SLAM

THOMASTON BOARD OF EDUCATION

July 2025

July 10, 2025

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 updated proposal to assist Thomaston Public Schools (TPS) and the Board of Education (BOE) in conducting feasibility/utilization studies for its schools. We've added clarifications in scope, deliverables and schedule based on discussions during our July 1, 2025 interview and subsequent Zoom call on July 9, 2025. SLAM will provide the services described below.

Project Understanding:
It is our understanding that TPS/BOE seeks to have a comprehensive district enrollment projection assessment that will form the basis of evaluating options for facility best-use and potential operational cost savings through four possible paths:

- Facility best-use study for retaining the current facilities, identifying facility utilization optimization options, with cost estimates for facility modifications and possible operational savings.
- Facility best-use study for reducing the number of facilities, identifying facility utilization optimization options and possible grade re-configurations, including cost estimates for facility modifications and possible operational savings.
- Study of operational shared services, including options for possibly offering excess space in TPS facilities to neighboring districts, or other uses.
- Study of regionalization potential, to outline the process, identify potential costs and next steps

We have included MP Planning Group as our consultant for completing enrollment projections as part of the scope of work.
Thank you for the opportunity to submit this updated proposal. We hope the clarifications made herein will provide the committee with the needed information to see the value our process will bring to the Thomaston community to assist in decisions about facility best-use into the future. We look forward to partnering with the Town of Thomaston and Thomaston Public Schools on this endeavor and helping form a bright future for the students of the TPS and fiscally responsible approach to town facilities use into the foreseeable future.

If there are any questions about the information in this package, please do not hesitate to contact me using the email and phone numbers below.

Respectfully Submitted,

Kemp Morhardt, AIA
Principal & Secretary
The S/L/A/M Collaborative, Inc.
o. 860 659.1010

June 9, 2025

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.

Respectfully Submitted,

Kemp Morhardt, AIA
Principal & Secretary
The S/L/A/M Collaborative, Inc.
o. 860 659.1010
o. 860 368.4221 (direct)
e. KMorhardt@slamcoll.com

www.slamcoll.com

SLAM OFFICES

California (Los Angeles)
8607 Venice Blvd.
Los Angeles, CA 90034
(310) 559-4717

Colorado (Denver)
1900 Grant Street, Suite 800
Denver, CO 80203
(720) 946-0276

Connecticut (Glastonbury)
80 Glastonbury Boulevard
Glastonbury, CT 06033-4415
(860) 657-8077

Florida (Orlando)
100 East Pine Street, Suite 300
Orlando, FL 32801
(407) 992-6300

Georgia (Atlanta)
675 Ponce De Leon Ave, NE
Suite 4100
Atlanta, GA 30308-1829
(404) 853-5115

Iowa (Iowa City)
125 S Dubuque St, Suite 500
Iowa City, IA 52240
(319) 354-4700

Massachusetts (Boston)
250 Summer Street, 4th Floor
Boston, MA 02210-1135
(617) 357-1800

Pennsylvania (Philadelphia)
2000 Market Street, Suite 925
Philadelphia, PA 19103
(215) 564-9977

Rhode Island (Providence)
One Cedar Street, Suite 201
Providence, RI 02903-4755
(401) 563-7046

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

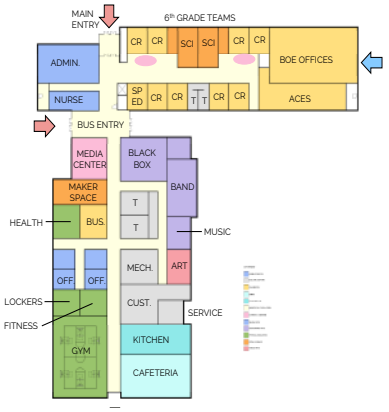
SCENARIO		DESCRIPTION
STATUS QUO	1	• GRADE CONFIGURATION STAYS AS-IS • EACH SCHOOL LOOKS FOR CAPITAL IMPROVEMENT UPDATING
	2	• 5TH GRADE MOVES TO ELEMENTARY SCHOOL • 6TH-8TH MOVE TO HIGH SCHOOL • MIDDLE SCHOOL IS CLOSED - REPURPOSED
CLOSE MIDDLE SCHOOL	3	• 5TH and 6th GRADE MOVE TO ELEMENTARY SCHOOL • 7TH and 8TH MOVE TO HIGH SCHOOL , 9TH-12TH GRADE REMAIN AT • MIDDLE SCHOOL IS CLOSED – REPURPOSED
	4	• PK-4TH STAY AT ELEMENTARY SCHOOL • 5TH – 8TH GRADE MOVE TO HIGH SCHOOL • MIDDLE SCHOOL IS CLOSED - REPURPOSED
CLOSE ELEMENTARY SCHOOL	5	• PRE-K THRU 8TH AT MIDDLE SCHOOL SITE • 9TH-12TH GRADE REMAIN AT HIGH SCHOOL • ELEMENTARY SCHOOL IS CLOSED - REPURPOSED
	6	• PRE-K THRU 8TH AT ELEMENTARY SCHOOL SITE • MIDDLE SCHOOL IS CLOSED - REPURPOSED
RECONFIGURE GRADE LEVELS	7	• PRE-K -2ND AT ELEMENTARY SCHOOL SITE, DEMO PORTION OF EX • 3RD – 8TH GRADE AT MIDDLE SCHOOL • 9TH-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.

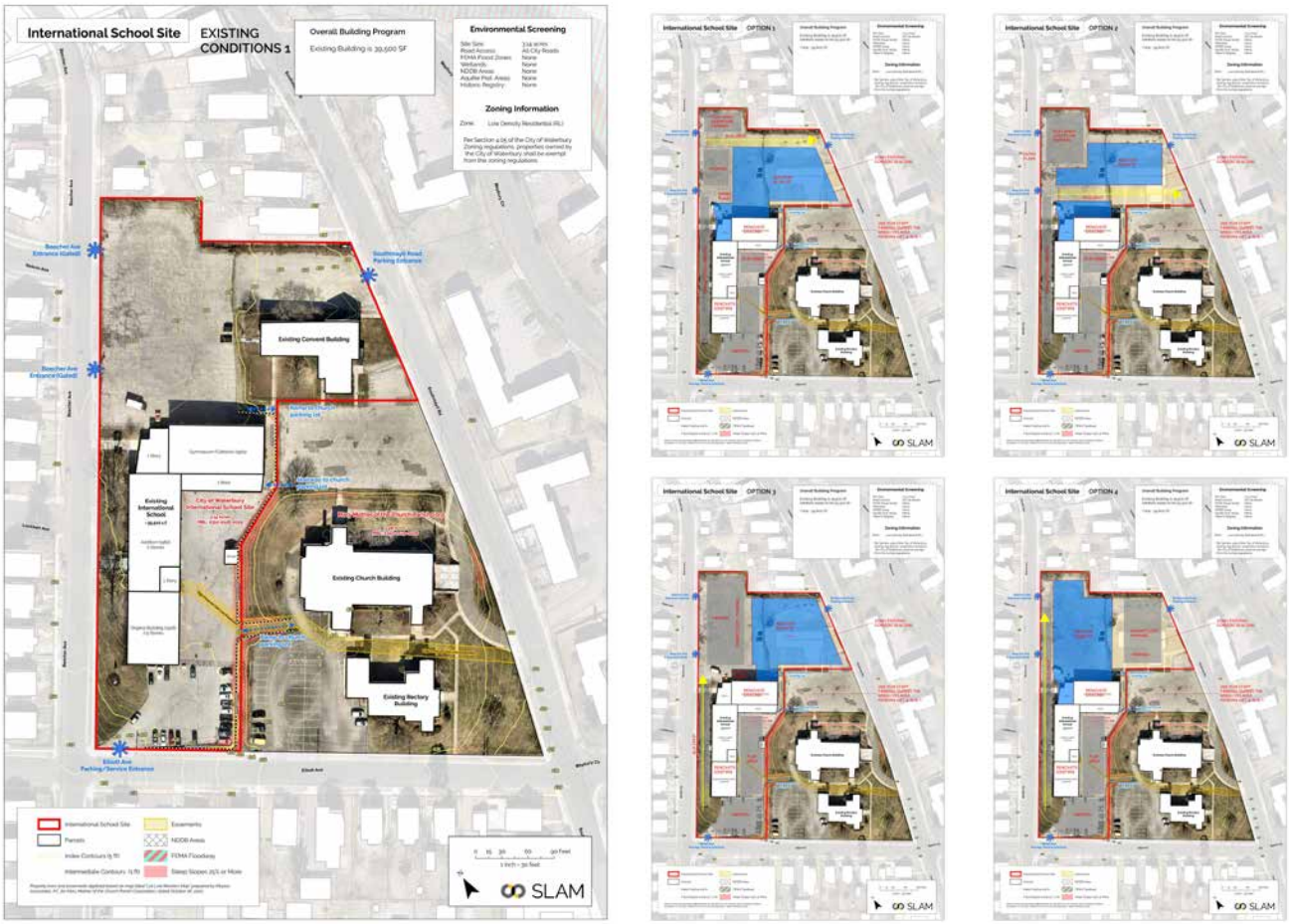
Enrollment Projections
- Prepared 10-year enrollment projections, in accordance with OSCG&R requirements, inform the design capacity of the new building and the state reimbursable square footage.

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

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 (A4LE)

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

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.

- 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

Company Profile

MP Planning Group, LLC is a privately-owned Connecticut-based professional planning firm serving public and private clients throughout the Northeast. Founded in 2024, by Mike Zuba and Pat Gallagher, MP Planning is a small business that takes pride in providing individualized services to our clients while taking a "hands on" approach that lets us stay connected to the details and nuances of our work. Our firm is committed to building partnerships with our client communities through our process driven approach to planning and problem solving

MP Planning Group's partners have over three decades of collective experience in the fields of community planning, demography, school facility master planning, community engagement and geographic information systems and offer the following services.

School Planning

- Enrollment Projections
- Demographic Studies
- Capacity & Utilization Studies
- Housing Impact Analysis
- School Facility Master Plans
- School Redistricting
- Grant Application Assistance

Community Planning

- Plans of Conservation and Development & Comprehensive Plans
- Zoning & Land Use Policy
- Neighborhood & Area Master Plans
- Redevelopment Plans
- Market Assessment

Geospatial Services (GIS)

- Spatial Analysis
- Site Analysis
- Site Selection
- Online Interactive Mapping

Community Engagement

- Public Workshop Facilitation
- Story Maps
- Online Surveys

Public Education Experience

MP Planning Group's principals have decades of experience providing public educational planning services for public school systems throughout the east coast ranging in size from 700 to over 25,000 students and are adept at working in a range of communities from rural to suburban to urban centers. Our services span the gamut from enrollment projection updates for budgeting and operational planning, to facility master plans, to school redistricting plans.

School Planning

- Enrollment Projections
- Demographic Studies
- Capacity & Utilization Studies
- Housing Impact Analysis
- School Facility Master Plans
- School Redistricting
- Grant Application Assistance

Recent Highlighted Projects

- Bridgeport School Facility Master Plan
- Westport School Redistricting
- Stratford School Redistricting
- Bristol School Redistricting
- Southington Elementary School Planning
- Facility Utilization Studies – Wolcott, Glastonbury
- Enrollment Projections – Ridgefield, Monroe, Darien, Middletown

MP
Planning Group

Mike Zuba, AICP, NCI

Co-Founder and Principal

EDUCATION

MS, Environmental Science
University of New Haven

BS, Environmental Science
Wilkes University

REGISTRATIONS

Certified Planner, American Institute of Certified Planners (AICP)

National Charrette Institute (NCI)

MEMBERSHIPS

American Planning Association

National Charrette Institute

Mike is a certified planner with over 20 years of experience working in the A/E consulting industry, with a focus on master planning, demographics, land use and zoning. He also has extensive experience serving as a facilitator for public and private clients' planning processes including master plans, development projects, school planning, facility master plans, zoning regulations and community comprehensive plans. Since 2000, Mike has assisted more than 60 communities on a variety of projects ranging from demographics and land use to comprehensive plans. He understands the complexity of modern planning projects, balancing input from many stakeholders, managing project dynamics, and fostering public involvement. Below is a sampling of Mike's relevant project experience.

Public School Long-Range & Master Plans

Bridgeport, CT
Groton, CT
New Haven, CT
Stamford, CT
Ansonia MS, CT
Wethersfield ES, CT
New Canaan ES, CT
Princeton, NJ
Princeton, NJ
Middletown Twp, NJ
Cheshire ES, CT
Milford, CT
New Milford, CT
Hartford, CT
North Haven ES, CT

Enrollment Projections

Darien, CT
Westport, CT
Weston, CT
Ridgefield, CT
Wilton, CT
Madison, CT
Guilford, CT
Torrington, CT
Pawtucket, RI
Johnston, RI
Branford, CT
Norwalk, CT
Meriden, CT
RSD 15, RSD13, RSD9, CT
Waterford, CT
Fairfield, CT
New Canaan, CT
Southington, CT

School Redistricting Plans

Bristol, CT
Stratford, CT
East Lyme, CT
RSD15, CT
Shelton, CT
Hamden, CT
South Windsor, CT
Randolph, MA
Fairfield, CT
Milford, CT
Lexington #1, SC
Lexington-Richland #5, SC
Methacton, PA
East Hartford, CT
Manchester, CT
Ledyard, CT
Groton, CT
Norwalk, CT
Westport, CT
Norwich, CT

MP
Planning Group

Pat Gallagher, AICP

Co-Founder and Principal

EDUCATION

MA, Geography
Graduate Certificate in GIS
University of Connecticut

BA, Geography
State University of New York
College at Geneseo

REGISTRATIONS

Certified Planner, American Institute of Certified Planners (AICP)

MEMBERSHIPS

American Planning Association

Pat is a certified community planner who is passionate about helping clients make informed decisions about their future. He brings expertise in the fields of land use and zoning, demography and enrollment projections, facility master planning, school redistricting and community involvement. Pat has over a decade of experience spanning both the public and private sectors and has experience as both a planning consultant and a municipal Planning Director. Below is a sampling of Pat's relevant project experience.

Public School Long-Range & Master Plans

Bridgeport, CT
Southington ES, CT
Wethersfield ES, CT
Avon, CT
Glastonbury, CT
New Canaan ES, CT
Southington ES, CT
Waterbury, CT
Danbury, CT
New Haven, CT
Farmington, CT
North Haven ES, CT

Enrollment Projections

Waterbury, CT
Westport, CT
Hopewell Valley RSD, NJ
Clementon, NJ
Glassboro, NJ
Seekonk, MA
Danbury, CT
Hopewell Valley, NJ
Bethel, CT
Wethersfield, CT
Middletown, CT
East Hartford, CT
Manchester, CT
Fairfield, CT
Milford, CT
Southington, CT
Ewing Twp, NJ
Glassboro, NJ

School Redistricting Plans

Bristol, CT
Stratford, CT
Glastonbury, CT
Groton, CT
Fairfield, CT
South Windsor, CT
Lexington #1, SC
Lexington-Richland #5, SC
Farmington, CT
East Hartford, CT
Manchester, CT
Stratford, CT

MP
Planning Group

Tighe&Bond

Firm Overview

FOUNDED

1911

TEAM MEMBERS

550+

ZWEIG GROUP

BEST FIRMS TO WORK FOR

BANKER & TRADESMAN'S BEST OF 2022

#1 IN ENGINEERING & ENVIRONMENTAL SERVICES

ENR 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

Stamford Public Schools
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Superintendent of Schools
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Stamford Connecticut 06901
203-977-4105

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Special Assistant to the Mayor

Louis Casolo
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Stamford, CT 06901

Katherine LoBalbo AIA
klobalbo@stamfordct.gov
Director of School Construction.
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Stamford, CT 06901
203-977-5165

Charles (Chuck) Warrington
Colliers Owner's Project Manager
Phone: 203-318-6570
Charles.warrinton@collierseng.com

Ox Ridge Elementary School
Mr. Rusty Shriner
Darien Building Committee
2 Renshaw Road
Darien, CT 06820
203-321-8404
rshriner@darienct.gov

David Cravanzola
860-496-4292
davidcravanzola@ogind.com

Torrington Middle/High School
Susan Lubomski
former Superintendent of Schools
860-489-2327 x1623
susan.lubomski@gmail.com

Mr. Ed Arum
Co-Chair Building Committee
(860) 309-7913
edarum@homail.co

Mr. Mario Longobucco
Co-Chair Building Committee
(860) 307-5945
Mario.longobucco@cbcnrt.com

Scope of Services:
The scope for these efforts includes review of existing materials provided by the BOE, including reports on existing buildings, past enrollment projection studies and the recent Facilities and Assessment & Master Plan from July 2024.

Our services, which are detailed below, begin with conducting an enrollment projection study, current facility capacity and utilization, and exploring the multiple planning scenarios. Within each scenario, our team will explore multiple design options and work with the Town and TPS to determine a preferred option or options for cost modeling. We will generate a construction cost model for up to three preferred option(s), 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 in PDF format, which will include an executive summary, investigated planning options, the preferred option(s) with planning diagrams and a cost model for each of the preferred scenarios. The report will be inclusive of process narrative, summary of past relevant information, enrollment projections data, all planning scenarios/options studied, preferred scenario/options with planning diagrams, narrative and cost model details.

1. Enrollment Projections (Performed by MP Planning):

Task 1-Kickoff and Data Collection:
MP will convene an initial project scoping meeting with TPS and the SLAM Project Team at the outset of the project. Sources of information will be confirmed; methodologies, procedures and assumptions discussed; and deliverables will be discussed and confirmed.

TPS will provide MP with the following data:

- Enrollment database extract that includes SASID, student address, grade, school, and any other characteristics determined necessary for the current year and each of the past six (6) years. This data should be consistent with October 1 enrollments reported to the State Department of Education.
- Other Public/Magnet school enrollment by grade for Thomaston resident students for the current and each of the past five (5) years (R2 Report).
- Private and Parochial school enrollment by grade for Thomaston resident students for current and each of the past four (5) years, if available.
- Descriptions of any recent and planned programmatic changes influencing student placement (e.g. increases in Pre-K seats, program introduction, etc.).
- Description of Kindergarten entry age policy, in particular how TPS is handling anticipated waivers.

Task 2– Housing, Demographic and Economic Analyses:
The accuracy of enrollment projections depends on a thorough understanding of local, housing, demographic, and economic conditions. MP proposes to use a quantitative and qualitative approach to gain a solid understanding of the local and regional housing market and its impacts on enrollment. Understanding recent housing sales and permit activity is crucial to understanding enrollment trends. The project team will evaluate town-wide home sale trends using data from the Warren Group to better understand recent demographic shifts related to housing sales. Housing trends over time, as well as other economic indicators such as unemployment, will be analyzed for any correlation to birth and enrollment trends.

MP will consult with the Town's Land Use Department to identify any planned, approved, or recently built housing developments of scale that may impact Thomaston's school age population. MP will review Thomaston's comprehensive plan (POCD), affordable housing plan, and other relevant studies to understand future residential growth potential.

This task will be augmented by an analysis of demographics from the available 2020 US Census data which will provide a better understanding of demographic and housing dynamics to help inform enrollment projections. Finally, MP will evaluate town-level birth records published by the Connecticut Department of Public Health. Birth records are the best data source for projecting future kindergarten classes five years later. In addition to the historic birth record analysis, births projections will be prepared for 2025-2030 to forecast incoming kindergarten classes over the last five years of the projection horizon.

Task 3- Comprehensive Enrollment Analysis & Projections:
MP will incorporate their understanding of demographic and housing trends into their analysis of historical enrollments. MP will collect, analyze, and graph historical enrollment to understand enrollment trends. Our enrollment management system allows us to identify and analyze student migration from year to year to determine the future impact on the school system and any recent localized changes.

In addition to understanding Thomaston Public School enrollment trends, it is important to account for recent non-public and other public enrollment trends for resident students. As part of the enrollment analysis, it is important to understand the enrollment trends at a greater scale and context.

The cohort-survival method, with some modifications, will be used to develop enrollment projections. The cohort-survival method is a standard methodology for projecting populations and student enrollments and relies on observed data from the recent past to project the near future. The base enrollment forecast will be developed from the analysis of the following historical variables: student enrollment, birth records, and estimates of migration. If warranted, student generation from any external growth factors, including newly constructed, planned, and approved residential development, is then added to the base school forecast.

MP will generate district-wide and school-specific enrollment projections disaggregated by grade. These projections will forecast the overall student population for a ten-year planning horizon. Districtwide projections will be prepared for low, medium, and high growth scenarios with all assumptions defined, and the recommended projection model will be clearly identified.

MP will provide a digital version of the Enrollment Projections Report in PowerPoint format inclusive of appropriate statistical and graphic materials that satisfies the requirements of the Office of Grants Administration (OGA), formerly Office of School Construction Grant & Review (OSCG&R).

Task 4- Board of Education or Building Committee:
MP will be available to attend one (1) virtual or in-person meeting with the Board of Education or Building Committee for the purpose of presenting the findings of the Enrollment Projections. It is assumed that the project team will coordinate virtually with TPS administrators and the SLAM Project Team during normal business hours on an as-needed basis throughout the process.

2. Planning Studies – General (Efforts 1 &2):
Our team will assess the capacity and utilization of your existing school buildings for the current and projected student enrollment and staff required. We will evaluate several planning scenarios, each of which may have sub-options. We expect the "Baseline Scenario" to be maintaining the Status Quo, which maintains the existing school facilities owned and operated today and includes anticipated deferred maintenance costs associated with this baseline scenario. We will rely on the 2024 facility conditions report as the source for the deferred maintenance items and costs. Other planning scenarios will be studied and measured against the baseline scenario. This overarching planning study effort is inclusive of Effort 1 & 2 as described in the RFP and further discussed below.

Effort 1 – Building and Programmatic Efficiencies Retaining the Current Facilities:
SLAM will evaluate educational and support spaces within the District's facilities to determine their size, condition, and educational appropriateness. SLAM will analyze the physical attributes of spaces in relation to their 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.

3. Shared Services Study (Effort 3)
This effort will be a pilot-study to 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, which may include consideration of surplus TPS space to be used by neighboring districts, 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.

4. Regionalization Study (Effort 4)
This effort will be a pilot-study to investigate the process and steps for creation of a Regional School District (RSD) and assess the potential for the District to enter into a RSD 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.

5. Client Meetings:
The Client Meeting Allowance is established to fund 4-5 in-person meetings throughout the project. The balance will be virtual meetings as a cost savings measure. We've depicted a total of 10 formal committee meetings (in-person + virtual) in the proposed project schedule. Additional informal virtual meetings will be held as necessary for completion of Efforts 1 & 2 and are included within the proposed fixed fee structure. We anticipate the following in-person meetings within the proposed fixed fees for Enrollment Projections and Planning Studies (Efforts 1&2): one project kick-off; two monthly committee meetings during the planning process (November meeting will include presenting the enrollment projections to the Board of Education); and up to two public meeting presentations (one in December and one in January). Separate meetings related to Efforts 3 & 4 will be billed hourly.

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.
- Past enrollment projection reports.
- 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 provided by TPS and proceed with the Work in the various efforts.

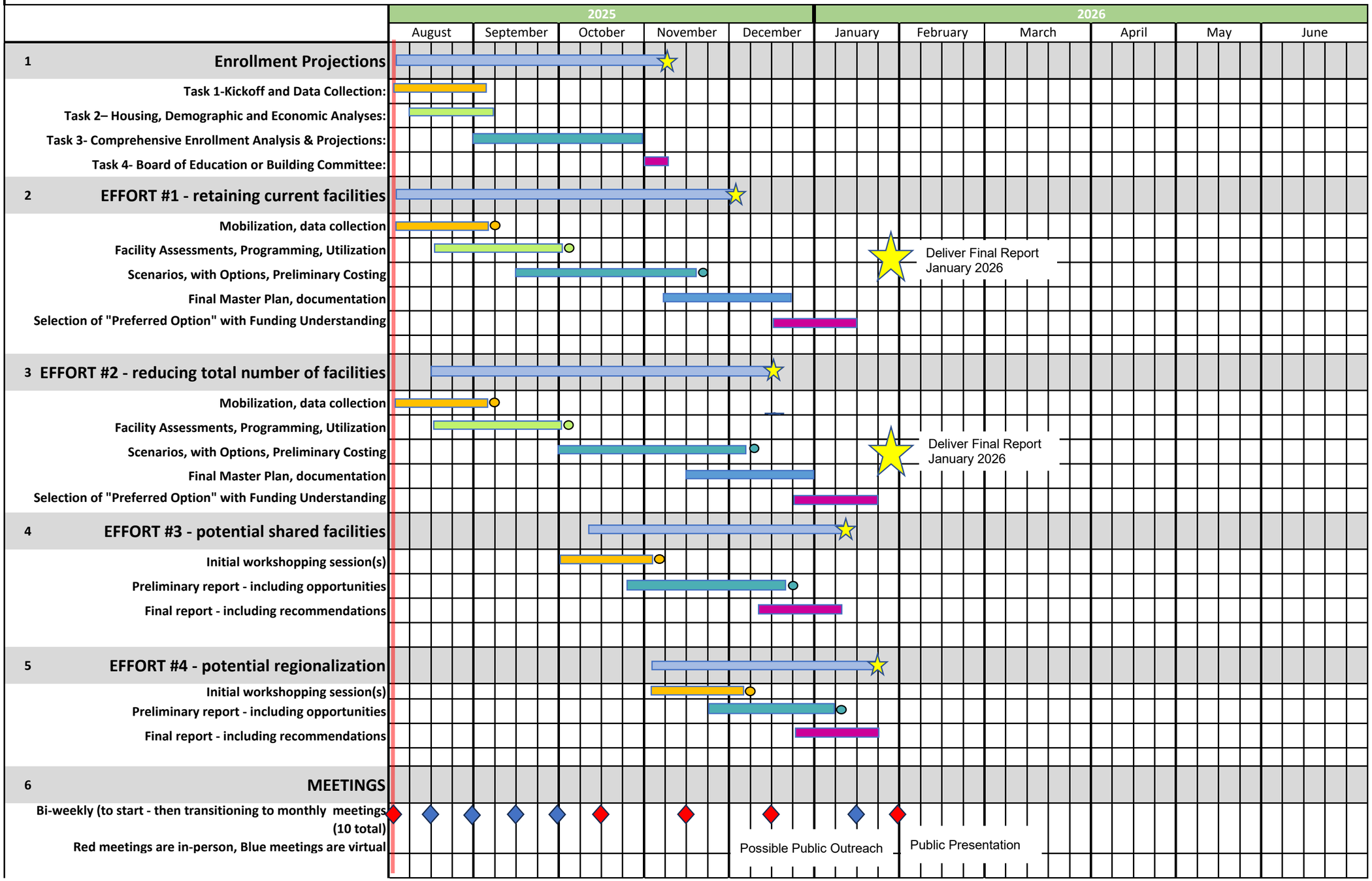
Project Working Committee:
We suggest a working committee be established with members from the Board of Education, Board of Finance and Board of Selectmen so the committee has representation and participation in the process from all town governance bodies.

Community Engagement:
We believe the most successful studies have a very transparent process where all study findings, progress reports and incremental decisions are made in a public forum with periodic constituent feedback. Our proposed schedule suggests two formal touch points with community, however if the working committee prefers greater community engagement, that can be accommodated.

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 and immediately after the project kick-off meeting. Following this paragraph is a proposed schedule for an approximate 6-month process, which we feel will be sufficient for our team to complete the work and properly engage the Thomaston community in the process.

Enrollment Projections Schedule:
Due to the timing of the master planning process and enrollment projection requirements for the state's grant application process, MP is proposing the projection be based off the October 1st 2025-26 enrollment data to conform with the OGA requirements. Work will commence upon authorization to proceed with final deliverables in early November. Planning studies can commence concurrent with enrollment projections and documentation for all scenarios studied will be updated to reflect the final projections once finalized in early November.

THOMASTON PUBLIC SCHOOLS - FEASIBILITY STUDY SCHEDULE



Fees and Expenses:
Fees for the services described above are structured to provide a fixed fee for Enrollment Projections + Efforts 1 and 2 (Planning Studies) and Not-To-Exceed Allowances to support hourly billings for Efforts 3 through 5 and reimbursable expenses.

Task:	Fee Type:	Value:
1 – Enrollment Projections	Fixed Fee $	$12,000.00
2 – Planning Studies (Effort 1 & Effort 2)	Fixed Fee $	$84,000.00
3 – Shared Services Study (Effort 3)	Not-to-Exceed Allowance/Hourly	$36,000.00
4 – Regionalization Study (Effort 4)	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**

Not-To-Exceed Allowances are presented to afford the Town confidence that the contract expenditure will not exceed that presented above without Town written authorization. It is possible the Work associated with Efforts 3 & 4 will consume only a fraction of the proposed Allowance for each task. Each invoice will provide a running status of total Allowance consumption so the Town can monitor the consumption rate. If the Town deems Work "sufficiently complete", or would like to put a "hold" on further hourly expenditures against any of the hourly Allowances, the Town shall simply notify SLAM of such decision.

When referencing the attached SLAM Hourly Fee Schedule, an average hourly rate of $225 will support Principal, Sr. Project Manager, Sr. Staff Architect engagement at approximately 25%, 50% and 25% respectively, which yields each $36,000 allowance for Efforts #3 & #4 to support approximately 160 hours of service, approximately 320 hours for both Allowances combined.

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

Requested In-person meetings beyond those budgeted can be accommodated at the following rates which assume a 4-hour engagement, including 2.5 hour meeting time and 1.5 hour travel time:

- Principal attendee: $1,200 per meeting
- Principal + Sr. Project Manager attendee: $2,100 per meeting
- Principal + Sr. Project Manager + Sr. Staff: $2,700 per meeting

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.
- In-depth regional school district studies such as multi-district enrollment projections, redistricting studies, or regional school facility location studies.
- Educational Specification development for current, or future school grade configurations

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 are valid through April 2026 and will be updated on May 1, 2026. Typically rate increases are approximately 2-3%.

2025 – 2026 HOURLY FEE SCHEDULE

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

Architecture

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

Interior Design

Principal	$315.00
Sr. Interior Designer	$165.00
Interior Designer	$125.00
Interior Design Staff	$85.00

Engineering

Principal	$315.00
Civil Engineer	$210.00
Structural Engineer	$180.00
Staff Engineer	$120.00

Landscape Architecture

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.

Hourly Rates:

For additional hourly services outside of the scope defined:

Principals: $225 per hour

FEE SCHEDULE

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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SLAM

Atlanta Boston Denver Glastonbury Iowa City Los Angeles Orlando Philadelphia Providence