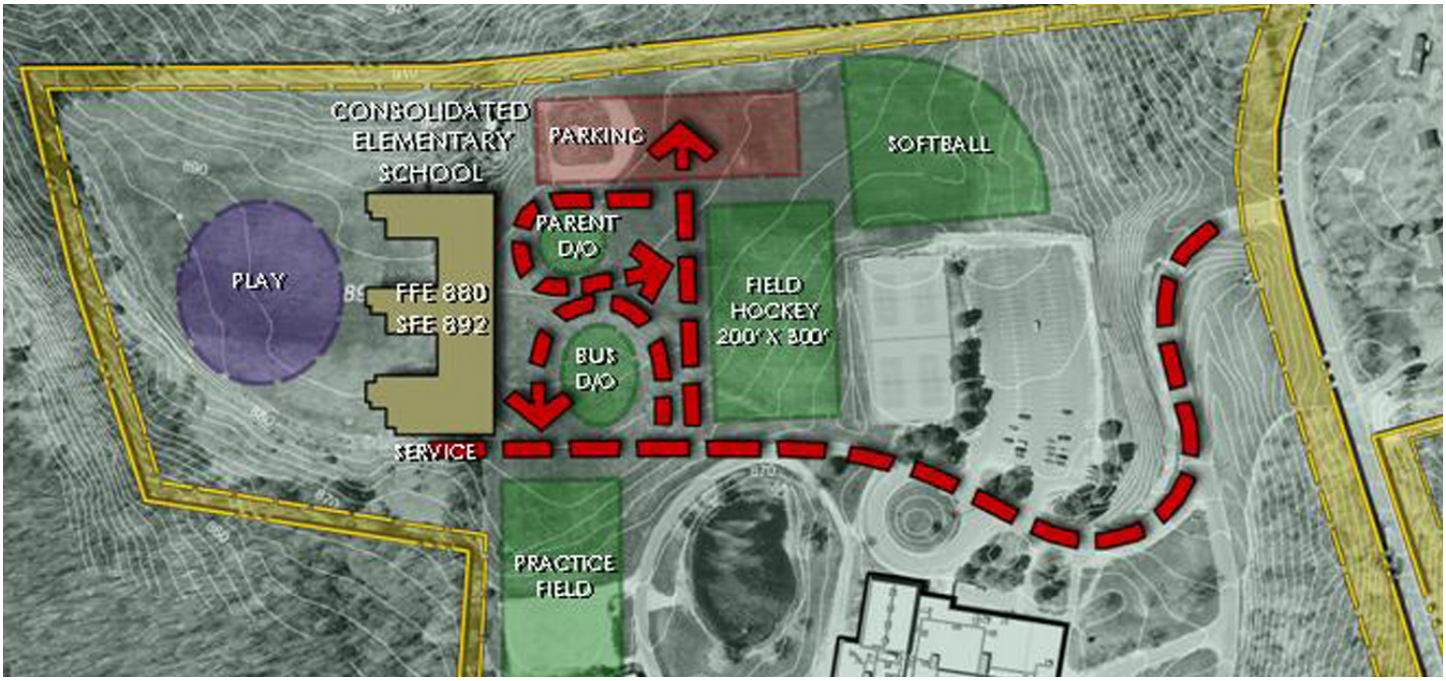


Figure 39: 2014-15 Total PK-8 Seat Deficits by City Quadrants

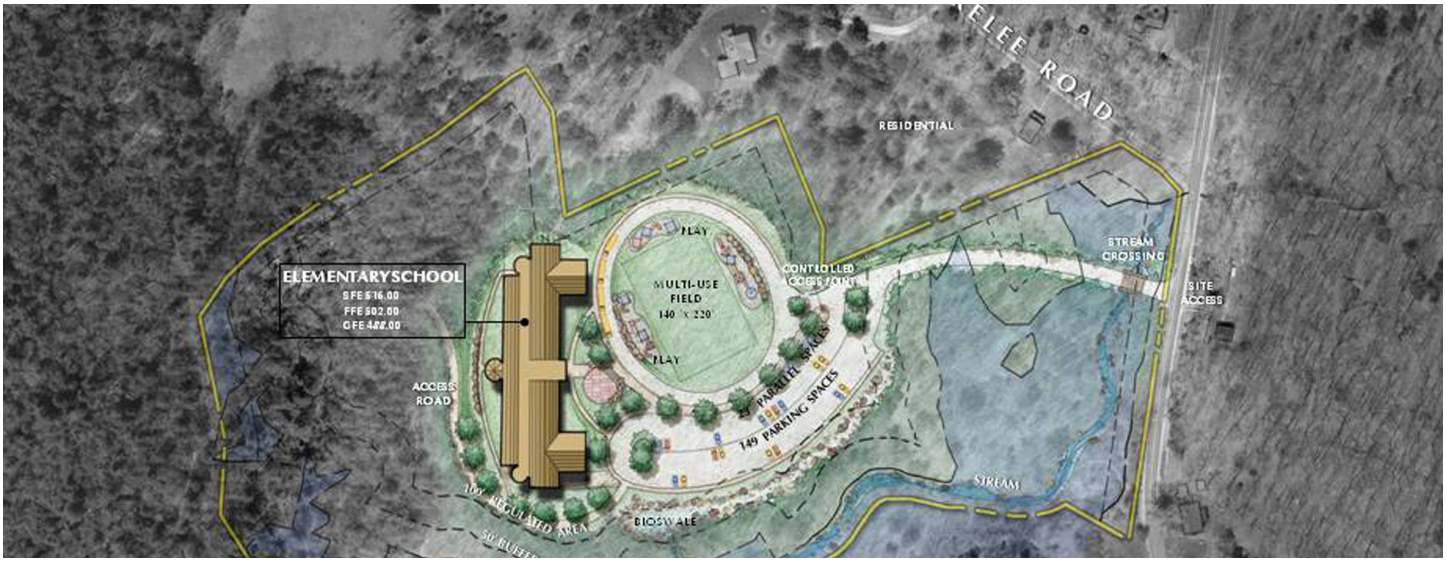
REGIONAL SCHOOL DISTRICT 12 - MASTER PLAN AND ELEMENTARY SCHOOL FEASIBILITY STUDY

Washington Depot, CT

The S/L/A/M Collaborative provided Master Planning services to Regional School District 12 to assist them in evaluating three existing K-5 elementary schools as well as the viability of a consolidated K-5 elementary school on a separate site. Review and refinement of the district's educational specification space program resulted in revised space programs for each school. Collaboration with the Board of Education, Steering Committee, and individual school task force members resulted in the optimal solution for each school.



As an outcome of the master planning study we provided, SLAM conducted a feasibility study of a prospective site for a new regional elementary school. Services included the commissioning and management of engineering investigations for: site boundary and topographic survey, wetlands survey, environmental engineering, and geotechnical engineering. Design services included: site planning, architectural planning, civil and traffic engineering. Construction estimating services were included in order to present the building committee with a comprehensive feasibility study for the project, including an estimated project cost. SLAM also assisted the Building Committee in presenting the study to the community to answer constituent questions.



PROVIDENCE PUBLIC SCHOOLS DISTRICT-WIDE FCA & MASTER PLANNING

Providence, RI

StudioJAED's team performed the assessment to provide the City with a background of information needed to prepare a Capital Plan for building improvements. Providence Public Schools were assessed using a process which provides an accurate perspective of needs and an estimate of costs required to address them. Facilities were surveyed and corrections noted that addressed both deferred maintenance and educational program adequacy needs. Costs were assigned to both of these needs. StudioJAED identified building deficiencies and assigned priority levels. Data was provided in our interactive desktop database tool to allow Gilbane and the City to sort and query data to develop accurate projections and scope reports. The City used the data to develop a long-range plan. The program included: an analysis of the physical building, MEP systems and supporting components; the development of cost estimates for required work; and a preliminary capacity analysis based on currently defined strategic goals.

2018 - Present

N/A

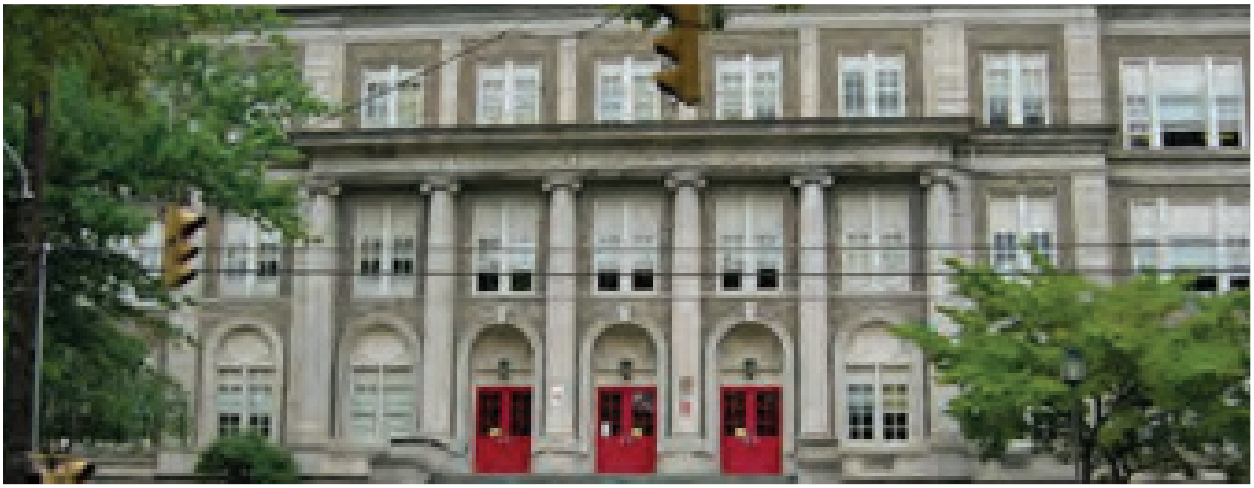
3.9 Million SF

Client
City of Providence Public Schools
Jordan Day, Sr. Deputy COO and CIP Analyst
jordan.day@ppsd.org
401-680-5000

STUDIO JAED

RED CLAY CONSOLIDATED SCHOOL DISTRICT
DISTRICT-WIDE FCA, MASTER PLANNING, ESCO

Wilmington, DE



StudioJAED was retained by the Red Clay Consolidated School District on three separate and consecutive occasions to provide comprehensive planning and building condition assessments of their portfolio of 29 buildings with a total area of 2.8M SF to serve as the basis of major capital improvement planning. The assessment scope included a review of all envelope, interior, ADA compliance, MEP, and life safety systems. StudioJAED is currently updating the assessment in support of an anticipated winter 2021 bond program. All previous planning efforts have resulted in successful referendum funding approval by the community for a district-wide major capital program. Concurrent with the project, StudioJAED leveraged the assessment data to provide additional engineering and analysis services supporting Trane Corporation's proposed Energy Savings Contracts (ESCO). The contract was finalized and estimated to provide over $19 million in energy savings for the Red Clay Consolidated School District.

2017 - Present

$225,000

2.8 Million SF

Client
Red Clay Consolidated School District
Marcin Michalski, Manager of Maintenance and Facilities
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302-552-3700

STUDIO JAED

CHRISTINA SCHOOL DISTRICT
DISTRICT-WIDE PLANNING & ASSESSMENT

Newark & Wilmington, DE

StudioJAED was selected by Christina School District to perform a comprehensive assessment of all deferred maintenance and asset renewal needs to support planning and the people and programs for the 20,000+ children served in this community. The District operates 36 buildings, maintains over 500 acres of property, and occupies 2.6M SF of space. Scope included identifying stewardship-focused corrective actions that address significant repairs, restoration, or replacement for all major building and site-related systems or components spanning the next 10 years. Through a transparent and collaborative planning process, StudioJAED worked with the District to define standards and design customized reports that support their long term operation and initiatives. This effort included defining several data analysis factors, developing a prioritization classification to support future master planning, and delineating a soft cost model that impacts overall costs as well as an individual buildings Facility Condition Index.

February 2020

$228,680

2.6 Million SF

Client
Christina School District
George Wicks, Supervisor of Facilities and Planning
george.wicks@christina.k12.de.us
302-552-2600

STUDIO JAED

PRINCETON UNIVERSITY
CAMPUS-WIDE ASSESSMENT AND PLANNING

Princeton, NJ

Princeton University consists of 11M SF of space comprised of residential, admin., athletic, library, dining, classroom, and research space. Facilities Operations at Princeton manages over 300 buildings on over 2,600 acres on each of it's 3 campuses. The scope included conducting a comprehensive assessment of buildings, systems, exterior elements, and athletic fields. StudioJAED led the overall effort and provided coordination and scheduling, training, interface with the client, database solutions and all data integration including cost estimating. To keep this project on track, we participated in weekly meetings with the staff and consultants as well as the submission of monthly progress reports. The goal was to provide the University a comprehensive report summarizing the FCA and its findings. The report presents a facility-by-facility assessment of physical condition and cost estimates for repairs and code compliance detailed by priority. It also includes an executive summary, photographs, and supportive documentation.

November 2019

$1.6 Million

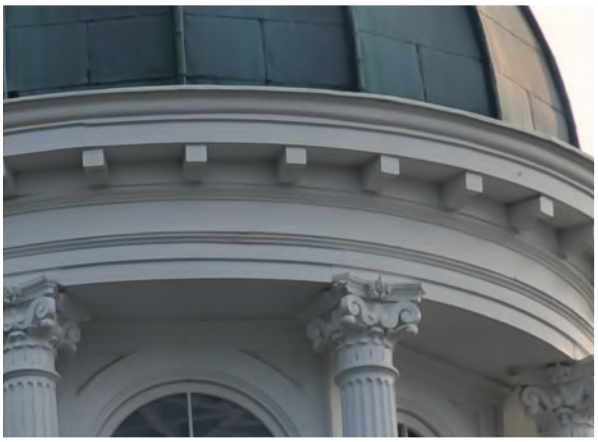
11 Million SF

Client
Princeton University
Donald Lowe, Assistant VP for Facilities Operations
dlowe@princeton.edu
609-258-4110

STUDIO JAED

PRINCETON THEOLOGICAL SEMINARY CONDITION ASSESSMENT AND CIP

Princeton, NJ



StudioJAED was contracted by PTS to perform a condition assessment and provide a 10 Year Forecast of deferred maintenance & capital improvement needs. Our team included engineers from KCI Technologies, Inc. and structural engineers from WJE. All building and site related systems were evaluated to identify corrective actions and their remaining life. The scope encompassed 75 buildings totaling over 1.2M SF located across PTS's various properties. PTS stakeholders embraced a collaborative process which was managed by Zubatkin Owners Representation, LLC. The approach for this project included: a pilot study to affirm standards; a cost validation exercise to align estimates and cost model; a risk analysis to evaluate the potential and consequence of system failure; and customized reporting exportable into Excel to provide tiers of data analysis. We analyzed findings and presented recommendations by Campus, Priority & Projected Timeline, Project Type, Major Systems, Risk Analysis, and FCI to support PTS's next steps

2021

$246,160

1.2 Million SF

Client
Princeton Theological Seminary
Shane Berg, Executive Vice President
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STUDIO JAED

Norwalk Public Schools Master Planning & Projections

Norwalk, CT

CLIENT

Norwalk Public Schools
Norwalk, CT

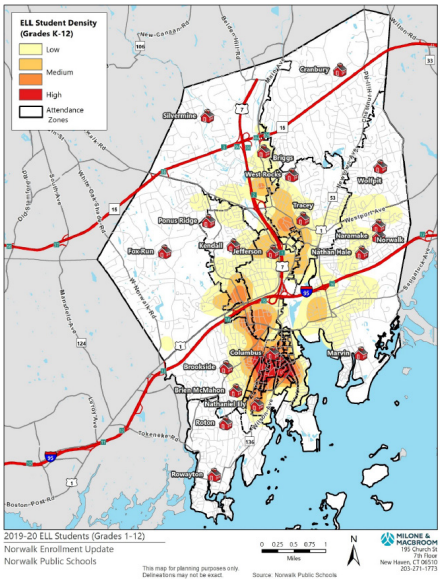
Services Provided

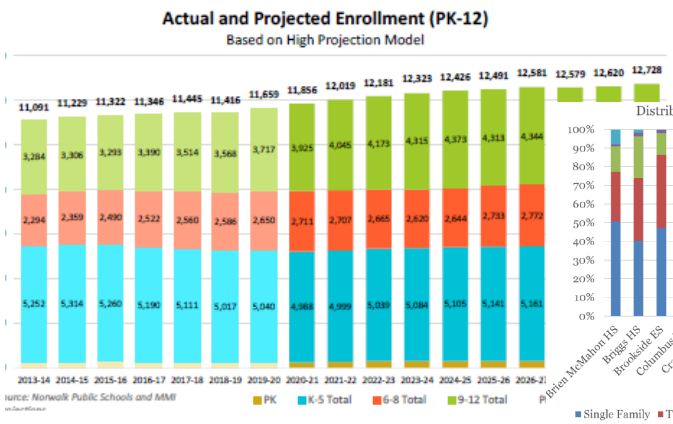
- Facility Master Planning
- Comprehensive Enrollment Analysis
- Facilities Utilization Analysis
- Facility Site Assessments
- Redistricting & Reconfiguration Scenarios
- Public Outreach

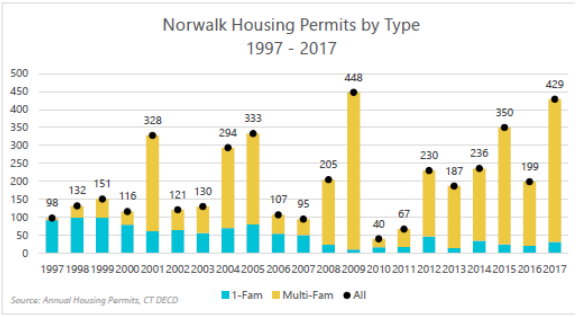
SLR assisted Norwalk Public Schools as part of an architectural team to conduct a facilities master plan for the district's schools. The study assessed current facility utilization and physical conditions, projected enrollments, and demographic and housing market trends to make recommendations to enhance the district's school facility portfolio and improve equity in educational resources across the district. This planning effort confronts the combined challenges of overcrowding in many elementary and middle schools and initiatives to increase the degree of school choice and educational equity within the system. The project team conducted a thorough analysis of enrollment patterns and trends to identify incoming enrollment trends in both stable and fast-changing neighborhoods.

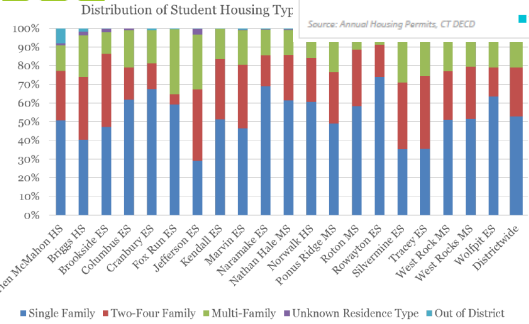
Based on this analysis, the Master Plan provides a ten-year framework for modernization through major capital investments including renovations, repairs or additions to existing facilities, new construction proposals, and optimized facilities management operations to ensure that every Norwalk School facility meets educational standards, anticipates future demand and provides equitable opportunities for all Norwalk Students. The recommendations of the master plan are data driven and informed by broad-based community input. To support the Master Plan's goals, the project team developed and analyzed several scenarios for new construction and/or renovation and expansion of existing facilities, allowing for additional neighborhood schools where needed, introducing choice schools into the district's range of educational models, and allowing for the removal of portable classroom space and right-sizing of enrollment at currently overcrowded schools.

Since the completion of the Master Plan, the firm has been retained to provide continued enrollment and planning support for the Master Plan implementation.









Elementary and Middle Schools
Facility Utilization Analysis and Redistricting Study

Waterbury, CT

CLIENT

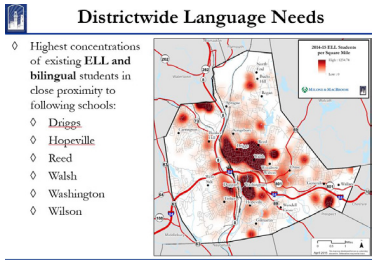
City of Waterbury
Waterbury, CT

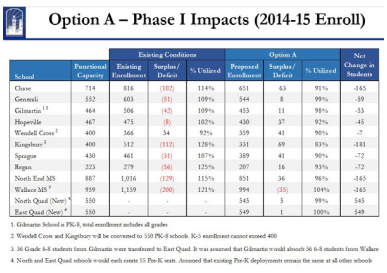
Services Provided

- Facility Master Plan
- Comprehensive Enrollment Analysis
- Facilities Utilization Analysis
- School Redistricting

The City of Waterbury contracted with SLR to conduct a facility utilization and redistricting study for the city's elementary and middle schools. The study intended to assess current facility utilization and projected enrollments and make recommendations regarding changes in districts and/or the city's school facility portfolio. Facing historic high enrollments, Waterbury's elementary schools are overcrowded. At the same time, the city's recent school construction program began the conversion to PK-8 neighborhood schools, resulting in a mix of PK-5, 6-8, and PK-8 schools in the district. The project team conducted a thorough analysis of enrollment patterns and trends to identify neighborhood enrollment trends and school facility needs. In addition, a detailed inventory of all existing elementary and middle schools facilitated a benchmarking and utilization analysis to determine the functional seat capacity of the district's current buildings compared to current and projected enrollments. The analysis identified a need for approximately 1,000 more seats in the district.

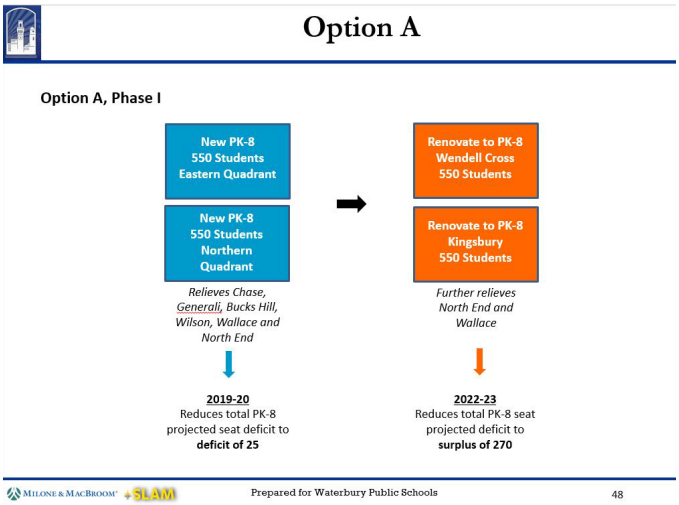
The project team then developed and analyzed several alternatives for new construction and/or renovation and expansion of existing facilities to not only add capacity to the elementary and middle school system, but also further the district's movement towards the PK-8 neighborhood school model. The analyses examined the impacts to school district boundaries and enrollments and facilities, in addition to providing cost estimates. The project team discussed these alternatives at multiple Board of Education and Board of Aldermen public meetings prior to writing a final report and recommendations.





School	Functional Capacity	Existing Conditions: Existing Enrollment	Existing Conditions: Surplus / Deficit	Existing Conditions: % Utilized	Option A: Proposed Enrollment	Option A: Surplus / Deficit	Option A: % Utilized	Net Change in Students
Chase	714	816	(102)	114%	651	63	91%	-165
Generali	552	603	(51)	109%	544	8	99%	-59
Gilmartin [1]	464	506	(42)	109%	453	11	98%	-53
Hopeville	467	475	(8)	102%	430	37	92%	-45
Wendell Cross [2]	400	366	34	92%	359	41	90%	-7
Kingsbury [2]	400	512	(112)	128%	331	69	83%	-181
Sprague	430	461	(31)	107%	389	41	90%	-72
Regan	223	279	(56)	125%	207	16	93%	-72
North End MS	887	1,016	(129)	115%	851	36	96%	-165
Wallace MS [3]	959	1,159	(200)	121%	994	(35)	104%	-165
North Quad (New) [4]	550	-	-	-	545	5	99%	545
East Quad (New) [4]	550	-	-	-	549	1	100%	549

1. Gilmartin School is PK-8, total enrollment includes all grades
2. Wendell Cross and Kingsbury will be converted to 550 PK-8 schools. K-5 enrollment cannot exceed 400
3. 36 Grade 6-8 students from Gilmartin were transferred to East Quad. It was assumed that Gilmartin would absorb 36 6-8 students from Wallace
4. North and East Quad schools would each create 55 Pre-K seats. Assumed that existing Pre-K deployments remain the same at all other schools



Ten-Year Enrollment & Space Utilization Analysis

Stamford, CT

CLIENT

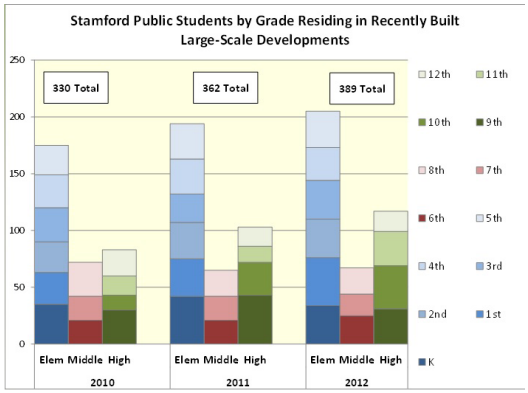
Stamford Public Schools
Stamford, CT

Services Provided

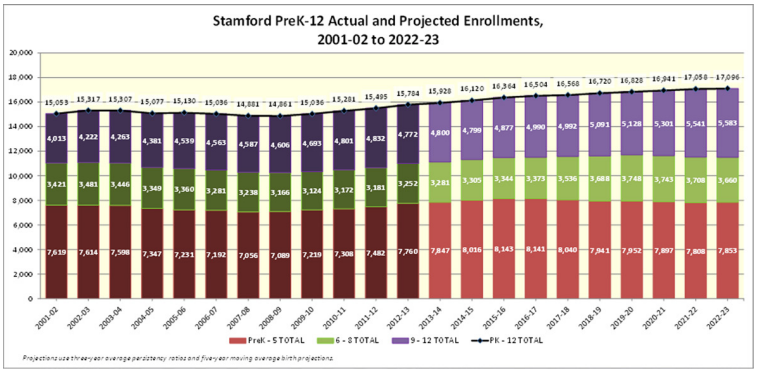
- Facility Utilization
- Enrollment Projections
- Reconfiguration Planning

SLR conducted an enrollment and facilities analysis for the Stamford School System (15,800 students). The project assisted the district in accommodating changes in enrollment trends and demographics and plan for efficient space utilization. The city has experienced significant housing growth and in-migration over the past several years and sought assistance in identifying how this trend has and will continue to influence enrollment trends.

The firm has analyzed demographic and housing trends, with a particular emphasis on recent large-scale residential development and the number of students generated by development type. The project team prepared district-wide enrollment projections disaggregated by school, grade, and race/ethnicity. In addition, a capacity and space utilization analysis of the district's 20 school facilities is underway. Following completion of these analyses, we worked with the Board of Education to generate and evaluate enrollment management options which will include short- and long-term options for overcrowding; new construction alternatives; reconfiguration, magnet program expansion, and/or consolidation of special programming.



School	K-5	PreK	Art	Music	CPU	ELL/ESL	Science	Reading/ Math Resource	APS Other Arts	ASD	Meeting Room/ PD/ Office	SPED	OT/PT	K Play Area	Empty/ Storage New Arrival	Notes
Davenport	27	0	2	1*	1	1		1			2	2				1 *Plus 1 undersized
Hart	30	0	2	1	2	1	2	1	1						1	*Literacy/ ELL share room
KT Murphy	27	0	2	0	0*											*Comp room undersized
Newfield	31	0	1	0*	2	1						1	1			*Music undersized
Northeast	36	2	2	2	1	1		2			2	1				*5 regular Classrooms, one bilingual, each grade, PS ASD
Rogers IB K-8*	38	0	2	2	1	1	2	4				2				*Elementary Rooms not differentiated from middle
Roxbury	33	0	2	2	1	1		4			1	2			2	
Springdale	28	0	2	1*	2	1		1				2			1	*Plus 1 undersized
Julia A. Stark	29	0	2	3	1	1	1	2			4	3*	1			*Some classrooms share programs, but are only counted once
Stillmeadow	32	4	1	0*	0	0		1			1	1	1			*Music undersized
Toquam Magnet	34	0	2	5	0*		1	1			1			1	1	*Comp room undersized
Westover Magnet	40	2	2	3	2	1		2	5	2		2				



IB Interdistrict Magnet School

Stamford, CT

CLIENT

Perkins Eastman Architects
Stamford, CT

Services Provided

- Civil Engineering/Site Design
- Traffic Engineering

SLR assisted Perkins Eastman with a proposed K-8 magnet school located at 200 Strawberry Hill Avenue in Stamford, CT. The project proposed to renovate the existing school, demolish some portions of it, and construct two new four-story additions with a total footprint of approximately 59,000 square feet. It is also proposed to construct a large retaining wall along the western rear of the site, play areas, and the required amount of parking and vehicle staging to serve the school's needs. The existing barn will remain and be renovated for occupancy. Construction was completed in 4 phases and was finished in 2019.

Harbor Point and Yale & Towne Development

Stamford, CT

CLIENT

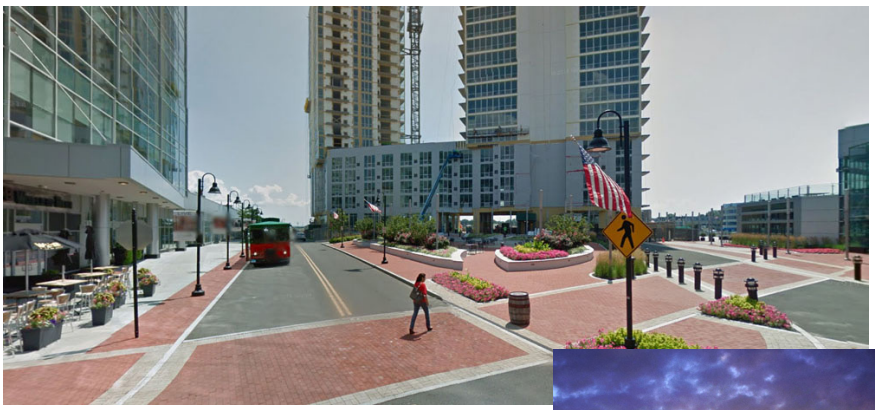
Building and Land Technology (BLT)
Stamford, CT

Services Provided

- Civil Engineering/Site Design
- Landscape Architecture
- Roadway Design
- Traffic Engineering
- Transportation Planning
- Permitting
- Utility Engineering
- Stormwater Management
- Construction Administration
- Public Outreach

SLR provided multidisciplinary services for one of the largest development projects on the East Coast. The project includes six million square feet of mixed-use development: 85 percent residential (4,000 residential units); 15 percent commercial, including office buildings, a grocery store, a waterfront hotel, restaurants and a full-service marina; more than 11 acres of parks and public space; a community school; and publicly accessible waterfront access. The project is located on the former Pitney Bowes, Admiral's Wharf, and Yale & Towne industrial properties adjacent to the Stamford Railroad Station. Work for this $3.5 billion project included:

- Layout of buildings, parking, roads, walls and streetscapes
- Analysis of existing and projected future demands at 21 intersections in and around the site
- Design of storm sewers and stormwater management facilities
- Design of all site utilities including an extension of the sanitary sewer and water mains, as well as other on-site utilities such as telephone, cable, electric, and gas
- Design of urban parks and public spaces
- Environmental remediation
- Site planning for three parking structures at Harbor Point and two parking structures for the residential facilities



SLR

Mill River Greenway

Stamford, CT

CLIENT

City of Stamford
Stamford, CT

Services PSrovided

- Survey
- Planning
- Engineering
- Landscape Architecture
- Permitting
- Public Outreach

State Project No. 135-338

The Mill River Greenway is part of the City of Stamford's Open Space Network and is under development through the City of Stamford's Planning Department and the Mill River Collaborative. The project was designed to follow the original concepts contained in the 1998 Mill River Corridor Plan and to serve as a model project for future phases of the trail and park development. Our firm was an integral part of the success of Phase I by coordinating and obtaining regulatory permits.

Phase II of the Mill River Greenway is a 50' wide, 2,100 linear feet corridor along the west side of the Mill River that runs from several streets and traverses behind three schools before it connects with Scalzi Park. In the development of the Phase II design, the project team committed to maintaining three goals for the project: cultural, environmental, and economic sustainability. Serving as the major pedestrian connection to Scalzi Park from points south, achieving these goals will meld Phase II seamlessly into the comprehensive master plan of the Mill River Greenway.

Through public outreach and coordination with local schools and safety officials, the firm has been able to gather critical public input, crucial to the success of the project.