



SLAM

THOMASTON BOARD OF EDUCATION

June 9, 2025



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Tracy Decker, Business Manager
First Selectman's Office
Thomaston Town Hall
158 Main Street
Thomaston, CT 06787

RE: Thomaston Public Schools - Recommendations on Educational and Operational Efficiency

The SLAM Collaborative is pleased to submit the enclosed proposal to assist Thomaston Public Schools (TPS) and the Board of Education (BOE) in conducting feasibility/utilization studies for its schools. SLAM will provide the services described below.

Project Understanding:

It is our understanding that TPS/BOE seeks to evaluate options for potential operational cost savings through four possible paths:

- Facility best-use study for retaining the current facilities
- Facility best-use study for reducing the number of facilities
- Study of operational shared services potential
- Study of regionalization potential

Thank you for the opportunity to submit this proposal. Being involved in the earliest stages of any project is incredibly important and SLAM's staff prioritizes the planning aspect of any project we are involved with. You are to be commended for doing your due diligence in exploring the options that we understand the scope of this effort to be. We look forward to partnering with you to help form a bright future for the students of the Thomaston Public Schools.

If there are any questions about the information in this package, please do not hesitate to contact us.

Respectfully Submitted,

Kemp Morhardt, AIA
Principal & Secretary
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o. 860 368.4221 (direct)
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COMPANY PROFILE

OVERVIEW

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 over 280 dedicated professionals and more than 49 years of experience, SLAM provides comprehensive planning, programming, architecture, interior design, structural engineering, landscape architecture and construction management services to our clients.

For 49 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 building committee's boards of education, city officials, facility managers and contractors, 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.

CULTURE, VISION & PHILOSOPHY

At SLAM, our mission is to provide "creativity in design to enrich lives." We believe strongly in the potential for design to shape lives - "We shape our buildings and thereafter they shape us" (W. Churchill). Our experience has taught us that even though we create structures, what we are really building are opportunities for connection, exploration, comfort, and growth.

Our design philosophy is marked by a passionate belief that every school must reflect the sense of place in which it is located and that true design creativity results from achieving a balance between art, function, performance, and cost. Whether it's a kindergarten classroom in an urban public school, an arts complex at an independent secondary school, or the science laboratory on a rural college campus, places for learning offer complex design challenges. The SLAM team of design professionals is committed to meeting these challenges in innovative, unexpected ways that foster exciting interaction between teachers and students, accommodate rapidly changing technology, and celebrate the value of learning itself.

The design of learning environments must reflect and enhance the vision and teaching methodology of each school while allowing for future flexibility. Classrooms, labs, and other instructional spaces must be inviting, age appropriate, and stimulating while supporting active, student centered learning. Promoting project-based and interdisciplinary study among students necessitates design that fosters group learning and communication.



SCENARIO MATRIX	
SCENARIO	DESCRIPTION
STATUS QUO 1	<ul style="list-style-type: none">GRADE CONFIGURATION STAYS AS-ISEACH SCHOOL LOOKS FOR CAPITAL IMPROVEMENT UPDATING
CLOSE MIDDLE SCHOOL 3	<ul style="list-style-type: none">5TH AND 6TH GRADE MOVE TO ELEMENTARY SCHOOL7TH AND 8TH MOVE TO HIGH SCHOOL, 9TH-12TH GRADE REMAIN ATMIDDLE SCHOOL IS CLOSED - REPURPOSED
CLOSE ELEMENTARY SCHOOL 5	<ul style="list-style-type: none">PRE-K THRU 8TH AT MIDDLE SCHOOL SITE9TH-12TH GRADE REMAIN AT HIGH SCHOOLELEMENTARY SCHOOL IS CLOSED - REPURPOSED
RECONFIGURE GRADE LEVELS 7	<ul style="list-style-type: none">PRE-K - 2ND AT ELEMENTARY SCHOOL SITE, DEMO PORTION OF EX3RD - 8TH GRADE AT MIDDLE SCHOOL9TH-12TH GRADE REMAIN AT HIGH SCHOOL

LEBANON PUBLIC SCHOOLS FACILITY MASTER PLAN

LEBANON, CT

SLAM led a comprehensive School Facility Master Plan for Lebanon Public Schools, encompassing facility condition assessments, enrollment projections, capacity and utilization analysis, and strategic planning. Our approach integrates data collection, demographic analysis, and facility evaluations to create a visionary yet practical plan. This plan aligns future enrollment and programming needs with school facilities, ensuring a justifiable and community-supported strategy for the next decade and beyond. Key tasks include project initiation, facility assessments, demographic studies, and master planning, culminating in a detailed final report.

SLAM worked with a community committee that included representatives from the Board of Selectman, the Board of Finance and the Board of Education. This comprehensive group explored a variety of facility options that addressed short and long term needs, educational goals and financial aspects of each options to build consensus for a building project that is the right fit for the overall town.



ANSONIA PUBLIC SCHOOLS NEW MIDDLE SCHOOL FEASIBILITY STUDY

ANSONIA, CT

The SLAM Collaborative is assisting Ansonia Public Schools with a feasibility study for a new Middle School, providing technical assistance and expertise in support of a future grant application to the State Office of School Construction Grants & Review (OSCG&R). Specifically, the project includes the following tasks:

Site Analysis and Conceptual Test Fits

- Analysis of new middle school site inclusive of access and egress, utilities, zoning requirements, and natural resource constraints such as wetlands, topography, flood zones, and soils
- Prepared a series of conceptual "test fits" to test the feasibility of different layout options and identify a preferred layout option for refinement during the conceptual design phase.

Enrollment Projections

- Prepared 10-year enrollment projections, in accordance with OSCG&R requirements, inform the design capacity of the new building and the state reimbursable square footage.

Educational Specifications

- Led a collaborative process with APS administrators, building leadership, and staff to develop educational specifications for the new Ansonia Middle School.
- Identified the spaces and site features needed to align the new facility with the district's educational vision, while balancing those wants and needs with the state's reimbursable square footage and financial considerations.

Conceptual Design

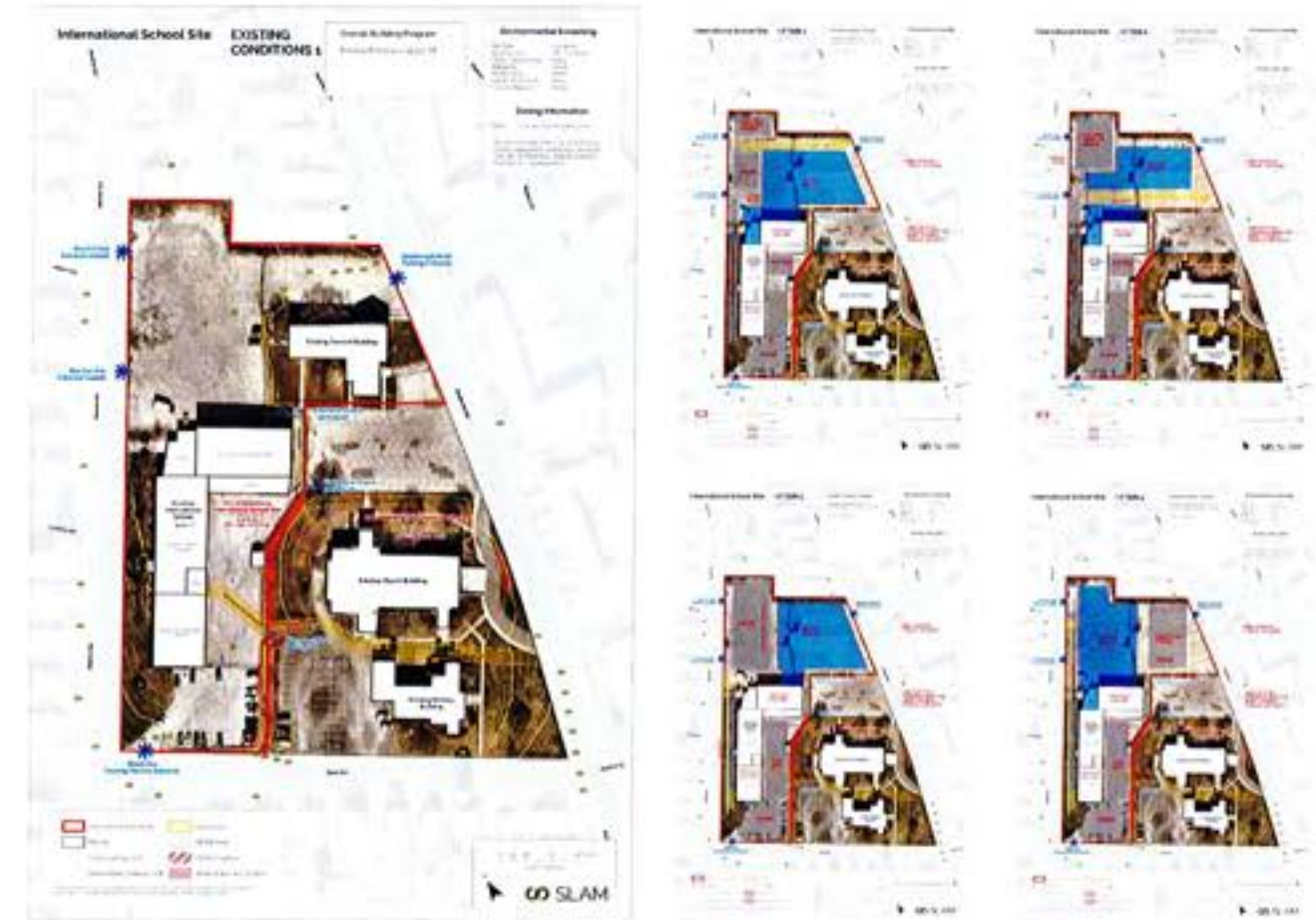
- Developed conceptual architectural and site design layouts in alignment with the Educational Specifications and identify preferred option.
- Prepared renderings to communicate project vision with City leadership and public.

Cost Estimating

- Prepared preliminary cost models for initial concepts to assist in selection of preferred option.
- Prepared detailed cost model for preferred option in support of school construction grant application.

School Construction Grant Application Support

- Assisted APS with the Grant coordination with the OSCGR.
- Prepared grant application materials, including feasibility study report, enrollment projections report and SCG-053 form.



WATERBURY PUBLIC SCHOOLS INTERNATIONAL DUAL LANGUAGE PK-8

ED SPECS, FEASIBILITY STUDY COST ESTIMATING & GRANT APPLICATION

WATERBURY, CT

The Waterbury Public Schools serve a diverse community of students, staff, parents, and partners, comprising approximately 18,560 students across over 30 educational facilities, including Pre-K, Elementary, PreK-8, Middle, High Schools, and three Inter-District Magnet Schools. The district also has a Central Office and various administrative departments focused on Early Childhood, Facilities, and Food Services. Waterbury's population has grown modestly by 3.7% to 114,403 residents since the 2020 census.

SLAM has collaborated with the City of Waterbury and Waterbury Public Schools to explore two design options for each school expansion project. We prepared schematic designs and cost estimates for the preferred options in Level 2 Uniformat and assisted in grant applications for:

- Expansion of the International Dual Language School into a PreK-8
- Expansion of Maloney Inter-District Magnet School into a PreK-8

Our team engaged with the City and WPS working group throughout the design process to ensure alignment with educational specifications. We presented the projects to local boards, including the Board of Education and Board of Aldermen, to secure necessary approvals for grant applications.



CITY OF STAMFORD 83 LOCKWOOD AVENUE FEASIBILITY STUDY

STAMFORD, CT

SLAM assisted in the creation of educational specifications and the development of the grant application for a new facility for Stamford's Early Childhood Center program, Apples. Working in collaboration with Frank Locker (Education Planner), the team participated in visioning sessions with key personnel from the city and directors of the participating education programs to determine requirements for the projected 676 student enrollment.

SLAM presented three options: a complete renovation of the existing 101,015-SF and two new building options (Finger and Courtyard options). Total square footage, project costs, allowable area for grant and state reimbursement costs were

compared for all three options. It was determined that the renovation option would have exceeded the state's allowable \$450/SF for renovation status approval, in addition to other related building concerns, such as circulation issues, inefficient classroom sizes and program adjacencies.

The selected Fingers Option accommodates the desired site program, provides strategic separation of building access points, secured playground spaces and maintains the Lockwood Ave entrances for visitor arrival. The building is comprised into six classroom clusters with two secured playgrounds for smaller groupings, and three gross motor rooms with direct access to the exterior playground.

KEMP A. MORHARDT, AIA

Architectural Leadership



Kemp is a Principal of the firm and the leader of SLAM's Public Education 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. A. Arch. University of North Carolina at Charlotte

B. S. Civil Engineering, University of Connecticut

A.S. Architectural Technology, Hartford State Technical College

REGISTRATIONS

CT, NY, MA, RI
NCARB

MEMBERSHIPS

American Institute of Architects (AIA)

Association for Learning Environments (ALE)

American Society of Civil Engineers (ASCE)

ACTIVITIES

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

- Groton Schools Long-Range Facilities Plan
- New Haven Long Range Facilities Planning study
- Waterbury Public Schools, Long Range Facilities Planning
- Ansonia Middle School Feasibility Study & Grant Application
- Groton Schools Elementary Schools Feasibility Study
- Hartford Public Schools, Facility Master Plan
- Manchester High School Field House Study
- New Canaan Middle School, Feasibility Study
- Region 12 School District, Elementary School Feasibility Study
- Region 12 School District, Master Plan
- Ridgefield Public Schools Utilization Program Analysis & Planning Study
- Rotella Magnet School, Traffic & Parking Study
- Stamford Long-Range Facility Master Planning Study
- Stamford 83 Lockwood Study
- Waterbury Public Schools, Facility Utilization & Redistricting Study
- Waterbury Public Schools, International Dual Language & Maloney
- Magnet Feasibility Study & Grant Application
- Wendell Cross Elementary School, Site Study

JAMES HOAGLAND, AIA, LEED AP

Project Manager



Jim is a Senior Associate with SLAM and brings over 20 years of experience on educational projects, with a specific affinity for K-12 work. Jim has a passion for creative design and has a proven reputation for delivering thoughtful solutions to complex architectural issues. He has successfully led a variety of project teams, working in a variety of school districts across the Northeast region with a wide range of scope and scale. Jim is a good verbal and written communicator and has become a valued SLAM team member. He also enjoys mentoring junior staff members and his recent involvement with the AIA Connecticut's Architectural Experience Program (AXP) Task Force and the in-house AXP candidates has been very rewarding.

EDUCATION

B. Architecture - Syracuse University

REGISTRATIONS

CT, MA, NCARB

MEMBERSHIPS

American Institute of Architects (AIA)

United States Green Building Council -
LEED Accredited Professional (Leadership
in Energy and Environmental Design)AIA Committee on Architecture for
Education (CAE)AIA CT - Architectural Experience Program
(AXP) Task Force

Adjunct Professor, University of Hartford

Board of Trustees, South United Methodist
Church**OTHER**

2020 - 2021

Regional Senior Development Architect
for a Master Facility Planning Process that
delivers a comprehensive report to school
districts to address infrastructure, overall
facility and programmatic needs

- Waterbury Public Schools Long Range Facilities Planning Study
- Ansonia Middle School Feasibility Study & Grant Application
- Johnston School District Master Plan & Stage II
- Ox Ridge Elementary School
- Pawtucket Unified High School
- Rogers High School
- Avon Old Farms School Campus Master Plan & Update
- Albany Academies Master Plan
- Fairchild Wheeler Interdistrict Magnet Campus*
- Northeast Academy*
- Greenwich Central Middle School
- Southern Public Schools Flanders Elementary School Feasibility Study*
- Waterbury Public Schools, International Dual Language & Maloney Magnet Feasibility Study and Grant Application*
- Amherst-Pelham Regional School MS/HS Consolidation Plan, MA*
- Caleb Dustin Hunking School Feasibility Study, Haverhill, MA*
- Groton Public Schools K-12 Master Planning Study, Groton, CT*
- Guilford High School Site Feasibility and Selection Study, Guilford, CT*
- Little Compton Schools Master Plan, Little Compton, RI*
- Manchester Public Schools, District-Wide Master Plan, Manchester, CT*
- Naugatuck Public Schools Facilities Utilization Study, Naugatuck, CT*
- Robertson and Washington Elementary School Feasibility Study, Manchester, CT*
- Southwick-Tolland School Feasibility Study and District Regionalization Support, Southwick, MA*
- Waterford High School Master Plan, Waterford, CT*
- Wildwood Elementary Feasibility Study, Amherst, MA*

KRISTEN FURTAK, ALEP

Academic Programmer/Planner



Kristen, a Senior Associate with the firm, 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/CREDENTIALS

Society for College and University Planning (SCUP)

Association for Learning Environments, Accredited Learning Environments Planner (ALEP)

- Westport Public Schools Elementary Capacity & Utilization Study
- Avon Public Schools Enrollment Projections & Facilities Study
- Stamford Public Schools Long Range Facilities Plan & South End PK-8 Feasibility Study
- Hartford Public Schools, Facility Master Plan, Hartford, CT
- Stamford Public Schools, Demographic Study, Stamford, CT
- Waterbury Public Schools, Facility Utilization/Redistricting Study
- Ridgefield Public Schools, Facility Master Plan, Ridgefield, CT
- Waterbury Public Schools Long Range Facilities Plan
- CREC Public Safety Academy, Hartford, CT
- Gilmartin PreK-8 School, Waterbury, CT
- East Providence High School, Stage 1 Study, East Providence, RI
- Henry Winters STEAM Elementary School, Pawtucket, RI
- H.H. Ellis Technical High School, Danielson, CT
- James McGuire Elementary School, North Providence, RI
- Journalism & Media High School, Hartford, CT
- Metropolitan Business School, New Haven, CT
- Pawtucket Schools, RIDE Stage 2, Pawtucket, RI
- Shea High School, Renovation, Pawtucket, RI

Tighe&Bond

Firm Overview

FOUNDED

1911

TEAM MEMBERS

550+

ZWEIG GROUP

BEST FIRMS
TO WORK FORBANKER & TRADESMAN'S
BEST OF 2022#1 IN ENGINEERING
& ENVIRONMENTAL
SERVICESENR NEW ENGLAND
TOP DESIGN FIRMS

#8

SMPS BOSTON

2023 EMPLOYER
OF THE YEAR

For more than a century, Tighe & Bond has been a leading multi-disciplinary consulting firm in the Northeast, manifesting its clients' vision for a better built environment by providing full-service engineering, landscape design, site planning, and environmental services. Innovative thinking and exceptional service have always been at the core of our work.

In addition to our engineering and environmental expertise, Tighe & Bond's landscape design studio (Halvorson | Tighe & Bond Studio) offers a unique perspective creating more holistic solutions with an eye to unlocking each site's potential.

Our experienced professionals provide concept-to-completion expertise to comprehensively address the needs of our public and private clients. By focusing on bright ideas, green strategies, and clear solutions, the Tighe & Bond team develops creative, collaborative responses to complex challenges. We never stop evolving in order to keep pace with our ever-changing industry because moving forward is what we do.



SERVICES

Building Services: MEP,
Structural & Geotechnical
Engineering

Coastal & Waterfront
Solutions

Environmental Consulting
GIS/Asset Management

Landscape Architecture
& Urban Design

Site Planning & Design

Transportation
Engineering

Water & Wastewater
Engineering



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Katherine LoBalbo AIA
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The following proposal is structured to provide a fixed fee for Efforts 1 through 4 and includes fee budgets to support hourly billings to support Effort 5 and any reimbursable expenses.

Scope of Services:

The scope for these efforts includes review of existing materials provided by the BOE, including reports on existing buildings, enrollment projection studies and the recent Facilities and Assessment & Master Plan from July 2024. Our services, which are detailed below, begin with understanding the projected enrollment, current facility conditions & use, and exploring the two study scenarios within those parameters. Within each scenario, our team will explore multiple design options and work with the Town and TPS to determine a preferred option for each scenario. If applicable, we will generate a construction cost model for the preferred option, with corresponding planning diagrams that will provide a baseline for advancing a more detailed feasibility study in the future should the Board elect to move that scenario forward.

We will provide a digital version of the report for each effort in PDF format, which will include an executive summary, investigated planning options, the preferred option with planning diagrams and a cost model for the proposed planning scenario. The report will be inclusive of process narrative, summary of past relevant information, enrollment projections data, planning options studied, preferred option with planning diagrams and cost model, if applicable.

Effort 1 – Building and Programmatic Efficiencies Retaining the Current Facilities:

SLAM will evaluate all educational and support spaces within the District's facilities to determine their size, condition, and educational appropriateness. SLAM will analyze the physical attributes of each space in relation to its current use and provide recommendations for potential reconfiguration or repurposing of spaces to optimize operational and educational outcomes. The final report will outline strategies for maximizing efficiency while retaining all three existing school facilities.

Effort 2 – Educational and Operational Potentials in Reducing the Total Number of Facilities

SLAM will assess the feasibility and impact of reducing the number of school facilities in the District. This study will involve an analysis of space utilization, student distribution, and building functionality to determine potential grade reconfigurations, consolidation strategies, and operational benefits. The final report will outline required building modifications, benefits of consolidation, and associated costs.

Effort 3 – Operational Shared Services Potential

This effort will explore opportunities for the District to increase administrative and operational shared services with neighboring Districts or Regional Education Service Centers (RESCs). SLAM will review past and current shared service initiatives, assess opportunities for further collaboration, and provide recommendations on the financial and operational implications of expanding shared services. The final report will include a list of functions that could be efficiently managed through regional cooperation.

Effort 4 – Comprehensive Regionalization Potential

SLAM will analyze the potential for the District to enter into a regional school agreement with one or more adjoining public school Districts. This analysis will include an examination of governance structures, financial impacts, operational constraints, and community expectations. The final report will outline the benefits and challenges of regionalization, as well as the implications of maintaining the District's current independent status.

Effort 5 – Client Meetings:

We have included up to two (2) public meeting presentations in our fee budget, exclusive of working meetings (one in-person kick-off and the balance virtual) conducted in Efforts 1 through 4. Our team will present the preferred design option with the proposed cost model and supporting information to attain necessary Town and TPS/BOE approvals. Additionally, it is assumed that SLAM will coordinate with Town and TPS/BOE administrators during normal business hours on an as-needed basis throughout the process.

Project Management:

Our team is structured to provide the Town and TPS/BOE with a single point of contact for day-to-day project management who is responsible for managing the progression of work by the project team through all phases of the work. Jim Hoagland will be the prime client contact and will work closely with Kemp Morhardt and other team members daily to coordinate activities and advance the project.

At an initial coordination meeting with the appropriate representatives from the Town and TPS/BOE, we will review and confirm major project goals, objectives, special issues or concerns, appropriate level of Town leadership engagement, and priorities. This process will allow the planning and design team to establish a detailed work plan and methodology on which all participants can agree, enabling efforts to be focused and efficient. The initial meeting will include our assessment of a reasonable project schedule, communication procedures, and project deliverables. We will also discuss key program and service requirements based on our understanding of the project. We will establish clear guidelines and assign individual responsibilities.

The follow-up to the initial meeting will be a detailed project work plan, which identifies tasks for all parties, topics of discussion, necessary Town decisions, and design team deliverables for each future working session. The work plan is a critical component to enable the project to advance efficiently and meet the agreed upon completion deadline.

Cost Modeling:

SLAM has in-house professional cost estimating services. Our estimators will prepare preliminary cost models for the initial conceptual site/building design options we present to the Town and TPS/BOE. These models will include costs for site development, building construction, project delivery method, owner soft costs and project incidentals. The cost models will be one component to assist with informed decision making in identifying the preferred conceptual design option. Cost models will also estimate the costs eligible for state reimbursement and track the net cost to the district in the context of the State of Connecticut's school construction grant program.

Owner Provided Information:

- Past relevant master planning, feasibility studies, facility condition assessment reports
- List of recent (last 10 years) capital improvements at all of Thomaston school buildings
- Enrollment projection reports, including: Thomaston resident students that may attend
- Other Public/Magnet school enrollment by grade for Thomaston resident students for the current and each of the past four (4) years
- Private and Parochial school enrollment by grade for Thomaston resident students for current and each of the past four (4) years, if available
- Descriptions of any recent and planned programmatic changes influencing student placement (e.g. increases in Pre-K seats, new program introductions, etc.)
- Digital School Floor Plans in PDF or CADD format from "as-builts" or renovation, addition, or new construction drawings of floor plans for each school
- BOE policy or guidelines for class sizes at each grade level.

Once data collection is complete, SLAM will review the materials (above) provided by TPS and proceed with the Efforts.

Project Schedule:

SLAM will commence work based upon your authorization to proceed and will complete the tasks above in accordance with an agreed upon schedule developed during the project kick-off meeting.

Fees and Expenses:

The services described above will be provided for the following fees:

Task:	Fee Type:	Value:
1 - Retaining the Current Facilities	Fixed Fee \$	\$48,000.00
2 - Reducing # of Facilities	Fixed Fee \$	\$48,000.00
3 - Shared Services Potential	Not-to-Exceed Allowance/Hourly	\$36,000.00
4 - Regionalization Potential	Not-to-Exceed Allowance/Hourly	\$36,000.00
5 - Client Meetings	Not-to-Exceed Allowance/Hourly	\$12,000.00
Reimbursable Expenses	Not-to-Exceed Allowance	\$ 2,0000.00
TOTAL		\$200,000.00

Lump sum and hourly services will be billed monthly. Lump sum fees will be billed on a percent complete format representing the level of completion for each task. Any hourly billings will reflect the specific position of the staff member time expended, and be billed in half-hour increments.

Invoices for services rendered are presented monthly; accounts over thirty (30) days are subject to a charge of prime rate plus 200 basis points per annum on the unpaid balance.

Any additional services requested would be accommodated through an amendment of this agreement.

Exclusions:

Scope not specifically identified in the Scope of Services

Redistricting studies for planning options explored for any of these Efforts.

Standard Terms and General Conditions:

The attached Standard Terms and General Conditions shall apply to the services under this proposal.

Hourly Fee Schedule by role:

The attached Hourly Fee Schedules which reflect current rates, will be updated on May 1, 2026.

**2025 – 2026 HOURLY FEE SCHEDULE**

The basic hourly fees for this firm are charged at the following rates:

<u>Architecture</u>	
Principal	\$315.00
Proj. Manager / Sr. Proj. Manager	\$185.00 / \$225.00
Project Architect / Sr. Project Architect	\$155.00 / \$195.00
Design Architect / Sr. Design Architect	\$145.00 / \$200.00
Staff Architect / Sr. Staff Architect	\$100.00 / \$140.00
Planner	\$225.00
Specifications Writer	\$175.00
Cost Estimator	\$135.00
Construction Representatives	\$180.00
BIM / IT Support	\$150.00
Support Staff	\$100.00

<u>Interior Design</u>	
Principal	\$315.00
Sr. Interior Designer	\$165.00
Interior Designer	\$125.00
Interior Design Staff	\$85.00

<u>Engineering</u>	
Principal	\$315.00
Civil Engineer	\$210.00
Structural Engineer	\$180.00
Staff Engineer	\$120.00

<u>Landscape Architecture</u>	
Principal	\$315.00
Sr. Landscape Architect	\$195.00
Landscape Architect	\$135.00
Landscape Design Staff	\$95.00

All reimbursable consultants are billed at their regular rate plus 10%.

All reimbursable expenses are in addition to the charges for personnel and consultants and include actual expenditures made in the interest of the project for the following incidental expenses:

- 1) Transportation and living expenses when traveling in connection with the project.
- 2) Overnight delivery charges.
- 3) Expense of plotting drawings, drawing reproductions or 3D renderings.
- 4) Expense of virtual reality/augmented reality presentations.
- 5) Expense for setup and maintenance of project websites.
- 6) Expense of software subscriptions for web-based project management.
- 7) Fees paid for securing approval of authorities having jurisdiction over the project.
- 8) If authorized in advance by the Owner, the expense of overtime work requiring higher than regular rates; perspectives or models for the Owner's use; fees of specialty consultants for other than the normal civil, structural, mechanical or electrical engineering services.
- 9) The cost of additional insurance required by Owner above the normal levels already carried by Architect.

All reimbursable expenses are billed at actual cost plus 10%.

Invoices for services rendered are presented monthly; accounts over thirty (30) days are subject to a charge of prime rate plus 200 basis points per annum on the unpaid balance.

The above hourly rates are subject to change on May 1, 2026.

2025 FIXED HOURLY RATE SCHEDULE

TECHNICAL PROFESSIONALS

Senior Vice President	\$330.00
Vice President	\$295.00
Safety & Health Director	\$270.00
Senior Consultant	\$270.00
Principal Landscape Architect	\$220.00
Principal Engineer	\$255.00
Senior Project Manager	\$255.00
Project Manager 2	\$220.00
Project Manager 1	\$185.00
Senior Landscape Architect 2	\$185.00
Senior Landscape Architect 1	\$175.00
Senior Engineer 2	\$215.00
Senior Engineer 1	\$200.00
Senior MEP Professional 2	\$210.00
Senior MEP Professional 1	\$195.00
Project Engineer 2	\$170.00
Project Engineer 1	\$150.00
Project MEP Professional 2	\$170.00
Project MEP Professional 1	\$150.00
Project Landscape Architect 2	\$160.00
Project Landscape Architect 1	\$150.00
Staff Engineer 3	\$150.00
Staff Engineer 2	\$135.00
Staff Engineer 1	\$120.00
Landscape Designer 2	\$140.00
Landscape Designer 1	\$130.00
Senior Architect 2	\$200.00
Senior Architect 1	\$175.00
Project Architect 2	\$155.00
Project Architect 1	\$140.00
Principal Planner	\$210.00
Senior Planner	\$195.00
Project Planner	\$140.00
Planner 2	\$130.00
Planner 1	\$115.00
Resident Engineer	\$185.00
Construction Observer 3	\$160.00
Construction Observer 2	\$145.00
Construction Observer 1	\$120.00

TECHNICAL PROFESSIONALS

Principal Compliance Specialist	\$225.00
Senior Compliance Specialist 2	\$185.00
Senior Compliance Specialist 1	\$165.00
Project Compliance Specialist 2	\$145.00
Project Compliance Specialist 1	\$135.00
Compliance Specialist 2	\$115.00
Compliance Specialist 1	\$100.00
Senior Environmental Professional	\$280.00
Principal Environmental Scientist	\$225.00
Senior Environmental Scientist 2	\$195.00
Senior Environmental Scientist 1	\$175.00
Senior Data Management Specialist 1	\$170.00
Project Environmental Scientist 2	\$150.00
Project Environmental Scientist 1	\$140.00
Environmental Scientist 2	\$120.00
Environmental Scientist 1	\$110.00

GIS PROFESSIONALS

GIS Technical Director	\$250.00
Senior GIS Project Manager	\$210.00
GIS Project Manager 2	\$200.00
GIS Project Manager 1	\$165.00
Senior Development Engineer	\$210.00
Senior GIS Analyst 2	\$190.00
Senior GIS Analyst 1	\$165.00
GIS Analyst 2	\$145.00
GIS Analyst 1	\$125.00
GIS Technician 2	\$100.00
GIS Technician 1	\$85.00

SUPPORT

Digital Project Manager	\$220.00
Digital Project Specialist	\$150.00
BIM Manager	\$190.00
CAD Manager	\$195.00
Senior Drafter/Designer	\$165.00
Drafter/Designer *	\$135.00
Engineering Technician 3*	\$135.00
Engineering Technician 2*	\$125.00
Engineering Technician 1*	\$115.00
Remediation Technician 2*	\$115.00
Remediation Technician 1*	\$105.00
Intern*	\$80.00
Administrative Support*	\$90.00

EXPENSES

1. Automobile transportation expenses for employee travel directly related to the project shall be invoiced at the prevailing Federal rate per vehicle mile.
2. Outside reimbursable expenses and services, which are rendered to Tighe & Bond by other than direct employees, and any permitting fees paid by Tighe & Bond on behalf of the Client, shall be invoiced at Tighe & Bond's direct cost plus 10% administrative fee.
3. Reimbursable expenses such as in-house field supplies and equipment rental, tolls and parking, overnight mailings and bulk notification mailings, and in-house printing shall be invoiced at cost or unit costs as applicable.
4. Costs for items such as regular mailings of project documents, telephone or fax communications, and miscellaneous in-house printing are included in the hourly rates shown above.

PROVISIONS

1. Rates are effective until December 31, 2025, at which time rates will be increased based on annual salary review.
- * For non-salaried personnel (noted above by an "**"), time worked in excess of eight hours in any day or forty hours per calendar week shall be invoiced at 150 percent of the above rate.



STANDARD TERMS AND GENERAL CONDITIONS

The following terms and conditions set forth herein shall be an integral part of the Letter Agreement between the Owner and The S/L/A/M Collaborative, Inc. (the "Architect") when incorporated by reference in the Letter Agreement between the parties or in the letter proposal of the Architect accepted by the Owner.

A. TERMINATION

- The Agreement between Owner and Architect may be terminated by either party upon seven days written notice in the event of persistent failures of performance of material terms and conditions of the Agreement by the other party through no fault of the terminating party.
- If the Agreement is terminated upon completion of any phase of the Architect's services and herein defined, payments shall be made for completed phases of work. If the Agreement is terminated during the course of performance of a phase of the work, the Architect shall be paid the reasonable value for services performed during such phase prior to effective date of termination of the Agreement.
- In the event of termination, the Architect shall be paid all termination expenses resulting therefrom, and the value of additional services performed, if any.

B. OWNERSHIP OF DOCUMENTS

All documents, including original drawings, estimates, specifications, field notes and data are and shall remain the sole and exclusive property of the Architect as instruments of service. The Owner may obtain a set of reproducible record prints of drawings and copies of other documents relevant to the Project. The Owner may use said drawings and other documents solely in connection with the construction, maintenance and occupancy of the project and not for the purpose of making subsequent extensions or enlargements thereto. Any use of the documents for purposes other than those identified in the Agreement are at the Owner's sole risk and expense.

C. INSURANCE

The Architect shall secure and maintain such insurance as will adequately protect him from claims under the Workmen's Compensation acts and from claims for bodily injury, death or property damage which may arise from errors or omissions in the performance of his services under the Agreement with the Owner. The Architect hereby states, and the Owner acknowledges, that the Architect has professional liability insurance for claims arising out of the performance of or failure to perform professional services. The Architect, at the request of the Owner, shall submit a certificate of insurance showing such coverages and the related limits.

D. ADDITIONAL SERVICES

Additional services required due to changes or increases in the scope of work shall be charged on a time and expense basis or as negotiated between Owner and Architect. Additional services based on time and expense will be invoiced in accordance with the attached hourly rate schedule.

If more extensive Project representation during Construction Administration is requested by Owner, and is beyond the number of site visits included in our proposal and/or our Agreement, Architect will provide the appropriate staff as requested and invoice for such representation as an Additional Service.

E. BILLING BACKUP

Architect will provide, as requested by Owner and at no additional cost, a detailed computer print-out of the reimbursable expenses billed to the Project. If copies of the actual expense receipts are required on a regular basis, the cost to gather and reproduce such receipts will be billed to the Project as an Additional Service on an hourly basis.

F. COST ESTIMATES

Unless specified otherwise, Architect's cost estimates are based on assumed labor costs and approximate quantities of material and equipment, and therefore are of a conditional character. The Architect cannot guarantee the cost of work to be

performed by others since market and/or bidding conditions can change at any time and changes in the scope or quality of the project may affect estimates.

G. INDEMNIFICATION

To the fullest extent permitted by law, the Owner shall indemnify and hold harmless the Architect, his agents and employees from and against any and all claims, damages, losses and expenses (including reasonable attorney's fees) arising out of or resulting from the performance of the work, provided that any such claim, damage, loss or expense (a) is attributable to bodily injury, sickness, disease or death, or injury, or to destruction of tangible property (other than the work itself) including the loss of use resulting therefrom, and (b) to the extent caused by the negligent act or omission of the Owner, Contractor, Subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, whether such was caused in part by a party indemnified hereunder.

H. LIMITATION OF LIABILITY

The Owner agrees, to the fullest extent permitted by law, to limit the liability of the Architect and the Architect's officers, directors, employees and subconsultants to the Owner and to all other claimants on the project, for any and all claims, losses, costs, damages of any nature whatsoever or claims expenses from any cause or causes, so that the total aggregate liability of the Architect and his or her subconsultants to all those named shall not exceed \$100,000 or the Architect's total fee for services rendered on this project, whichever is greater. Such claims and causes include, but are not limited to negligence, professional errors or omissions, strict liability, breach of contract or warranty.

I. HAZARDOUS MATERIALS

Architect shall have no responsibility for the presence, discovery, removal, disposal, or claims for injury or death, related to the existence of pollutants, hazardous wastes, or other toxic substances at the project site. Owner shall retain, at Owner's expense, the services of a certified hazardous waste Consultant to survey and identify the existence and location of hazardous waste, pollutants, or toxic substances on the Project site. Owner's hazardous waste Consultant shall develop specifications for the removal of such materials.

J. CLAIMS FOR CONSEQUENTIAL DAMAGES

The Architect and Owner waive consequential damages for claims, disputes, or other matters in question arising out of or related to this Agreement. This mutual waiver is applicable, without limitation, to all consequential damages due to either party's termination in accordance with Section A.

K. SUCCESSORS AND ASSIGNS

The Owner and the Architect each binds himself, his successors, executors, administrators and assigns in respect to all covenants contained in this Agreement.

L. ASSIGNABILITY

The Owner or the Architect shall not assign, sublet or otherwise transfer any interest in the Agreement without the written consent of the other party.

M. AMENDMENT OF AGREEMENT

The Agreement may be amended only in writing signed by the Owner and the Architect.

N. APPLICABLE LAW

Unless otherwise specified, this Agreement shall be governed by the laws of the state where project is performed.

LITIGATION

Dunkin' Donuts Park, Hartford, CT, 2018 – SLAM was named as a third-party defendant in a case between The City of Hartford and Centerplan Construction Company and DONO Hartford, LLC. SLAM was an associate architect to the Architect of Record on the project. The lawsuit for indemnification against the design team has been stayed. The lawsuit, with support from the design team, was won by the City against the Developer and Construction Company. The decision is currently being appealed to the Connecticut Supreme Court. No determination has yet been made by Centerplan Construction Company as to their intention to pursue any claims against the design team as third party defendants. The design team plans a rigorous defense of the indemnification claim to the extent it is pursued by Centerplan Construction.

United Illuminating Central Facility Project, Orange, CT, 2018 – SLAM was named as a fourth party defendant in a case between United Illuminating Company and Whiting Turner Construction Company. Whiting Turner Construction Company subsequently sued many of its sub-contractors including Cherry Hill Construction Company. Cherry Hill has subsequently sued SLAM and its engineers as a fourth party defendant for common law indemnification. The lawsuit remains open. The design team plans a rigorous defense of the indemnification claim.

Southern Connecticut State University Dorm, New Haven, CT, 2019 – SLAM was named as a defendant by Fusco Corporation, the Design-Builder of the dorm project which was completed in 2004. The State of Connecticut has brought a separate lawsuit against Fusco Corporation. The Parties have reached a settlement and the lawsuits have been withdrawn.

AFFIRMATION

The S/L/A/M Collaborative, Inc. has not been barred from doing business with the State of Connecticut or with any municipality in Connecticut.

AUTHORIZATION INFORMATION

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