

PROJECT MINUTES

Project:	W. Edward Balmer Elementary School Feasibility Study	Project No.:	17020
Prepared by:	Joel Seeley	Meeting Date:	6/26/2017
Re:	School Building Committee Meeting	Meeting No:	5
Location:	High School Health Conference Room	Time:	6:30pm
Distribution:	School Building Committee Members, Attendees (MF)		

Attendees:

PRESENT	NAME	AFFILIATION	VOTING MEMBER
✓	Joseph Strazzulla	Chairman, School Building Committee	Voting Member
✓	Melissa Walker	School Business Manager	Voting Member
✓	James Marzec	Chairman, Board of Selectmen	Voting Member
	Michael LeBrasseur	Member, School Committee	Voting Member
✓	Paul Bedigian	Representative of the Building, Planning, Construction Committee	Voting Member
✓	Steven Gogolinski	Representative of the Finance Committee	Voting Member
✓	Jeffrey Tubbs	Community Member with building design and/or construction experience	Voting Member
✓	Peter L'Hommedieu	Community Member with building design and/or construction experience	Voting Member
✓	Jeff Lundquist	Community Member with building design and/or construction experience	Voting Member
✓	Andrew Chagnon	Community Member with building design and/or construction experience	Voting Member
✓	Spencer Pollock	Parent Representative	Voting Member
	Theodore Kozak	Town Manager	Non-Voting Member
✓	Dr. Catherine Stickney	Superintendent of Schools	Non-Voting Member
		Building Maintenance Local Official	Non-Voting Member
✓	Karlene Ross	Principal, W. Edward Balmer Elementary School	Non-Voting Member
	Jill Healy	Principal, Northbridge Elementary School	Non-Voting Member
✓	Kathleen Perry	Director of Pupil Personnel Services	Non-Voting Member
✓	Lee Dore	D & W, Architect	
✓	Don Walter	D & W, Architect	
✓	Jason Boone	D & W, Architect	
✓	Joel Seeley	SMMA, OPM	

Item #	Action	Discussion
5.1	Record	Call to Order, 6:30 PM, meeting opened.
5.2	Record	J. Strazzulla announced the meeting will be video and audio recorded with live broadcast and future re-broadcast.
5.3	Record	A motion was made by J. Tubbs and seconded by A. Chagnon to approve the 5/30/2017 School Building Committee meeting minutes. Motion passed unanimous by those attending.
5.4	Record	<p>Warrant No. 1 was reviewed.</p> <p>Committee Questions:</p> <ol style="list-style-type: none"> 1. A. Chagnon asked if the amount of the SMMA invoice was consistent with the services provided. <i>J. Seeley indicated the amount is consistent and follows the monthly billing projection included in SMMA's proposal.</i> <p>A motion was made by S. Gogolinski and seconded by J. Lundquist to approve Warrant No. 1. No discussion, motion passed unanimous.</p>
5.5	Record	J. Seeley distributed and reviewed MSBA DSP correspondence, attached, summarizing the results of the MSBA DSP design firm interviews, with Dore & Whittier Architects (D&W) ranked first. J. Seeley provided an overview of the MSBA DSP shortlist and interview process.
5.6	Record	<p>J. Seeley distributed and reviewed the D&W Feasibility and Schematic Design Phase Fee Proposal, attached. The proposal is within the budget.</p> <p>Committee Questions:</p> <ol style="list-style-type: none"> 1. J. Tubbs asked if the \$150,000 budget for site and environmental consultancy is sufficient for the seven sites? <i>L. Dore indicated yes, during the PDP and PSR phases the consultancy will be at a higher level and then during Schematic Design with just the one site, the consultancy will be more detailed.</i> <p>A motion was made by A. Chagnon and seconded by P. Bedigian to accept the D&W Feasibility and Schematic Design Phase Fee Proposal and recommend signature by J. Marzec on behalf of the Town. No discussion, motion passed unanimous.</p>
5.7	Record	J. Seeley distributed and reviewed the updated draft Project Schedule, attached.
5.8	Record	J. Seeley distributed and reviewed the updated draft Meetings and Agenda Schedule for the PDP Phase, attached.
5.9	Record	D. Walter presented an excerpt of the D&W MSBA DSP Interview Presentation, attached.
5.10	L. Dore C. Stickney J. Seeley	<p>J. Boone distributed and reviewed a Sample Educational Visioning Sessions agenda, attached.</p> <p>Committee Discussion:</p> <ol style="list-style-type: none"> 1. A. Chagnon asked what is the process for assembling the Educational Visioning Session participants?

Item #	Action	Discussion
		<p><i>L. Dore indicated typically the participants volunteer by an open invitation to participate, but also key town, community, student and educational members may want to be invited to ensure broad representation.</i></p> <ol style="list-style-type: none"> 2. C. Stickney indicated the Educational Leadership team has begun the process and developed a listing of key outcomes, which will be shared with the Educational Visioning Sessions participants. 3. J. Strazzulla asked if there will be other tasks D&W will be performing while the Educational Visioning Sessions are underway? <i>L. Dore indicated yes, the architects and engineers will be performing investigation of the Balmer and NES existing site and building conditions on 7/10 and 7/11/2017.</i> 4. J. Strazzulla indicated he would post the announcement inviting participants on social media. <i>L. Dore will develop a description of the Educational Visioning Sessions and invitation to participate for J. Strazzulla to post.</i> 5. A discussion on the location, dates and whether the Sessions were to be (3) four hour sessions or (1) 8 hour session with (1) 4 hour session ensued. The Committee agreed to (3) four hour sessions and requested L. Dore, C. Stickney and J. Seeley to finalize dates and location and issue direction to the Committee.
5.11	Record	<p>J. Boone led a discussion of the Committee's project goals. Some of the goals, in no particular order, were expressed as follows:</p> <p>All Options from the Feasibility Study are to:</p> <ol style="list-style-type: none"> 1. Be Fiscally Responsible 2. Be Flexible 3. Be Cost Effective to Maintain and Operate 4. Address the Needs of the Students 5. Incorporate Community Input 6. Be Reflective of the Curriculum 7. Be developed thru a Collaborative Process 8. Incorporate the Building and Site as a Learning Tool 9. Be not Overly Complicated to Operate 10. Incorporate student learning thruout the Design and Construction Process 11. Be Community Friendly 12. Be Safe and Secure
5.12	J. Marzec J. Strazzulla	<p>Alternative Sites update:</p> <ol style="list-style-type: none"> 1. J. Seeley distributed and reviewed an excerpt from the High School Feasibility Study, attached, related to the sites investigation performed. Of the five sites investigate, three are currently included within this Study. The remaining two sites are already developed.

Item #	Action	Discussion
		<ol style="list-style-type: none"> J. Marzec indicated Town Counsel has provided an opinion that the Balmer Site, including Vail Field, is not subject to Article 97. Town Counsel will provide an opinion on the Riverdale Memorial Field, High School Play Fields and the Linwood Playground sites after 7/1/2017. J. Strazzulla indicated the Town recently obtained a property and he will add to the Town-Owned Land characteristics spreadsheet for review by the Committee.
5.13	Committee Members J. Seeley K. Ross	<p>The PR subcommittee update:</p> <ol style="list-style-type: none"> C. Stickney indicated the video taping of the tour of Balmer and NES is about 5 ½ minutes and she will record the voice overs on 6/30/2017 and then it will be released on NCTV and Channel 194. The tour of Balmer and NES by SBC members is scheduled for 7/15/2017 at 9:00am. <i>J. Seeley requested Committee members email J. Seeley if they will attend to finalize the tour.</i> <i>K. Ross will confirm the waxing schedule with the custodial staff to ensure access throughout the buildings.</i> PR Subcommittee is working on a more formal PR program to discuss at the next Committee meeting. Balmer school 50th anniversary to provide opportunities to distribute information on the project status to the Community. J. Strazzulla requests two additional committee members join C. Stickney, M. LeBrasseur and A. Chagnon on the PR Subcommittee.
5.14	Record	Next SBC Meeting: July 25, 2017 at 6:30 pm at the High School Media Center.
5.15	Record	A Motion was made by A. Chagnon and seconded by J. Lundquist to adjourn the meeting. No discussion, voted unanimously.

Attachments: Agenda, MSBA DSP correspondence, D&W Feasibility and Schematic Design Phase Fee Proposal, Updated Draft Project Schedule, Updated Draft Meetings and Agenda Schedule for the PDP Phase, D&W MSBA DSP Interview Presentation, Sample Educational Visioning Sessions Agenda, Excerpt from the High School Feasibility Study









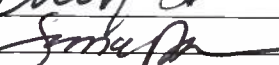
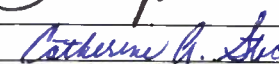

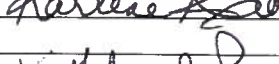
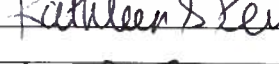

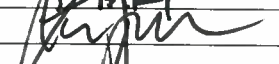
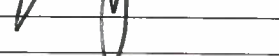
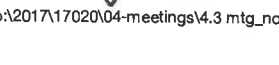



The information herein reflects the understanding reached. Please contact the author if you have any questions or are not in agreement with these Project Minutes

PROJECT MEETING SIGN-IN SHEET

Project: W. Edward Balmer Elementary School Feasibility Study
 Prepared by: Joel Seeley
 Re: School Building Committee Meeting
 Location: High School Media Center
 427 Linwood Avenue, Whitinsville, MA

Project No.: 17020
 Meeting Date: 6/26/2017
 Meeting No: 5
 Time: 6:30pm

Distribution: Attendees, (MF)

SIGNATURE	ATTENDEES	EMAIL	AFFILIATION
	Joseph Strazzulla	jstrazzulla@nps.org	Chairman, School Building Committee
	Melissa Walker	mwalker@nps.org	School Business Manager, MCPPO
	James Marzec	james.r.marzec@gmail.com	Chairman, Board of Selectmen, CEO
	Michael LeBrasseur	mlebrasseur@nps.org	Member, School Committee
	Paul Bedigian	bedigianps@cdmsmith.com	Representative of the Building, Planning, Construction Committee
	Steven Gogolinski	steve@gogolinskicpa.com	Representative of the Finance Committee
	Jeffrey Tubbs	jtubbs@charter.net	Member of community with architecture, engineering and/or construction experience
	Peter L'Hommedieu	PLHommedieu@shawmut.com	Member of community with architecture, engineering and/or construction experience
	Jeff Lundquist	jlundquist@therichmondgroup.com	Member of community with architecture, engineering and/or construction experience
	Andrew Chagnon	achagnon@parecorp.com	Member of community with architecture, engineering and/or construction experience
	Spencer Pollock	spencerpollock22@gmail.com	Parent Representative
	Theodore Kozak	tkozak@northbridgemass.org	Town Manager
	Dr. Catherine Stickney	cstickney@nps.org	Superintendent of Schools, NPS
	Karlene Ross	kross@nps.org	Building Maintenance Local Official
	Jill Healy	jhealy@nps.org	Principal, W. Edward Balmer Elementary School
	Kathleen Perry	kperry@nps.org	Principal, Northbridge Elementary School
	Joel Seeley	jseeley@smma.com	Director of Pupil Personnel Services
	JASON BOONE	jboone@doreandwhittier.com	SMMA
	DON WALTER	dwalter@doreandwhittier.com	
	LEE DORE	ldore@doreandwhittier.com	

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Agenda

Project:	W. Edward Balmer Elementary School Feasibility Study	Project No.:	17020
Re:	School Building Committee Meeting	Meeting Date:	6/26/2017
Meeting Location:	High School Media Center 427 Linwood Avenue, Whitinsville, MA		
Prepared by:	Joel G. Seeley	Meeting Time:	6:30 PM
Distribution:	Committee Members (MF)	Meeting No.	5

1. Call to Order
2. Approval of Minutes
3. Approval of Invoices and Commitments
4. Introduction of Architects
5. Approval of Architect's Proposal
6. Discussion of Project Goals
7. Discussion of Detailed Schedule
8. Discussion of Alternative Sites
9. Public Comments
10. Next Meeting:
 - July 15, 2017 at 9:00 AM – Tours of W. Edward Balmer School and Northbridge Elementary Schools
 - July 25, 2017
11. Adjourn

1000 Massachusetts Avenue
Cambridge, MA 02138
617.547.5400

www.smma.com



Massachusetts School Building Authority

Deborah B. Goldberg
Chairman, State Treasurer

James A. MacDonald
Interim Chief Executive Officer

John K. McCarthy
Executive Director / Deputy CEO

June 21, 2017

Catherine Stickney, Superintendent of Schools
Northbridge Public Schools
Administration Building
87 Linwood Avenue
Whitinsville, MA 01588

RE: Designer Selection

W Edward Balmer Elementary School

MSBA ID: 201502140001

Dear Superintendent Stickney:

On Tuesday, June 20, 2017, the Massachusetts School Building Authority Designer Selection Panel ("DSP") interviewed the finalists for the above-referenced project. The following individuals represented the Town of Northbridge on the DSP:

- Catherine Stickney, Superintendent of Schools
- Melissa Walker, School Business Manager
- Michael LeBrasseur, School Building Committee Designee

In accordance with the provisions of Massachusetts General Laws, Chapter 7C, Sections 44 through 58, and the MSBA Designer Selection Procedures, the DSP voted unanimously to rank the finalists, in order of qualifications, as follows for the subject project:

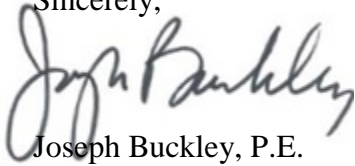
1. Dore & Whittier Architects, Inc.
2. OMR Architects, Inc.
3. Raymond Design Associates, Inc.

The DSP determined that Dore & Whittier Architects, Inc. possesses the requisite skills and experience for this project, particularly in light of their extensive experience in the design and construction of schools in Massachusetts.

The Town of Northbridge should now take the appropriate local steps necessary to award the contract for designer services to the first-ranked firm and authorize fee and contract negotiations. Please know that the Town of Northbridge must use the MSBA's standard contract for designer services, a copy of which can be downloaded from our website, MassSchoolBuildings.org.

Before beginning the contract and fee negotiations, however, and in order to remain eligible for the reimbursement of a portion of the designer services fee, please have your Owner's Project Manager contact the MSBA Project Manager for this project, Fernando Garcia, to discuss the MSBA's guidelines. Upon completion of contract and fee negotiations with the first-ranked firm, please forward a copy of the fully executed contract to Kathryn DeCristofaro, Capital Program Manager, at the MSBA.

Sincerely,

A handwritten signature in dark ink, appearing to read "Joseph Buckley". The signature is fluid and cursive, with the first name "Joseph" and last name "Buckley" clearly distinguishable.

Joseph Buckley, P.E.
Chief Engineer

cc: Legislative Delegation
Melissa Walker, School Business Manager
Michael LeBrasseur, School Building Committee Designee
Joel Seeley, Symmes Maini & McKee Associates, Inc.
Donald M Walter, Dore & Whittier Architects, Inc.
Jeanne Kuespert Roberts, OMR Architects, Inc.
Gene S Raymond, Raymond Design Associates, Inc.
Fernando Garcia, MSBA Project Manager

File 4.3 Feasibility Study

June 22, 2017



Mr. Joel Seeley, AIA
COO, Executive Vice President
Symmes Maini & McKee Associates
1000 Massachusetts Avenue
Cambridge, MA 02138

Project: Balmer Elementary School #17-0759

Subject: Balmer Elementary School Feasibility Study and Schematic Design
Proposal for Designer Services

Dear Joel:

We are very pleased to have been selected as the Designer for the Balmer Elementary School feasibility study and schematic design. As requested, we have prepared the following fee proposal for professional services associated with the Feasibility Study and the Schematic Design phase of our services. Our services and scope of work are described in the Contract for Designer Services (Design/Bid/Build) as prepared by the Massachusetts School Building Authority and in the RFS dated April 12, 2017. We acknowledge that the project may pursue a CM at-Risk delivery method and this contract will be amended as required.

As requested, our fee proposal is spread out over two phases. We propose to complete the work for the following lump sum fee amounts:

Feasibility Study	\$200,000.00
Schematic Design	\$225,000.00
Total Basic Services Fee	\$425,000.00

ARCHITECTS
PROJECT MANAGERS

260 Merrimac Street Bldg 7
Newburyport, MA 01950
978.499.2999 ph
978.499.2944 fax

212 Battery Street
Burlington, VT 05401
802.863.1428 ph
802.863.6955

www.doreandwhittier.com

This fee proposal is inclusive of all consultants and expenses that are indicated within the contract for basic services. Listed below are project costs excluded from this fee proposal identified as Additional Services.

At this time, exact values for these additional services scope items cannot be established. We will collaboratively determine the necessary scope and cost for the additional services items ultimately selected. It is important to note that some of these tasks may not be required at this time. It also is important to note that should the project proceed beyond the schematic design phase, added costs will be incurred for some of these items to complete more detailed investigations, reporting and design. The items and budget allowance below reflect our understanding of the work that may be necessary to do a comprehensive investigation. These values do not reflect information that may be made available through the Town and thus will be adjusted to meet an actual agreed upon scope of work.

Feasibility Study (PDP/PSR submissions)

- a) Preliminary partial site survey (as needed for the 7 identified sites)
- b) Preliminary wetlands determination (investigation at the 7 identified sites)
- c) Preliminary Traffic study (at the 7 identified sites)
- d) Hazardous materials testing/investigation (preliminary)
- e) Geotechnical investigation (preliminary for 7 identified sites)
- f) Licensed Site Professional services (if required for 7 identified sites)

Schematic Design

- a) Hazardous Materials Assessment
- b) Geo-Environmental Investigation
- c) Geotechnical Investigation
- d) Traffic Study
- e) Detailed site survey

Suggested Allowance for Above Items: \$150,000

We understand that a full services contract will only be negotiated following project approval by MSBA at the completion of the Schematic Design Phase.

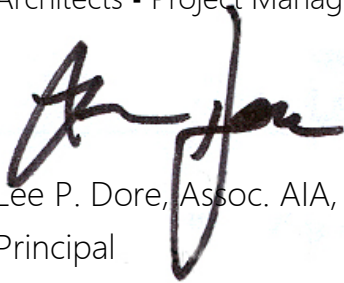
The following documents will be forwarded under separate cover for your review and consideration:

- Cover pages of MSBA standard agreement along with Attachments A, C, E and D.
- Insurance Certificate with Town of Northbridge as additional insured.

Please let us know if the proposal is acceptable and/or whether you require any additional information. We look forward to working together on this exciting project.

Sincerely,

DORE & WHITTIER ARCHITECTS, INC.
Architects • Project Managers

A handwritten signature in dark ink, appearing to read 'Lee P. Dore', is written over a faint, light blue circular stamp. The signature is fluid and cursive.

Lee P. Dore, Assoc. AIA, MCPPO
Principal

Cc: D&W dist.
File

**SCHOOL BUILDING COMMITTEE
W. EDWARD BALMER ELEMENTARY SCHOOL**

All meetings held at the
High School Media Center at 6:30 PM
unless otherwise noted

MEETINGS SCHEDULE AND AGENDAS
May 26, 2017 Updated June 22, 2017

DATE	AGENDA
Feasibility Study Phase (PDP)	
June 26, 2017	SCHOOL BUILDING COMMITTEE MEETING Introduction of Architects Approval of Architect's Proposal Discussion of Project Goals Discussion of Detailed Schedule Discussion of Alternative Sites
July 15, 2017	SCHOOL BUILDING COMMITTEE MEETING - 9:00 AM TOUR OF W. EDWARD BALMER SCHOOL & NORTHBRIDGE ELEMENTARY SCHOOL
July 25, 2017	SCHOOL BUILDING COMMITTEE MEETING Discussion of Educational Programming Discussion of Existing Conditions Alternative Site Analysis
July 31, 2017	COMMUNITY FORUM NO. 1 - 6:00 to 8:00 PM - EDUCATIONAL VISIONING AND EXISTING CONDITIONS - W. EDWARD BALMER ELEMENTARY SCHOOL CAFETERIA
August 1, 2017	SCHOOL BUILDING COMMITTEE MEETING Review Community Forum No. 1 Findings Alternative Site Analysis Update Discussion of Construction Alternatives
August 15, 2017	SCHOOL BUILDING COMMITTEE MEETING Educational Program Update Existing Conditions Update Alternative Site Analysis Update Construction Alternatives Update
August 28, 2017	COMMUNITY FORUM NO. 2 - 6:00 to 8:00 PM - CONSTRUCTION ALTERNATIVES - NORTHBRIDGE ELEMENTARY SCHOOL CAFETERIA
August 29, 2017	SCHOOL BUILDING COMMITTEE MEETING Review Community Forum No. 2 Findings Construction Alternatives Updates Discussion of Sustainable Design Goals Alternative Site Analysis Update
September 5, 2017	SCHOOL BUILDING COMMITTEE MEETING Construction Alternatives Update Discussion of Cost Models
September 18, 2017	COMMUNITY FORUM NO. 3 - 6:00 to 8:00 PM - UPDATED CONSTRUCTION ALTERNATIVES - W. EDWARD BALMER ELEMENTARY SCHOOL CAFETERIA
September 19, 2017	SCHOOL BUILDING COMMITTEE MEETING Review Community Forum No. 3 Findings Construction Alternatives Update Discussion of Cost Models
October 3, 2017	SCHOOL BUILDING COMMITTEE MEETING Evaluate Refined Construction Alternatives Review Cost Models Vote to Submit PDP and Top 3 Alternatives
October 6, 2017	SUBMIT PDP PACKAGE TO MSBA
	ADDITIONAL MEETINGS TO BE SCHEDULED

W. Edward Balmer Elementary School
Feasibility Study
Preliminary Project Schedule

PROJECT MANAGEMENT

ID	Task Name	Duration	Start	Finish	2015	2016	2017	2018	2019	2020	2021	2022	2023
1	MSBA PREREQUISITES	434 days	3/9/2015	11/9/2016									
4	RETAIN OPM	45 days	1/30/2017	4/3/2017									
10	RETAIN DESIGNER	80 days	3/8/2017	6/27/2017									
11	Draft Designer RFS and Submit to MSBA	10 days	3/8/2017	3/21/2017									
12	MSBA Approve Draft RFS	11 days	3/21/2017	4/4/2017									
13	Submit to Central Register	0 days	4/6/2017	4/6/2017									
14	Notice in Central Register	0 days	4/12/2017	4/12/2017									
15	Briefing Session	0 days	4/18/2017	4/18/2017									
16	Submit Designer Proposals	0 days	5/2/2017	5/2/2017									
17	MSBA DSP Proposal Review Meeting	0 days	6/6/2017	6/6/2017									
18	MSBA DSP Interview Meeting	0 days	6/20/2017	6/20/2017									
19	Negotiate Designer Contract	6 days	6/20/2017	6/27/2017									
20	FEASIBILITY STUDY (FS)	166 days	6/27/2017	2/14/2018									
21	Develop Preliminary Design Program (PDP)	74 days	6/27/2017	10/6/2017									
22	Community Presentations	52 days	7/27/2017	10/6/2017									
23	Grade Reconfiguration Public Meetings	31 days	8/25/2017	10/6/2017									
24	Submit PDP to MSBA Staff	0 days	10/6/2017	10/6/2017									
25	Develop Preferred Schematic Report (PSR)	65 days	10/6/2017	1/4/2018									
26	Community Presentations	65 days	10/6/2017	1/4/2018									
27	Grade Configuration Public Meetings	65 days	10/6/2017	1/4/2018									
28	Submit PSR to MSBA FAS	0 days	1/4/2018	1/4/2018									
29	MSBA Board Meeting	0 days	2/14/2018	2/14/2018									
30	SCHEMATIC DESIGN (SD)	95 days	2/14/2018	6/27/2018									
31	Develop Schematic Design	67 days	2/14/2018	5/17/2018									
32	Community Presentations	67 days	2/14/2018	5/17/2018									
33	Submit Schematic Design to MSBA	0 days	5/17/2018	5/17/2018									
34	MSBA Board Meeting	0 days	6/27/2018	6/27/2018									
35	LOCAL APPROPRIATION												
38	DESIGN AND CONSTRUCTION (TBD)												



NEW HIGH SCHOOL FEASIBILITY STUDY

**NORTHBRIDGE PUBLIC SCHOOLS
NORTHBRIDGE, MASSACHUSETTS**

DECEMBER 16, 1997

**STREKALOVSKY & HOIT, INC.
51 NORTH STREET
HINGHAM, MA 02043
(781)749-4160**

Initial Investigation

The initial site analysis was completed for the following five (5) sites:

- Goulet Field Site (Public Land)
- Hill Street Nominee Trust Site (Private Land)
- Linwood Avenue Site (Private land)
- Hill Street Site (Private Land)
- Kroll Farm Site (Private Land)

The criteria for analyzing each site were:

- Zoning Information
- Site Description
- Wetland Information
- Utilities
- Geological Data
- Development Constraints

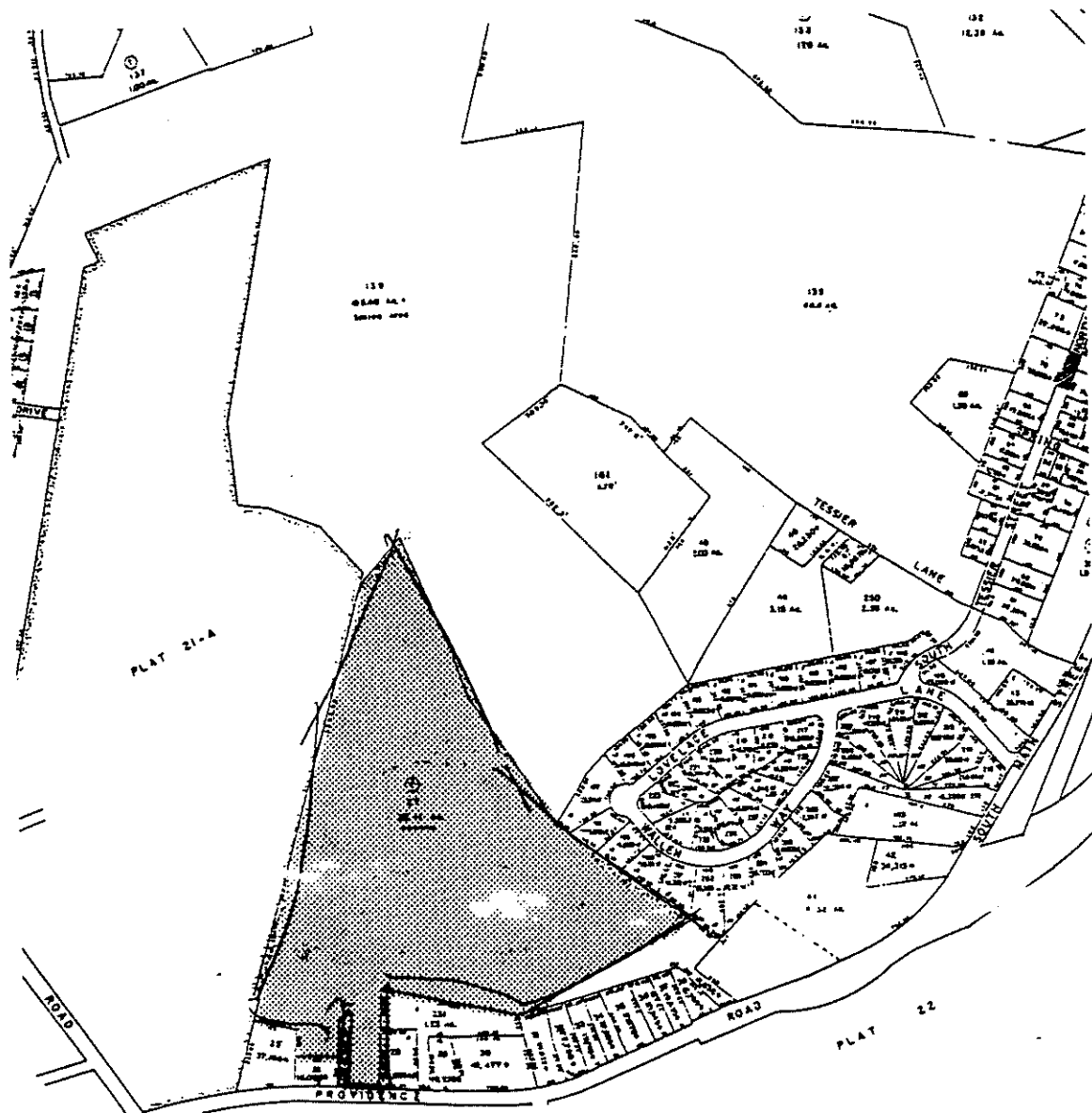
New High School Feasibility Study
Northbridge Public Schools
Northbridge, Massachusetts

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New High School Feasibility Study
Northbridge Public Schools
Northbridge, Massachusetts

Goulet Field Site

Providence Road
Northbridge, MA



Assessor's Site Plan

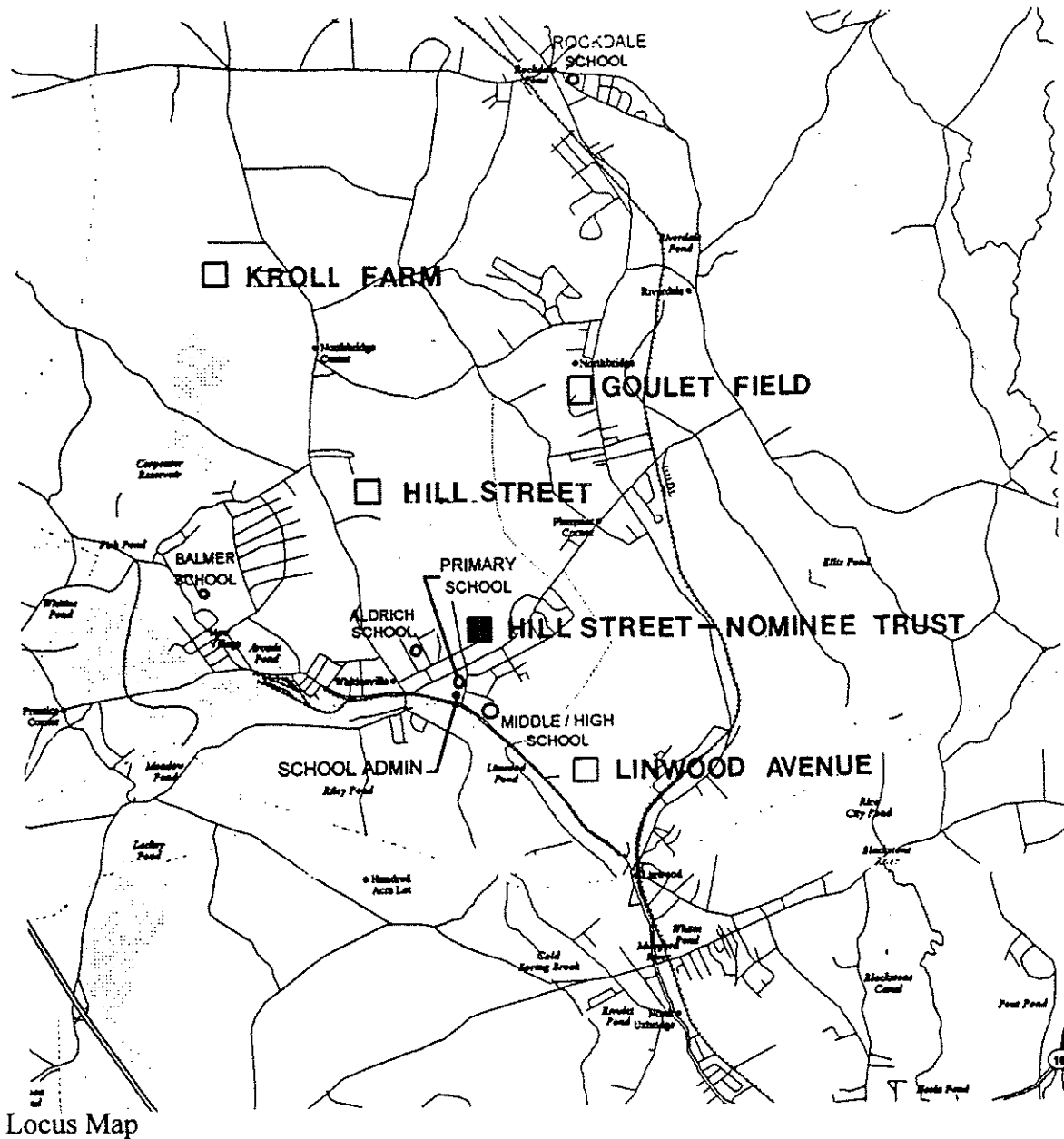
Goulet Field Site

<i>Zoning Information:</i>	Site is zoned residential three (R-3) School Building is an allowed use.	
<i>Site Description:</i>	Location	Assessor's Plat 21 Lot 27
	Size	26 Acres
	Characteristics:	A triangular shaped lot with two (2) open playfield areas at eastern end of site. Remaining site is wooded. Gentle slopes up from playfields range up to 5% gradient. Site access is gained from Providence Road to the east up to the playfield area.
<i>Wetland Information:</i>	A 400 foot wide wetland area occurs at the northwest corner of the lot. There is also an intermittent watercourse that flows from the wetland in an eastward direction.	
<i>Utilities:</i>	Utility infrastructure is available at Providence Road 10 inch water main 8 inch sewer main electric, gas and telephone services	
<i>Geological Data:</i>	Soil type Montauk which is classified as a sandy loam. Bedrock outcroppings are evident throughout the site. One large outcrop is noteworthy in the center of the site adjacent to the playfields on their east side. There are also many smaller outcrops visible in the wooded area.	
<i>Development Constraints:</i>	Development constraints involving building/site layout due to: Triangular shaped plot Amount of developable area due to wetlands Costs associated with the excavation of ledge Cost associated with clearing and grubbing wooded areas.	
<i>Summary:</i>	The site becomes limited for building/site development due to wetlands and lot shape. The 26 acres are actually reduced to approximately 18 acres of developable area. But, due to the fact that this is a relatively flat site, they may be suitable for school building construction	
<i>Recommendations:</i>	Further investigate this parcel by executing a high school site development plan.	

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Hill Street Nominee Trust Site

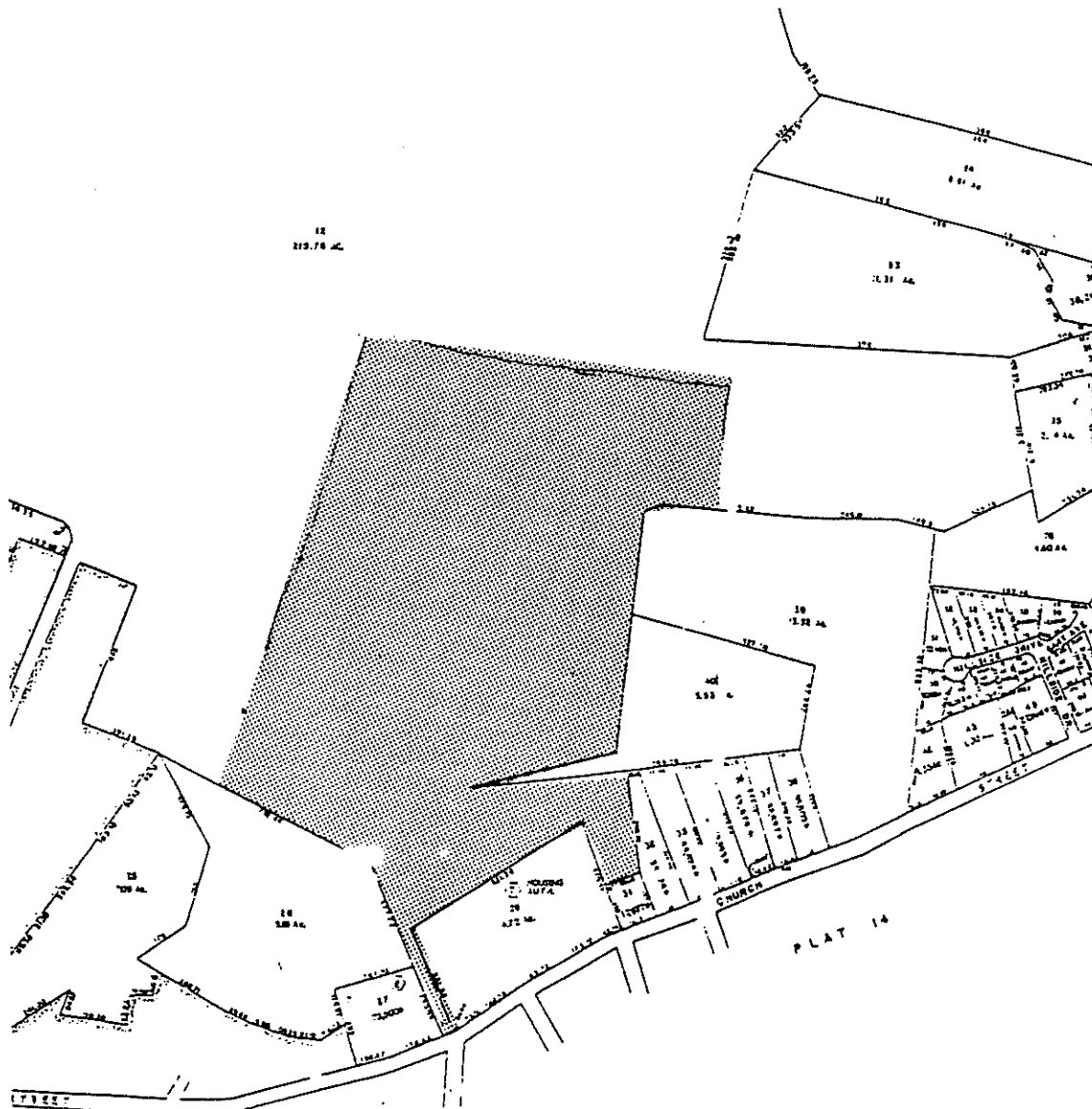
Church Street
Northbridge, MA



New High School Feasibility Study
Northbridge Public Schools
Northbridge, Massachusetts

Hill Street Nominee Trust Site

Church Street
Northbridge, MA



Assessor's Site Plan

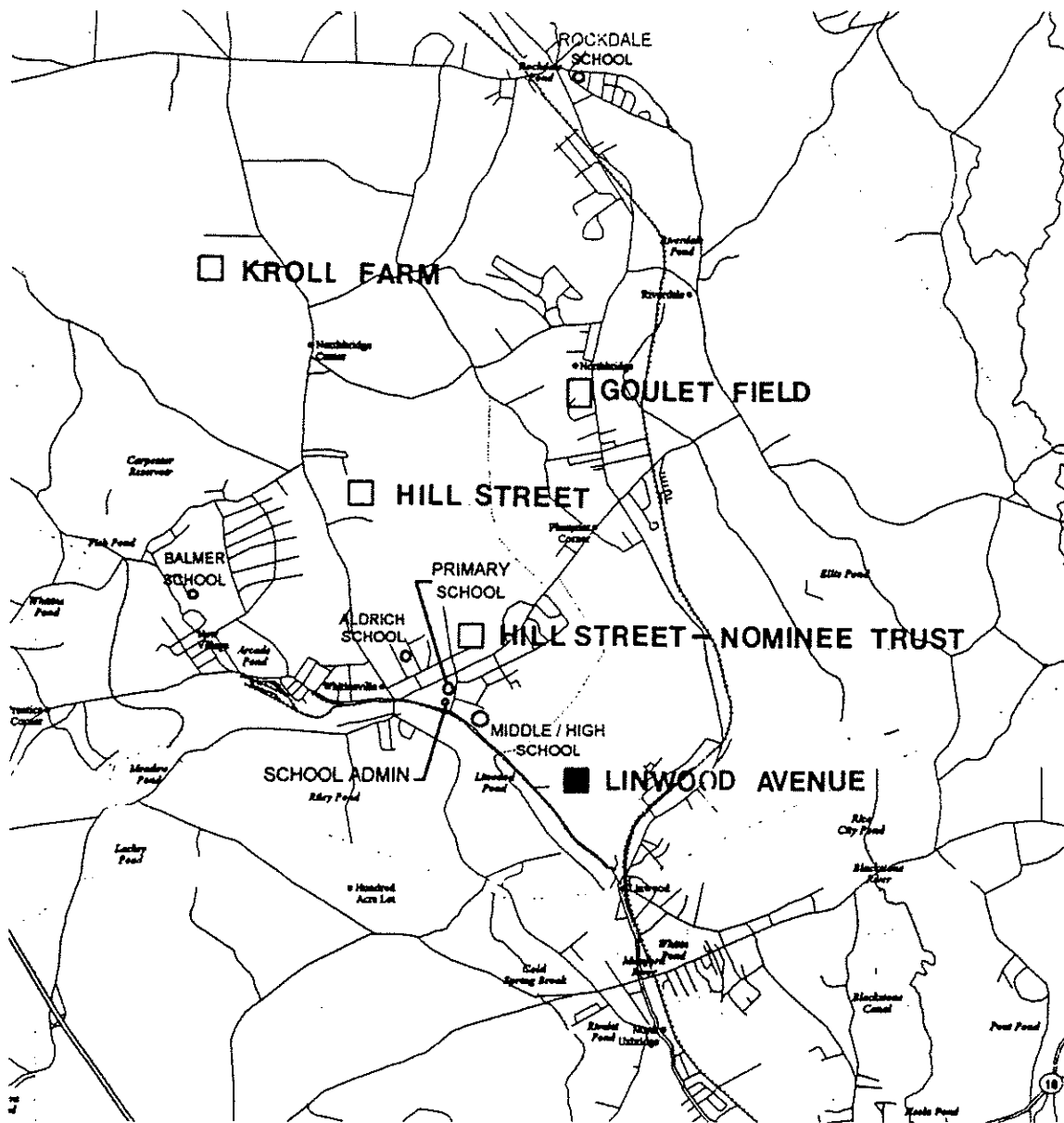
Hill Street Nominee Trust Site

<i>Zoning Information:</i>	Site is zoned residential three (R-3) and residential two (R-2) School Building is an allowed use.	
<i>Site Description:</i>	Location	Assessor's Plat 15 Lot 82
	Size	Approximately 70 Acres
	Characteristics	Heavily wooded site with large percentage of area consisting of steep slopes greater than 20% gradient. Site access would be achieved from Church Street adjacent to Northbridge Senior Housing Community.
<i>Wetland Information:</i>	Bordering vegetated wetland with associated intermittent streams in low lying portions of the site are prevalent.	
<i>Utilities:</i>	Utility infrastructure is available at Church Street 10 inch water main 8 inch sewer main electric, gas and telephone services	
<i>Geological Data:</i>	Soil type classification is Chatfield - Hollis which indicates steep slopes consisting of bedrock!	
<i>Development Constraints:</i>	Development constraints involving building's site layout due to: Steep slope development requirements Cost to excavate bedrock found at a shallow depth Site area deduction due to wetlands Seasonal high water table costs associated with site drainage systems Cost associated with clearing and grubbing wooded areas.	
<i>Summary:</i>	Due to the amount of sloping, wetland area and costs associated with bedrock excavation, this would be a very difficult site to develop for a school building.	
<i>Recommendations:</i>	Unsuitable for school building development.	

New High School Feasibility Study
Northbridge Public Schools
Northbridge, Massachusetts

Linwood Avenue Site

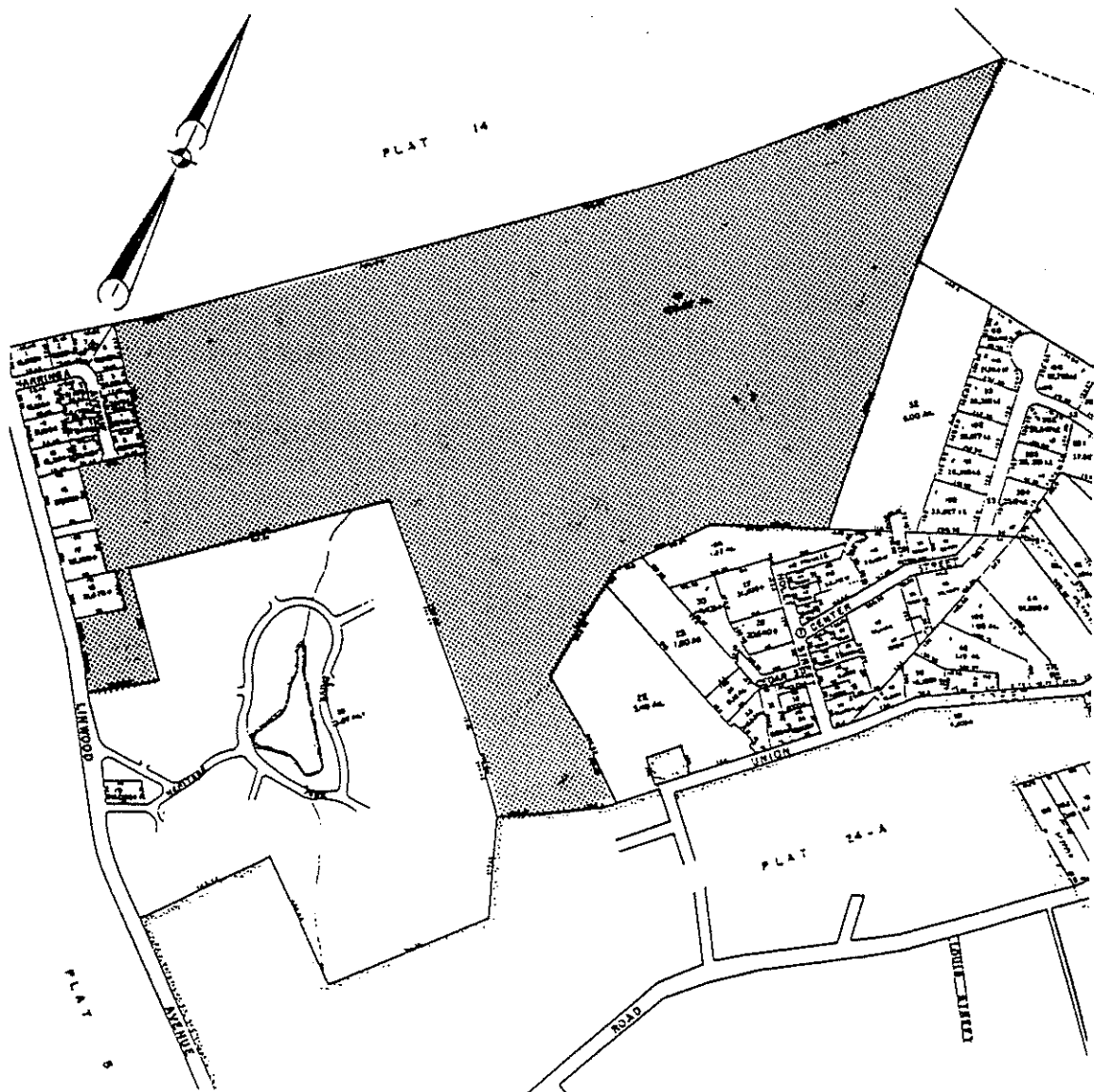
427 Linwood Avenue
Northbridge, MA



Locus Map

Linwood Avenue Site

427 Linwood Avenue
Northbridge, MA



Site Assessor's Plan

Linwood Avenue Site

Zoning Information:

Site is zoned residential six (R-6) and industrial two (I-2)*
School Building is an allowed use.

* The industrial (I-2) land is actually 75 acres of contiguous land to the (R-6) zone but is accessed from Providence Road. For the purposes of this study, the team only investigated the 75 acres of (R-6) land accessed from Linwood Avenue.

Site Description:

Location	Assessor's Plat 24 Lot 21
Size	Approximately 150 acres of which 75 acres from Linwood Avenue has been investigated as part of this study.
Characteristics	Wooded site with gentle sloping in some areas. Site access is gained from Linwood Avenue in the area of Haringa Avenue.

Wetland Information:

Two (2) wetlands are identifiable on the site. A lineal wetland running from north to south is evident approximately 800 feet east of Linwood Avenue. A larger wetland area is located 2,000 feet east of Linwood Avenue.

Utilities:

Utility infrastructure is available at Linwood Avenue
12 inch water main
24 inch sewer main
electric, gas and telephone services

Geological Data:

Soil type classification is Canton which indicates moderate slopes and fine sandy loam. Numerous small bedrock outcrops are visible approximately 1,000 feet east of Providence Road.

Development Constraints:

Development constraints involving building/site layout due to:
Site area reduction due to wetland areas
Costs associated with site drainage systems due to potential high seasonal water table
Costs associated with clearing and grubbing wooded areas.

Summary:

The area most suited for building construction is located nearest to Linwood Avenue. Although site is wooded and

wetlands do exist, the gentle slope of the terrain makes this parcel a suitable lot for school building construction.

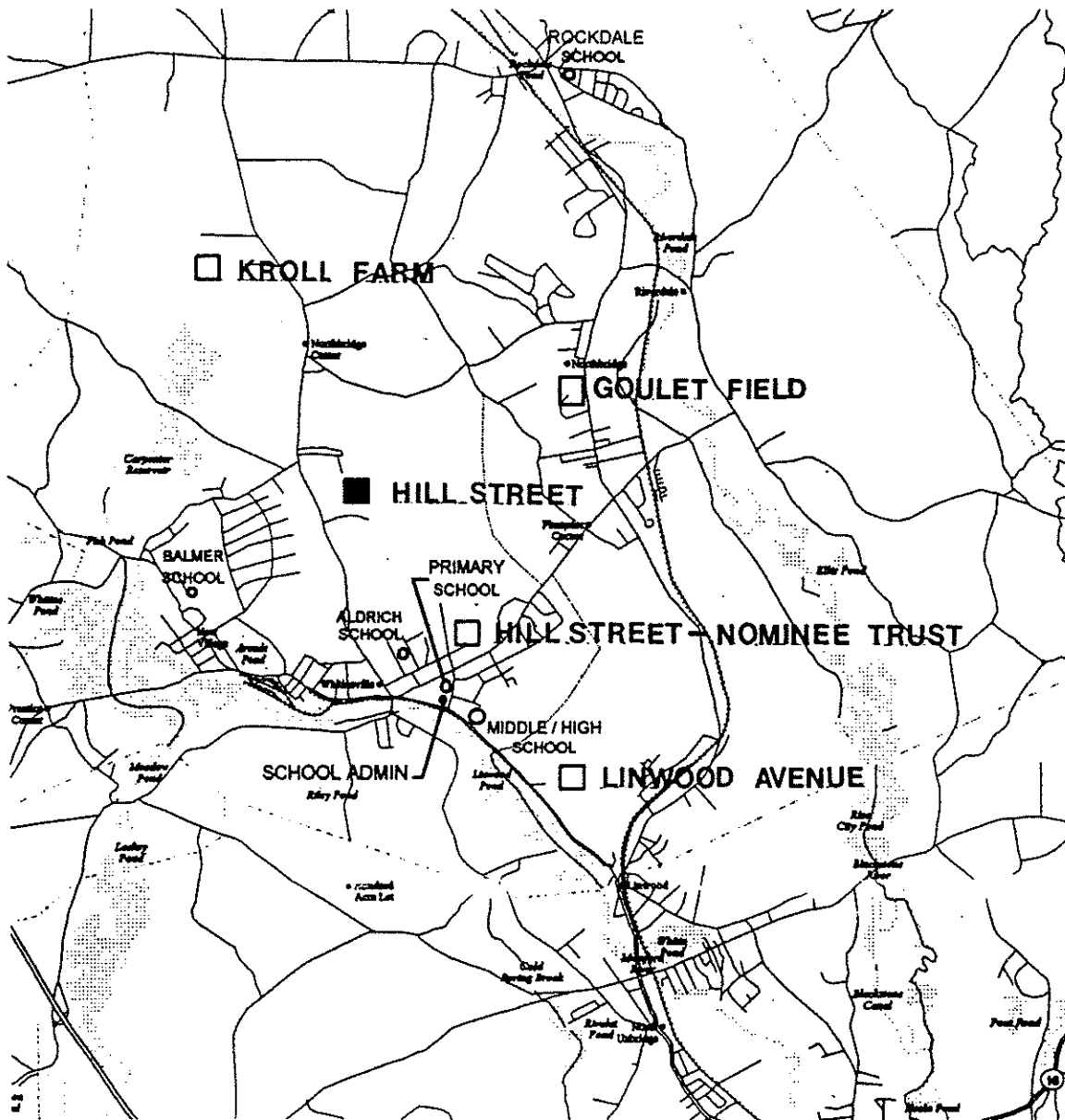
Recommendations:

Further investigate this parcel by executing a high school site development plan.

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Hill Street Site

554 Hill Street
Northbridge, MA

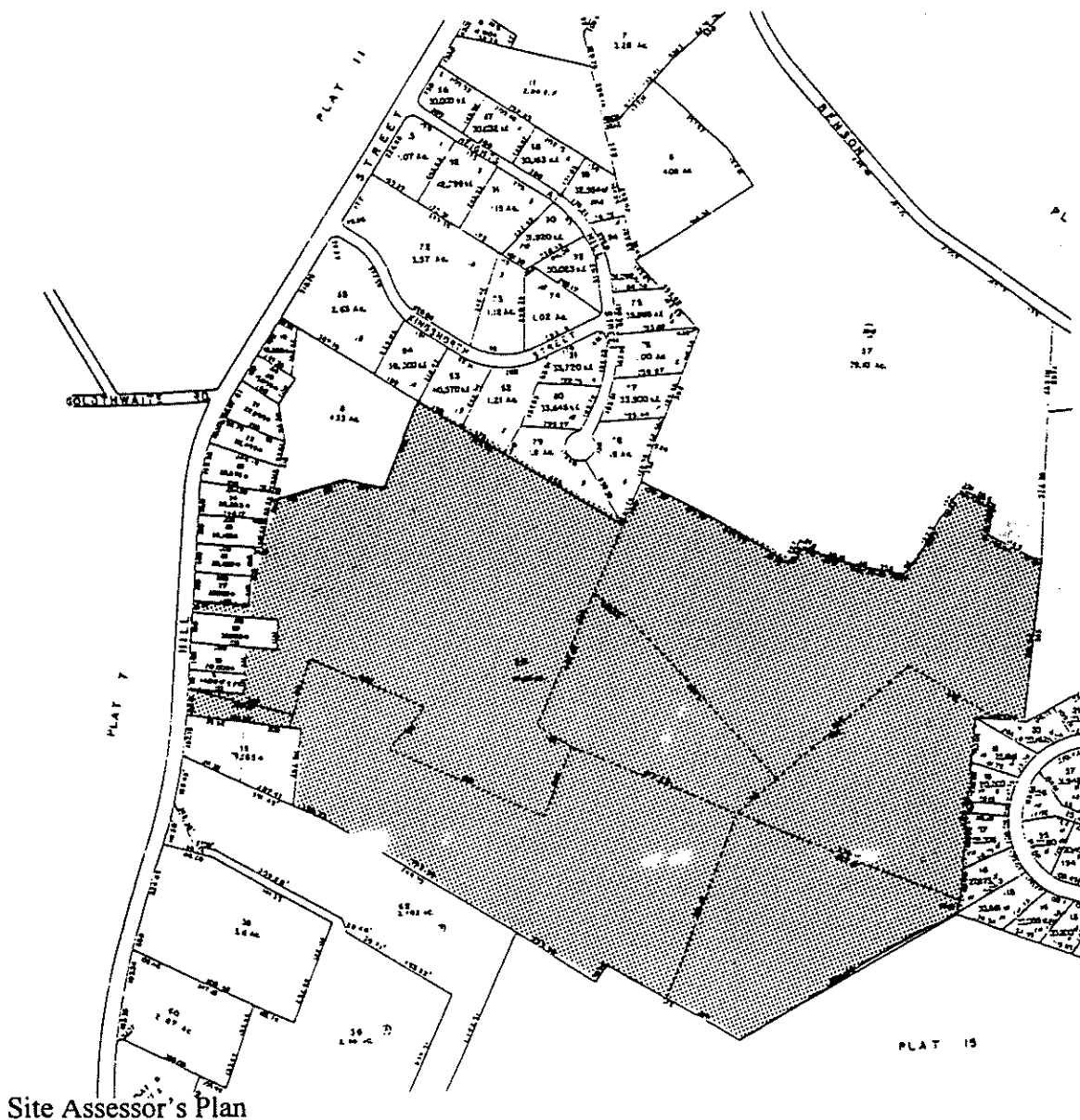


Locus Map

New High School Feasibility Study
Northbridge Public Schools
Northbridge, Massachusetts

Hill Street Site

554 Hill Street
Northbridge, MA



Hill Street Site

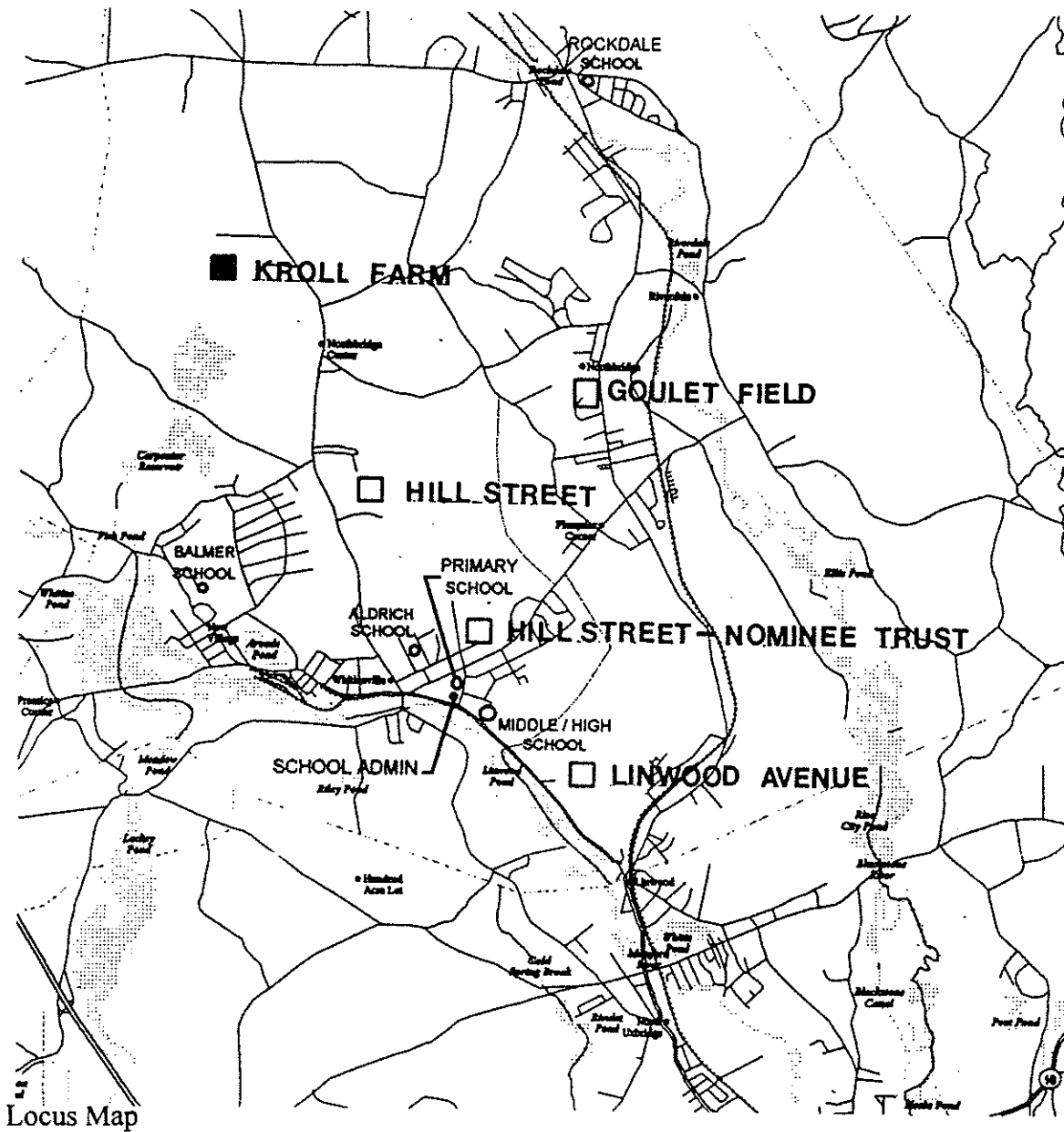
<i>Zoning Information:</i>	Site is zoned residential one (R-1) and residential two (R-2) School Building is an allowed use.	
<i>Site Description:</i>	Location	Assessor's Plat 16 Lot 28
	Size	Approximately 93 acres.
	Characteristics	Wooded site with moderate to steep slopes. Access is gained from Hill Street.
<i>Wetland Information:</i>	Wetlands occupy a significant portion of the site.	
<i>Utilities:</i>	Utility infrastructure is available at Hill Street 6 inch water main Town sewer only extends to Camillus Hospital and is not available at the site electric, gas and telephone services	
<i>Geological Data:</i>	Scituate soil type classification is Canton which indicates fine sandy loam with qlarge quantities of stones.	
<i>Development Constraints:</i>	Development constraints involving building/site layout due to: Distribution of many wetlands throughout the site Costs associated with development of steep slopes Costs associated with clearing and grubbing wooded areas.	
<i>Summary:</i>	Due to the amount of wetland area, steep slopes and the costs associated with extending the town sewer up to the site this would be a difficult site to develop.	
<i>Recommendations:</i>	Unsuitable for school building development.	

New High School Feasibility Study
Northbridge Public Schools
Northbridge, Massachusetts

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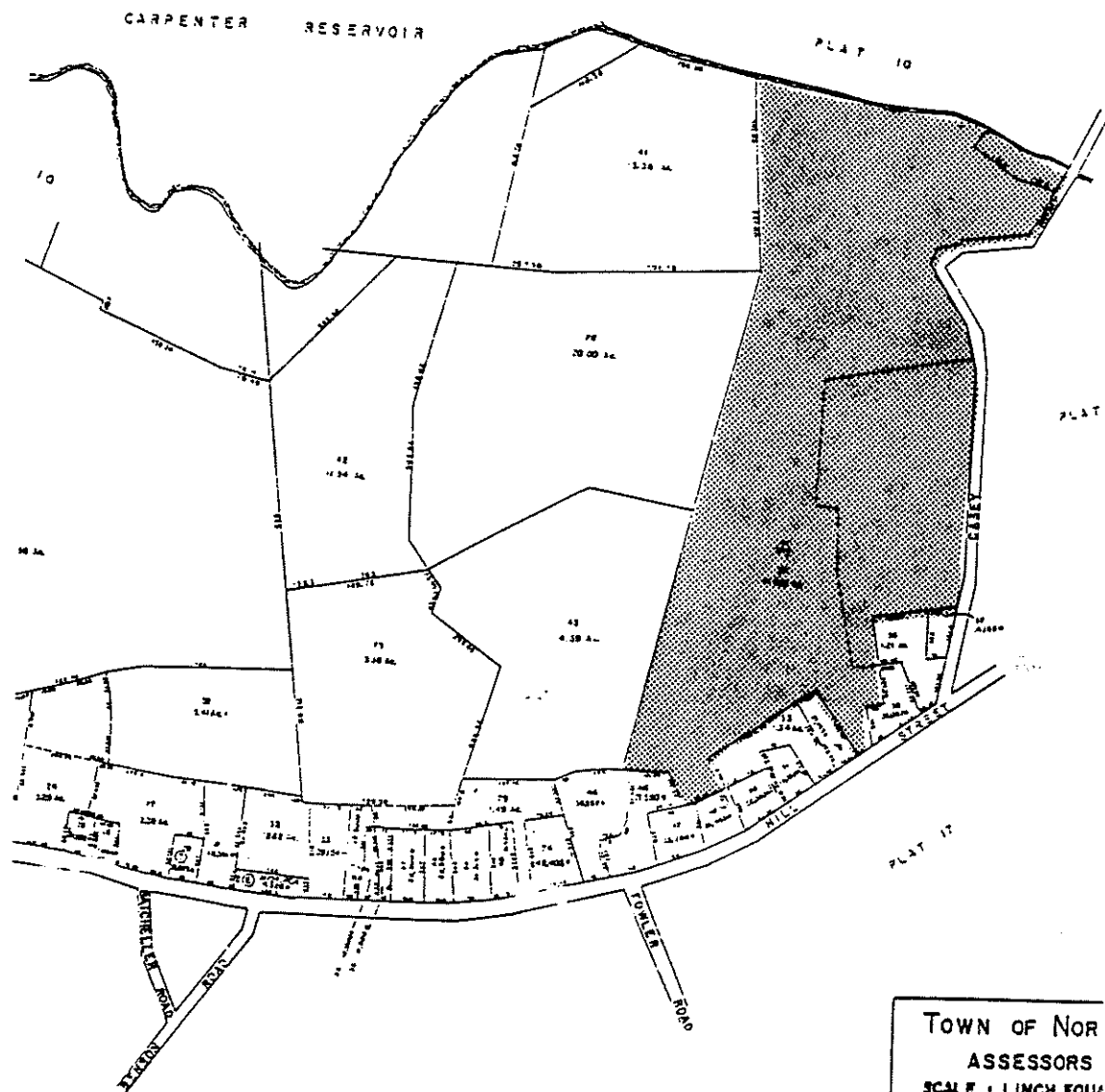
Kroll Farm Site

1095 Hill Street
Northbridge, MA



Kroll Farm Site

1095 Hill Street
Northbridge, MA



Site Assessor's Plan

TOWN OF NOR
ASSESSORS
SCALE - 1 INCH EQU
THIS PLAN IS NOT A

Kroll Farm Site

<i>Zoning Information:</i>	Site is zoned residential one (R-1) School Building is an allowed use.	
<i>Site Description:</i>	Location	Assessor's Plat 11 Lot 54
	Size	Approximately 42 acres.
	Characteristics	Rolling fields characterized by hay fields moved by local farmer. Slopes range from 3% to 8%. Access to site is gained from Hill Street east of Fowler Road.
<i>Wetland Information:</i>	Wetlands are present at souotheast end of site along Hill Street and narrow grassy waterway traverses from north to south across the site.	
<i>Utilities:</i>	Utility infrastructure is available at Hill Street 8 inch water main Sewer is not available electric, gas and telephone services	
<i>Geological Data:</i>	Scituate soil type classification is Canton which indicates fine sandy loam with large quantities of stones.	
<i>Development Constraints:</i>	Development constraints involving building/site layout due to: Wetlands present at southeast end of site Possible high seasonal water table Currently no access to town sewer.	
<i>Summary:</i>	This is generally well suited for school building construction due to the cost effective development of rolling fields. But, the sots associated with the installation of a wastewater treatment plant and its proximity to the center of town make it a difficult site to select.	
<i>Recommendations:</i>	Unsuitable for school building development.	

Site Analysis

Summary

The results of the analysis compiled for the five initial sites was reviewed in depth with the School Committee. See the following table for site comparison. Through detailed discussions with the committee members, it was determined that two of the sites warranted further investigation. The Goulet Field and Linwood Avenue sites were determined to be the locations with the most potential for the construction of the new high school. One of the major differences between the sites is that Goulet Field is a town-owned park and Linwood Avenue is privately held land that would require purchase of donation by the owner. The aim of the further study of these two sites is to focus on the physical characteristics of each parcel and not to spend time dealing with land purchase price. The purchase of land is considered outside the scope of this project but is a consideration that must be realized.

Site Feasibility Study Proposed Northbridge High School

Site	Zoning Information	Site Description	Wetland Information	Utilities	Geological Data	Development Constraints	Summary/Recommendations
Goulet Field	<ul style="list-style-type: none"> Site is Zoned Residential Three (R-3) Allowed Use 	<ul style="list-style-type: none"> A.P. 21 Lot 27 & 139 28 Acres & 51 Acres Slopes Range from 5-10% Access from Providence Road 	<ul style="list-style-type: none"> 400 Foot wide Wetland at Northwest Corner of Lot 27 Influenced Watercourse Flows Eastward from Wetland 	<ul style="list-style-type: none"> Water - 10 Inch Main Sewer - 8 Inch Main Electric, Gas, Telephone 	<ul style="list-style-type: none"> Soil Type-Montauk Classified as Sandy Loam Site Visit Revealed Several Areas of Exposed Bedrock 	<ul style="list-style-type: none"> Limited Developable Area on A.P. 21 Lot 27 (Goulet Field) Increase Construction Cost Associated with Ledge Removed 	<ul style="list-style-type: none"> Wetlands Located on Site Limited Developable Area Associated with Goulet Field Potentially Suitable Site for School
Hill Street Nominees Trust	<ul style="list-style-type: none"> Site is Zoned Residential Three (R-3) and Residential Two (R-2) Allowed Use in Both Zones 	<ul style="list-style-type: none"> A Portion of A.P. 15 Lot 62 Approx. 70 Acres Sleep Slopes (>20%) Access from Church Street 	<ul style="list-style-type: none"> Bordering Vegetated Wetland with Associated Intermittent Streams in Lowlying Portions of Site 	<ul style="list-style-type: none"> Water - 10 Inch Main Sewer - 8 Inch Main Electric, Gas, Telephone 	<ul style="list-style-type: none"> Chattfield-Holts Soil Classification Indicating Sleep Slopes and Bedrock 	<ul style="list-style-type: none"> Excessive Slopes Shallow Depth to Bedrock Seasons High Water Table 	<ul style="list-style-type: none"> Wetlands Located on Site Excessive Slopes Not Well Suited for School Development
Linwood Avenue	<ul style="list-style-type: none"> Site is Zoned Residential Six (R-6) and Industrial Two (I-2) Allowed Use in Both Zones 	<ul style="list-style-type: none"> A.P. 24 Lot 21 Approx. 150 Acres Moderate Slopes Access from Linwood Avenue and Providence Road 	<ul style="list-style-type: none"> Linear Wetland Located Approx. 800 Feet East of Linwood Avenue Considerably Larger Wetland Approx. 2000 Feet East of Linwood Avenue 	<ul style="list-style-type: none"> Water - 12 Inch Main Sewer - 24 Inch Main Electric, Gas, Telephone 	<ul style="list-style-type: none"> Canton Soil Classification Indicating Moderate Slopes and Fine Sandy Loam 	<ul style="list-style-type: none"> Possible Seasonal High Water Table 	<ul style="list-style-type: none"> Area Most Suited for Development Lies in Western Portion of Site Adjacent to Linwood Avenue Site Very Suitable for School Development
Hill Street	<ul style="list-style-type: none"> Site is Zoned Residential One (R-1) and Residential Two (R-2) Allowed Use in Both Zones 	<ul style="list-style-type: none"> A.P. 16 Lot 28 Approx. 93 Acres Moderate to Sleep Slopes Access from Hill Street 	<ul style="list-style-type: none"> Wetlands Occupy a Significant Portion of Site 	<ul style="list-style-type: none"> Water - 6 Inch Main Sewer (Carnifus Hospital) Electric, Gas, Telephone 	<ul style="list-style-type: none"> Schute Soil Classification Indicating Fine Sandy Loam and Extremely Stony 	<ul style="list-style-type: none"> Distribution of Wetlands Throughout Site Sleep Slopes 	<ul style="list-style-type: none"> Significant Wetlands No Access to Town Sewer Unfavorable Choice for Development of School
Kroll Farm	<ul style="list-style-type: none"> Site is Zoned Residential One (R-1) Allowed Use 	<ul style="list-style-type: none"> A.P. 11 Lot 54 Approx. 42 Acres Gentle Slopes (3-4%) Access from Hill Street 	<ul style="list-style-type: none"> Wetlands Present Along Southern Limits of Site Narrow Grassed Waterway Traverse Across Site in a North to South Direction 	<ul style="list-style-type: none"> Water - 8 Inch Main Sewer - (Not Available) Electric, Gas, Telephone 	<ul style="list-style-type: none"> Schute Soil Classification Indicating Fine Sandy Loam 	<ul style="list-style-type: none"> Possible Seasonal High Water Table No Access to Town Sewer 	<ul style="list-style-type: none"> Generally suited for Development of School Significant Cost Associated with Wastewater Treatment

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Mulcahey Elementary School

Educational Visioning Sessions

DRAFT Agendas

Educational Visioning Session #1 – The Big Picture

Proposed Duration: 4 Hours

Proposed Attendees: 30 Total – a balanced mix of parents, teachers, administrators, senior citizens, business leaders, and students

The primary goal of this first workshop is to explore 21st century teaching & learning, to communicate, to develop an understanding of the District's current and future educational programs, and to identify the educational goals & objectives of the District.

- Overview of Educational Visioning Process & Agenda for Visioning Session #1 – D&W Presentation, 15 min
 - D&W will briefing explain the sequence, scope, and expected outcomes of the visioning process.
 - D&W will also briefly explain how the visioning process fits into the larger Feasibility & Schematic Design process.
 - D&W will provide an overview of the activities undertaken in Visioning Session #1
- Explore 21st century teaching & learning – Small Group Exercise, 30 min
 - Everyone brings a different set of experiences and perspectives on education, the labor force, the economy, and what it takes to be successful. This small group exercise will pose a series of guided questions to table groups to initiate discussion around educational philosophy and the specific skills, characteristics, and knowledge needed by students to be successful.
 - Tables will post and quickly report out their findings.
- Exemplary Facilities– D&W Presentation, 30 min
 - D&W will share examples of elementary school designs from around the country that exemplify best practices.
- Key Takeaways Discussion – Small Group exercise, 30 Min
 - This small group exercise will pose a series of guided questions to tease out what characteristics might be appropriate for consideration at Mulcahey.
 - Tables will post and quickly report out their findings.
- Break
- What Works and What Could Work Better Exercise – Small Group Exercise, 45 min
 - This small group exercise will pose a series of guided questions to help the Design Team understand how physical and/or spatial elements are performing. While D&W will perform objective analyses of building systems and spaces relative to MSBA guidelines elsewhere in the process, we find this type of activity gives the District a valuable anecdotal perspective from those who do not interact with the building everyday or

from those whose voices are heard in the typical administrative discourse. We do try to focus the discussion on the physical characteristics of buildings and their amenities – not on District policy or human resources.

- Tables will post and quickly report out their findings
- Programs and Services Exercise – Large Group Exercise, 30 min
 - As a large group, we'll explore current and future programs and services. Typical future programs include the introduction of a maker culture as a special, expansion of fine and performing art programs, shifting special education program or reintroducing programs to retain students in the District.
- Goals & Objectives Exercise – Large Group, 30 Min
 - As a large group, participants will identify big picture goals and objectives for the project.

Educational Visioning Session #2 – Drilling Down

Proposed Duration: 4 Hours

Proposed Attendees: 30 Total – a balanced mix of parents, teachers, administrators, senior citizens, business leaders, and students

The primary goal of this second workshop is to explore specific key planning issues and to develop a set of overarching guiding principles for design.

- Overview of Visioning Session #2 – D&W Presentation, 5 min
 - D&W will provide an overview of the activities undertaken in Visioning Session #2
- Summary of Outcomes from Visioning Session #1 – D&W Presentation & Discussion, 10 min
 - D&W will review the outcomes from Visioning Session #1 and invite attendees to reflect on their previous work.
- School Size & Organization – D&W Presentation, 15 min
 - School size is one of the key decisions the City and the District must make. It is a decision closely related to school organizational models. D&W will make a short presentation outlining the need for this decision and the school organizational models that may influence the decision.
- School Size & Organization – Small Group Exercise, 30 min
 - In small groups, participants will identify pros and cons of the each of the two school sizes under consideration.
 - In small groups, participants will discuss and identify the organizational models that are most appropriate for the project.
- School Size & Organization – Straw Poll, 15 min
 - As individuals, participants are invited to identify with a sticker, their preferred School Size. This is not meant to be a formal or official decision-making moment, but rather as a way to take the pulse of those in attendance. Officially, this will be a decision for the School Building Committee and the School Committee, but we find it useful mechanism to provide those entities with anecdotal insight of others.
 - As individuals, participants are invited to identify with a sticker, their preferred school organizational model(s). This is not meant to be a formal or official decision-making

moment, but rather as a way to take the pulse of those in attendance. Officially, this will be a decision for the School Building Committee and the School Committee, but we find it useful mechanism to provide those entities with anecdotal insight of others.

- Key Spaces Discussion – Large Group Exercise, 30 Min
 - This exercise will be the first step in developing a Preliminary Space Summary. As a large group, participants will be asked to identify key spaces for consideration. Key spaces often include: Classrooms, Library, Gymnasium, and cafeteria. But, our Design Team will be interested in other key spaces as well. What kinds of special education spaces are expected? KLC? RISE? Service providers? Are there any community use spaces?
- Break
- Safety & Security – D&W Presentation, 30 min
 - D&W and its security consultant, Margolis Healy, will have already conducted a safety and security workshop with other stakeholders. The intent of this presentation is to share the outcomes of that workshop as they will likely impact the Functional Relationship exercise.
- Functional Relationships Exercise – Small Group, 45 min
 - Using foam board templates, post-it notes, and other low tech tools, table groups will be invited to create diagrams of their idealized relationships between key spaces. Some tables will work with the 735 student design enrollment. Other tables will work with the 430 student design enrollment.
- Functional Relationship Reporting Out – Table Representatives, 30 min. (5-6 min each)
 - Table groups will be asked to report on their diagrams to the entire room.
 - D&W will look for and highlight similarities among the groups.
- Design Guidelines – Large Group Exercise, 15 min
 - Along with the large group, D&W will synthesize the similarities from the functional relationship exercise into a series of Guiding Principles for design. These overarching items will be revisited in Visioning Session #3, but the final list will serve as a reference as the design process moves forward.

Educational Visioning Session #3 – Confirmation & Details

Proposed Duration: 4 Hours

Proposed Attendees: 30 Total – a balanced mix of parents, teachers, administrators, senior citizens, business leaders, and students

The primary goal of this last workshop is to confirm the key findings of the previous two sessions, to explore the characteristics of specific space types, and to begin the discussion about the project's look and feel.

- Overview of Visioning Session #3 – D&W Presentation, 5 min
 - D&W will provide an overview of the activities undertaken in Visioning Session #2
- Summary of Outcomes from Visioning Session #1 & #2 – D&W Presentation & Discussion, 10 min

- D&W will review the outcomes from Visioning Session #1 & #2 and invite attendees to reflect on their previous work.
- Functional Relationships Exercise (Revisit) – Large Group, 30 min
 - D&W will create and present clean graphic representations of the outcomes from Visioning Session #2.
 - As a large group, D&W will facilitate a discussion about whether revisions or additions need to be made to these planning concepts, now that everyone has had some time to reflect.
- Design Patterns Presentation – D&W, 30 min
 - There are more types of spaces than are commonly known. D&W will share examples of several space typologies.
- Design Patterns Exercise – Small Group, 45 min
 - Participants will be invited to explore design characteristics of specific key spaces, one per table group. We'll determine which table explores which space on the spot that day, but important spaces are:
 - Classroom – shape, visual connectivity, activity zones, and support spaces
 - Library/Media Center – activity zones, adjacencies, and look and feel
 - Cafeteria – as a dining experience, as a multi-purpose space (performance venue), zoned into different acoustical experiences, etc.
 - Special Education Classroom(s)
 - Supplemental or Other Instructional Areas
 - Extended Learning Areas
 - Small Group Rooms
 - Maker Spaces
 - Science Spaces
 - STEM/STEAM Spaces
 - It should be noted that we'll meet with end users (individual classroom teachers, administrators, and staff) to discuss specifics of spaces later in the process.
- Design Patterns Reporting Out – Large Group, 30 min
 - Table groups will be asked to report on their diagrams to the entire room.
- Building Look & Feel Exercise – Large Group, 45 min
 - The intent of this exercise is to begin exploring the City's design sensibilities.
 - D&W will bring inspirational image boards that reflect a wide variety of architectural and design characteristics.
 - After a brief overview of the images, D&W will invite participants to explore the images for themselves and place post-it notes on the images that they are drawn to and that they think are relevant for the project. Additionally, D&W will invite participants to write a few words on their post-it notes documenting the thing in the image that drew their attention.
 - We hope to walk-away with a relatively short list of words we can reference as the design process continues.
- Design Guidelines Exercise (Revisit) – Large Group, 15 min.

- With three days of visioning complete, D&W will invite participants to reflect on their previous work to make revisions and/or additions to the list of Guiding Principles for Design.

W. EDWARD BALMER ELEMENTARY SCHOOL

Northbridge, MA

Building Committee Meeting

JUNE 26, 2017





leadership

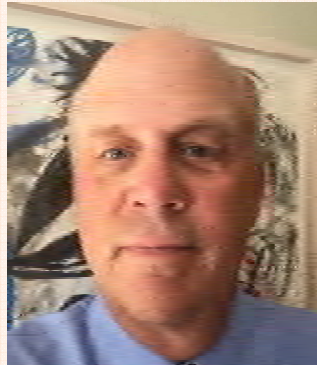
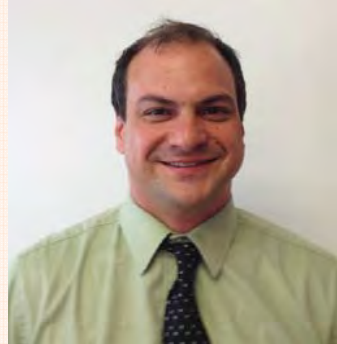
elementary education

engagement

long term relationships

msba experience

work throughout commonwealth



team

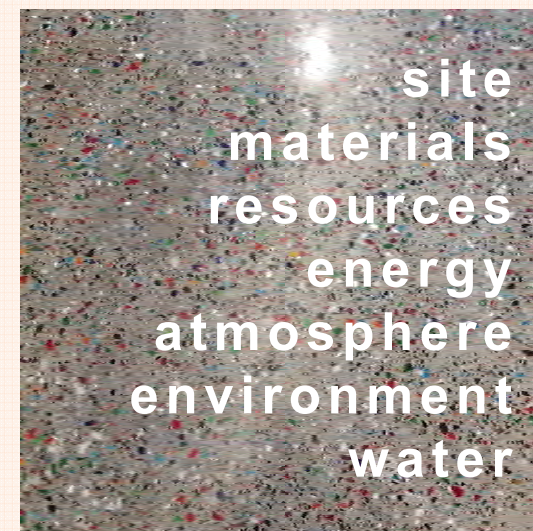
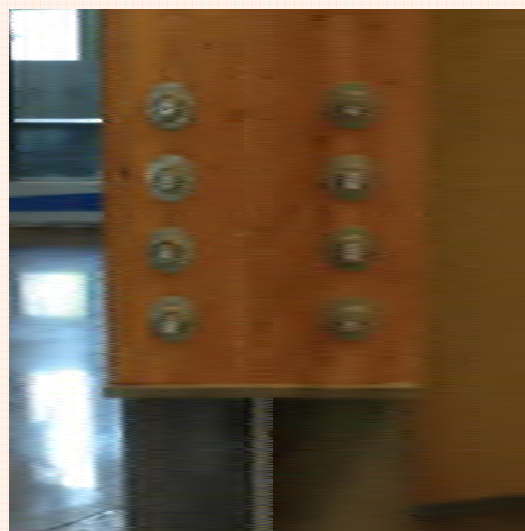
- experience
- energy efficient design
- quality control
- cost-effective

recent elementary projects

25 communities in the last 5 years

6 elementary schools with msba





innovation



A close-up photograph of a child's hands assembling LEGO bricks on a wooden surface. The child is wearing a light blue button-down shirt. The background is a warm-toned wooden table with various other LEGO pieces scattered around, creating a bokeh effect. Overlaid on the right side of the image is the text 'EDUCATION PROCESS OPTIONS COMMUNICATION' in a bold, grey, sans-serif font, arranged in four lines. In the bottom left corner, there is a white logo consisting of a large 'D' and 'W' connected by an ampersand.

EDUCATION
PROCESS
OPTIONS
COMMUNICATION

D
& W

A close-up photograph of a child's hands assembling LEGO bricks. The child is wearing a light blue button-down shirt. The background is a wooden table with various other LEGO pieces scattered around, slightly out of focus. The overall lighting is warm and natural.

EDUCATION

visioning
educational planning

D
& W

Educational Planner & Stakeholder Engagement



Graphic Facilitation by **dpict** | dpict.info | thevalueweb.org



A close-up photograph of a child's hand, wearing a red long-sleeved shirt, drawing a hopscotch grid on a sandy surface using colorful chalk. The grid is composed of blue and pink lines. The child's hand is positioned on the right side of the frame, with the fingers slightly curled as they draw. The background is a soft-focus view of the sand and the chalk lines.

PROCESS

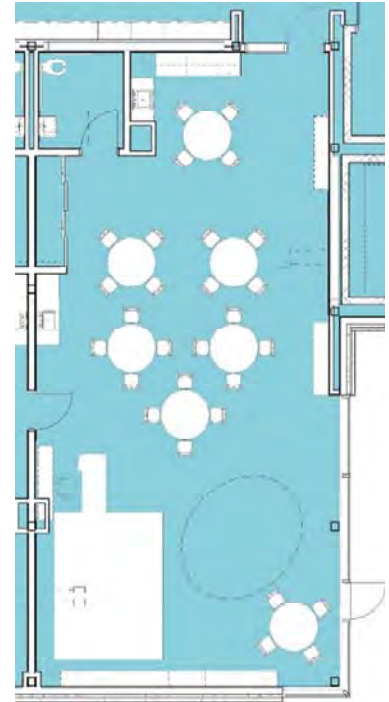
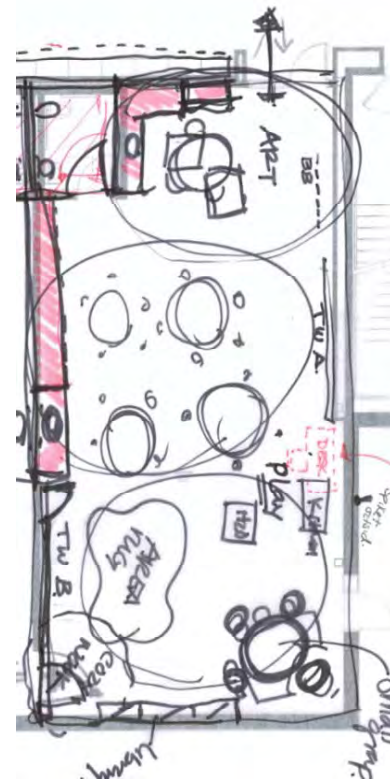
listen

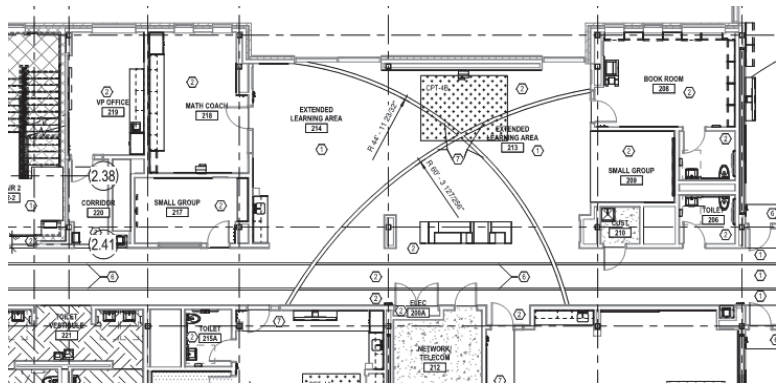
translate


implement

D
&w

listen, translate



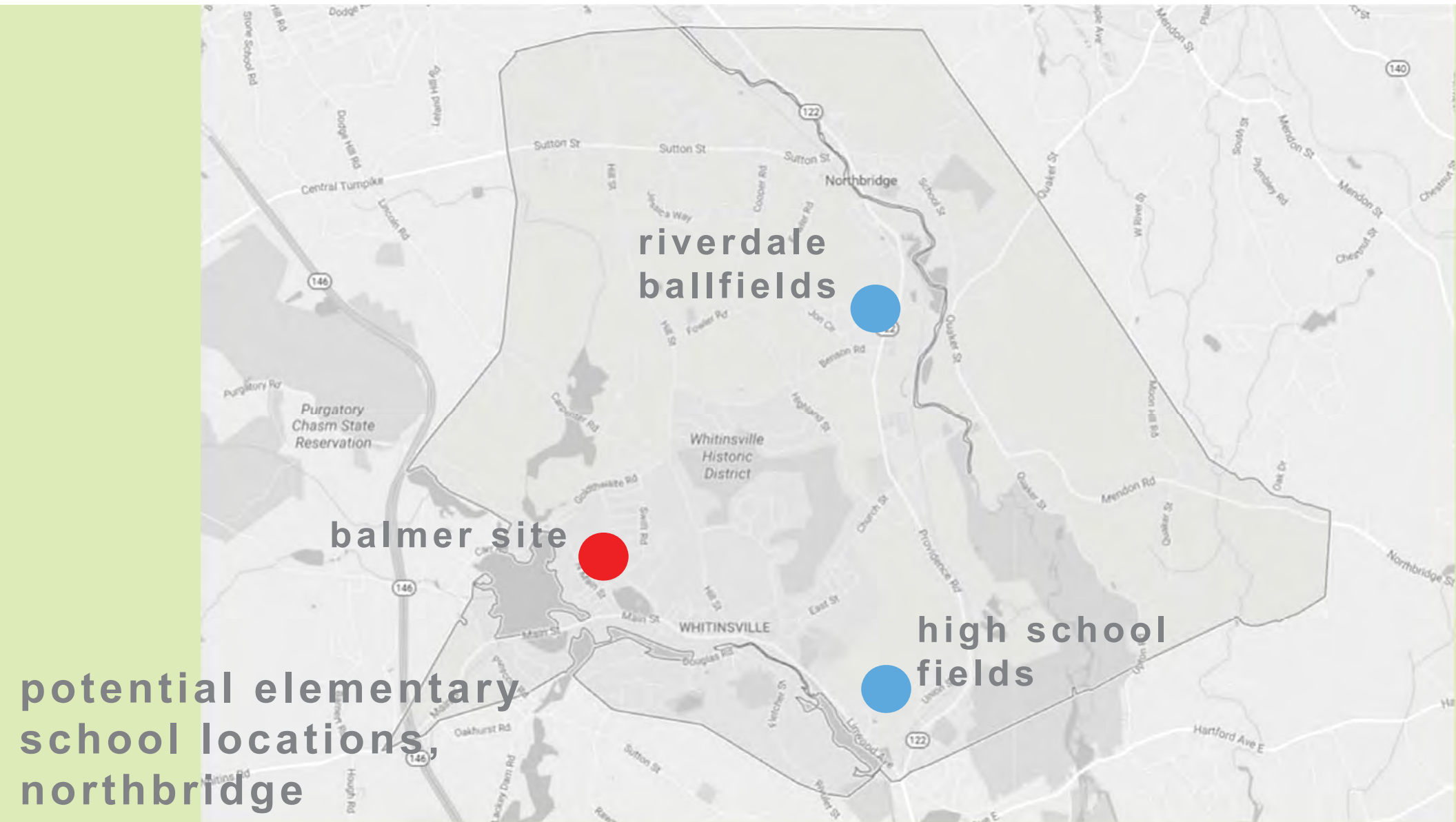
[illegible]

A close-up photograph of a child's hands carefully placing a wooden block onto a tall, precarious stack of Jenga blocks. The child is wearing a red shirt. The background is blurred, showing what appears to be an indoor setting with blue light. The text 'site analysis', 'addition/renovation', and 'new construction' is overlaid on the left side of the image.

site analysis
addition/renovation
new construction

OPTIONS

**D
& W**



opportunities and constraints

wetland
steep slopes
.02% flood zone



opportunities and constraints

buildable area



opportunities and constraints

solar access
shading



opportunities and constraints

site access
roads and traffic



opportunities and constraints

site circulation





ADDITION/ RENOVATION METHODS

- modulars
- swing space off site
- summer /off hours construction
- phased occupied construction



ADDITION/ RENOVATION OPTION

phase 1
enabling site work



ADDITION/ RENOVATION OPTION

phase 1



ADDITION/ RENOVATION OPTION

phase 2



ADDITION/ RENOVATION OPTION

phase 3



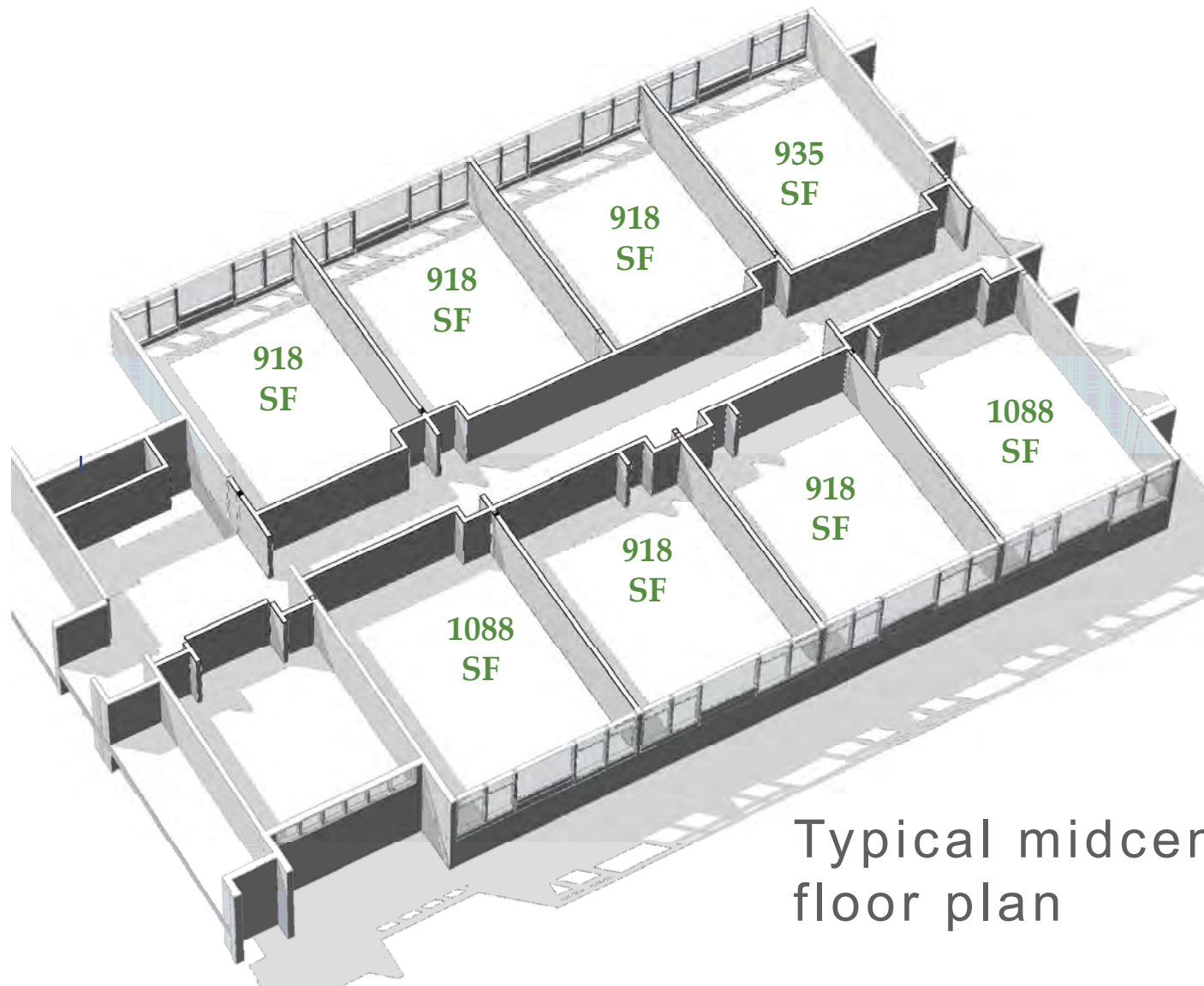
ADDITION/ RENOVATION OPTION

balmer school site

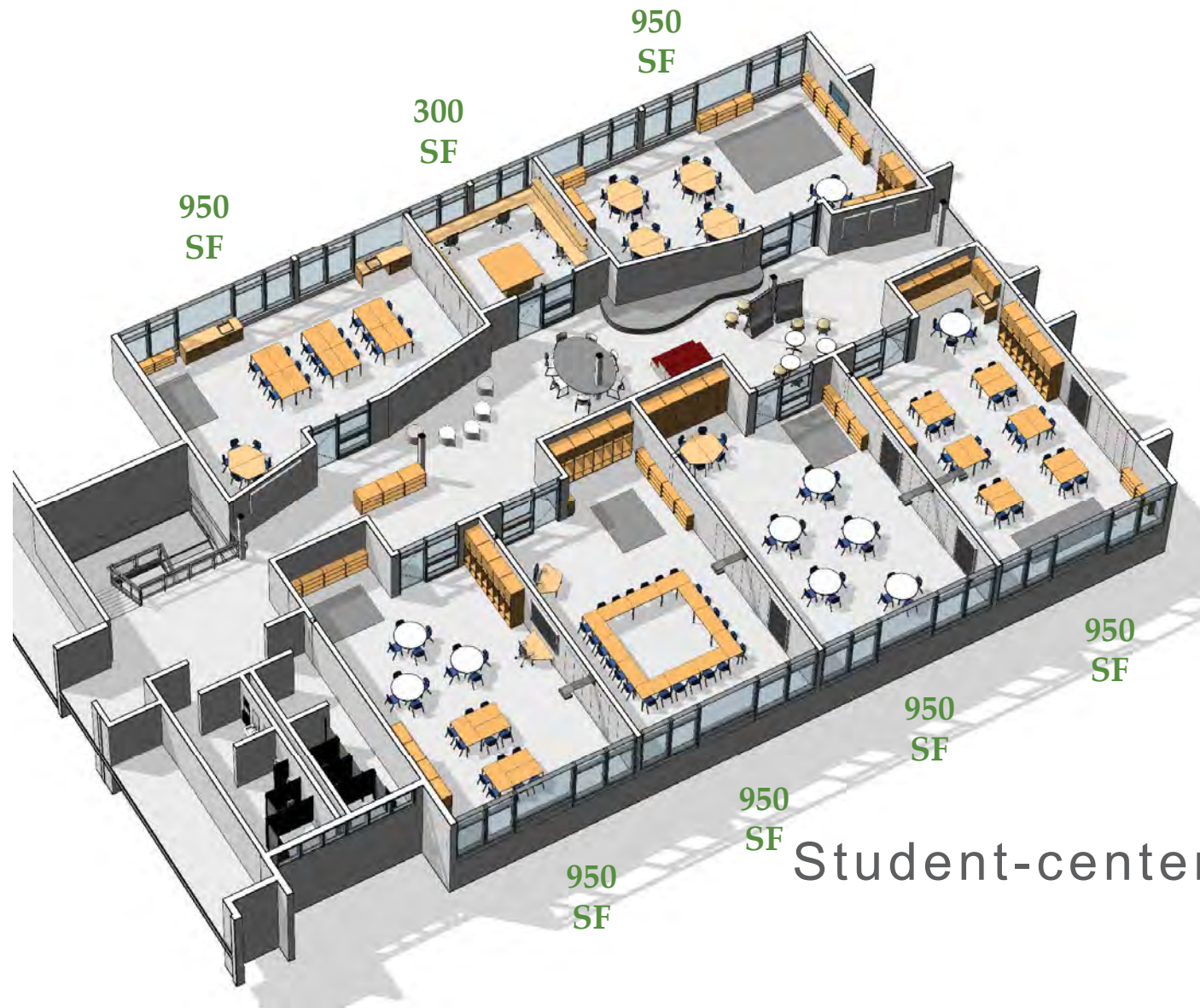


SEAMLESS INTEGRATION

ACCESSIBILITY
HEALTH, SAFETY &
WELFARE
BUILDING ENVELOPE
STRUCTURAL
MECHANICAL
ELECTRICAL
PLUMBING
FIRE PROTECTION
TECHNOLOGY



Typical midcentury
floor plan



Student-centered design

NEW CONSTRUCTION OPTION

balmer school site



balmer
school site

NEW CONSTRUCTION OPTION

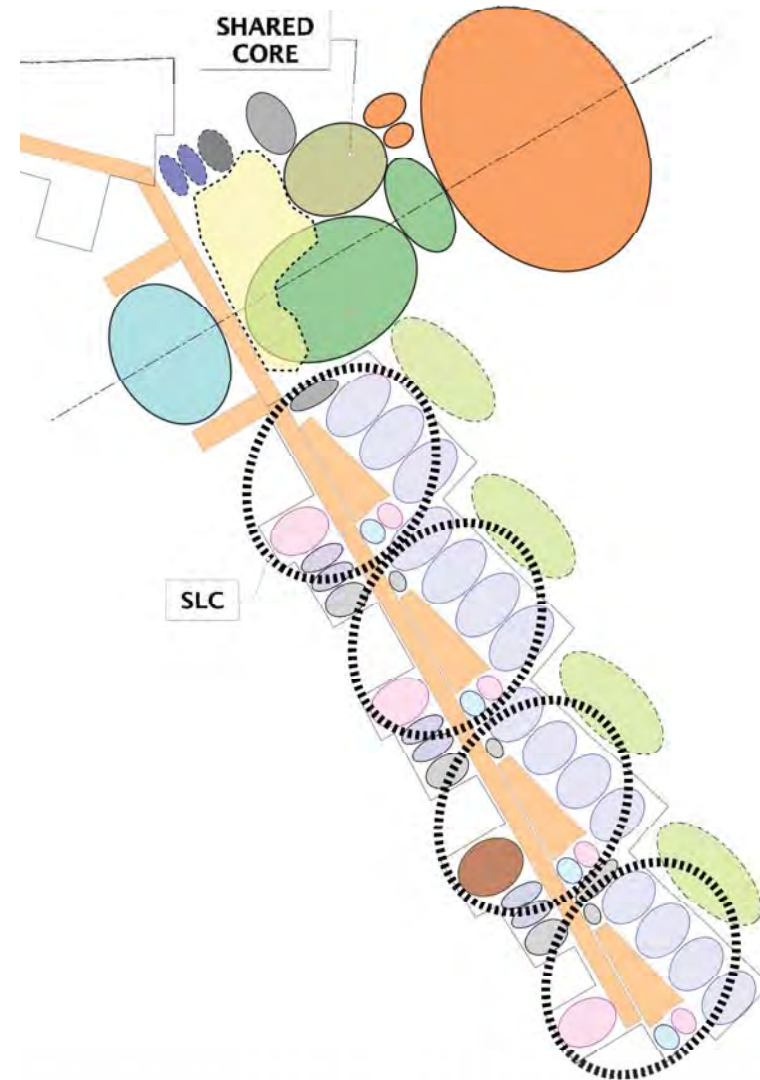


- **SCHOOL**

- Wing

(school within a school)

- small learning communities
 - educational space
 - learning site

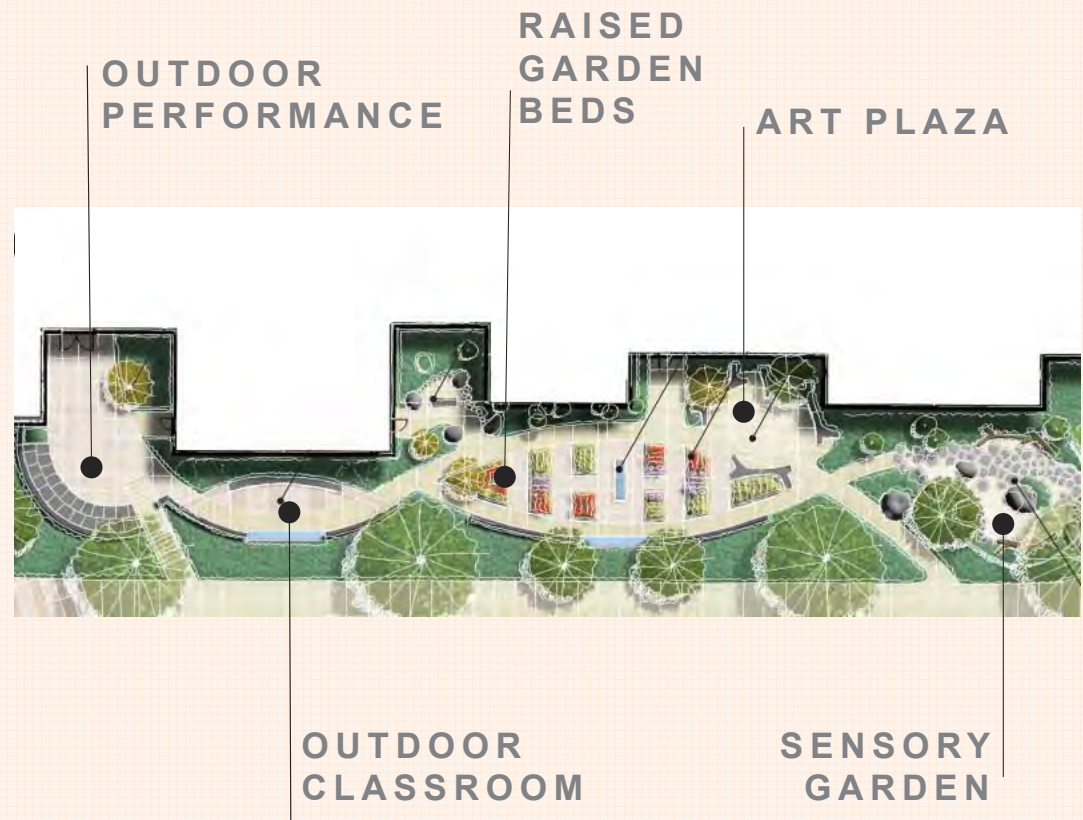




small learning communities:
neighborhood



design
from the inside out





balmer school site

NEW
CONSTRUCTION
OPTION

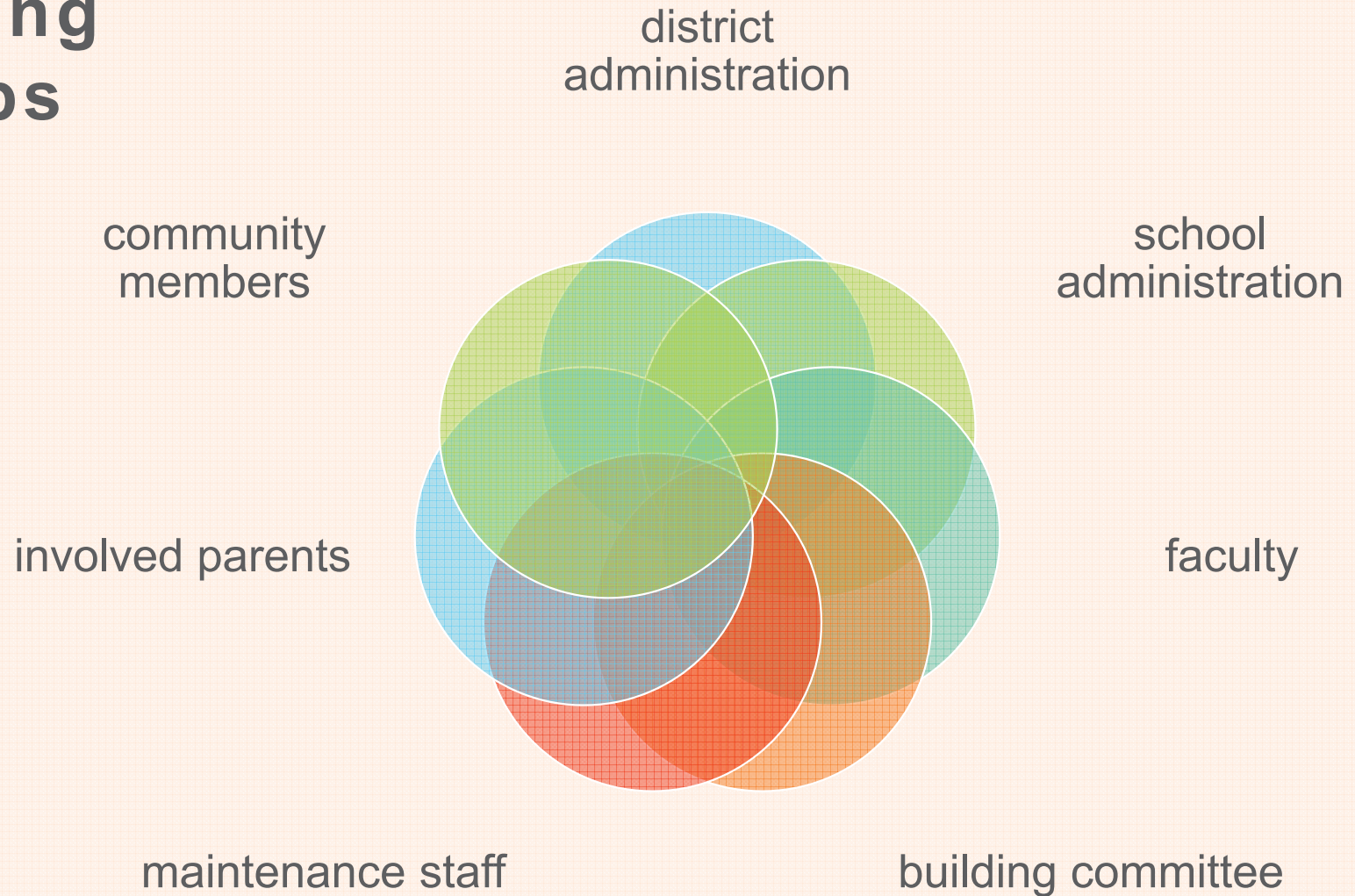
A person with short brown hair is holding a silver and black Minolta camera with a 50mm lens. The camera's lens is in focus, showing a reflection of a colorful scene. The person is wearing a blue t-shirt and a brown strap is attached to the camera. The background is blurred, showing some green and blue lights.

four-way approach:
working groups
social media
user dialogue
public forums

COMMUNICATION

**D
&w**

working groups





user dialogue:
students
teachers
administrators
staff



THANK YOU

D
& W

