Agenda

1. Recap of Project Goals
2. Work Completed to date
3. Summary of Findings
4. Schedule & Expected Next Steps
5. Interactive Discussion
Overarching Goals

Create a comprehensive master plan for public buildings that will serve the Town’s needs for the next ten years plus! Think generational.

1. Assess the condition & programmatic needs
2. Discuss the priorities, capital projects & yearly CIP
3. Develop Options ~ Be innovative, be creative, be responsible, be nice!
4. Together, solidify a Master Plan for Suffield’s best future
WORK COMPLETED
SO FAR...
Areas Studied

1. **Site** (Pavement, traffic circulation, signs, parking, curbs, sidewalks)
2. **Architectural Exterior** (Building envelope, roofs, windows, doors, masonry, trim, downspouts)
3. **Architectural Interior** (flooring, ceiling, lighting, wall finishes, doors, frames)
4. **Code ~ Accessibility / Life Safety** (accessible entrances, lifts/ramps, floor clearance, sprinklers, fire alarm)
5. **Building Systems** (plumbing, heating, ventilation, air conditioning, lighting, electrical systems, technology, fire protection, fire alarms)
1. **Interviews of principals, facilities, and district leadership**

2. **Questions Included…**
   a. What spaces get the most use? The least? What is missing?
   b. What affects quality of education of a daily basis?
   c. What works well, what doesn’t?
   d. How can this facility better support the staff and/or students?

3. **Benchmarking existing space to industry standards.**
WORK COMPLETED ~ COMMUNITY ENGAGEMENT

1. **Existing Conditions Survey** July 2021 – Results posted to Town website

2. **Video Narratives** – Posted to Town website
   - A. Ward Spaulding Elementary
   - Town Hall Annex
   - (more coming soon)

3. **Open House Walkthroughs** 6/26
   - A. Ward Spaulding Elementary
   - Police Department
   - McAlister Intermediate School
   - Suffield Middle School
   - Fire Station #1 (Headquarters)

4. **SOTG** 11/12 and 11/13 – Presentation boards & handouts, and Parker!
5. **Self-Guided Tours** – Flyers for Open House Events
   - A. Ward Spaulding 9/9
   - McAlister Intermediate 9/14
   - Suffield Middle School 9/21/2021

6. **Facilities Committee Meetings**
   - Meetings Held ~ 1/7/2020, 1/21/2021, 5/6/2021, 6/2/2021, 8/11/2021
   - Upcoming 2021 Mtgs. ~ 9/23, 10/14, 12/9

7. **Tri-Board Meeting** ~ 6/14/2021

8. **Upcoming Public Meetings**
   - Public Forum & Workshops ~ November, January, and February (exact date TBD)
Total number of surveys completed: 580

- Of respondents feel there is a need to address municipal facilities, but want a comprehensive approach: 60%
- Would like to see a combination of additions & renovations with new buildings: 52%
- Want to see more informational surveys as options are developed: 94%
SURVEY RECAP

88% of respondents identified as a Community Member

~75% of respondents are between the ages of 35-64 (evenly distributed)

47% of respondents have lived in Suffield for 20+ years

48% of respondents identified as a Parent of a Suffield Student

The majority of respondents live in Suffield for the Community Character*

*Followed by Schools, Regional Location, Family-Community Connection, Public Safety, Town Services, Housing Quality & Employment Opportunities

2. Summary table for each building with key statistics

3. Conditions ranking by vintage

4. Breakdown list by component

5. Comprehensive Building systems

Resource tool for planning projects!
Grade Level | PK-2
---|---
Building Area/Site | 71,406 sf / 19.5 acres
Age/Construction | 1954 (67), 1961 (60), 1985 (36), 1988 (33)
A. WARD SPAULDING SCHOOL ~ EXISTING CONDITIONS

**Site** ~ Insufficient parking for events, parking immediately adjacent to building a safety concern, over 50% of paved areas and sidewalk in need of replacement, poor definition of school boundary, remote/unprotected playground and playscapes

**Architectural Exterior** ~ Masonry in need of repointing/repair, efflorescence on portions of building, windows approach 20 years, modular addition in poor condition

**Architectural Interior** ~ Overall well built, some replacement of finishes, ACM removal program, majority of finishes past useful life (millwork, floors, doors, ceilings)

**Code/Accessibility/Life Safety** ~ Several accessibility compliance issues, floor clearances/reach at entranceways, sinks, and millwork, lift at stage.

**Building Systems** ~ No automatic sprinkler system within building, majority of plumbing systems and fixtures are past their useful life, unit vents not functioning (fresh air), no BMS, electrical lighting and power distribution end/past useful life.
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What's Existing

- Admin removed from Main Entrance, have to be escorted
- Specials are disjointed, too far away
- Auditorium only used a few times per year
- Summer program is growing, Before & After uses Cafeteria – no dedicated entry
- Special Education too far from Sensory Rooms, program needs more space

What's Desired

- Admin relocated close to Main Entry
- Improved flow to Specials, bring to Main Hall
- Convert Auditorium to Learning Lab
- Dedicated amenity space for Summer Program and Before & After care
- Improved flow to Special Education and Sensory Rooms
- Connections to Exterior, outdoor learning

Understanding the impact of your Building
"The gift of time"
McALISTER INTERMEDIATE SCHOOL
SUMMARY OF FINDINGS
MCALISTER INTERMEDIATE ~ EXISTING CONDITIONS

1939 Original

1956 Addition

1987 Addition

1972 Modifications and Updates
(High School to Middle School) 49 yrs.

1992 Elevator Addition & Chair Lift @ Stage

2001 Code Alterations
(Middle School to Intermediate School)

1994 Modular Building

1988 & 1990 Code & Building Upgrades

1956 Addition

65 yrs.

Grade Level | 3-5 |
--- | --- |
Building Area/Site | 72,263 sf / 32.4 acres (shared) |
Age/Construction | 1939 (82), 1956 (65), 1987 (34), 1994 (27) |
MCALISTER INTERMEDIATE ~ EXISTING CONDITIONS

**Site** ~ Site traffic, parking and perimeter security major concerns for site (pedestrian and vehicular safety), play areas exposed, no definition of school boundary, pavement & site lighting are in poor condition

**Architectural Exterior** ~ Several improvements over time, many poorly functioning windows, persistent water infiltration/leaks at windows, doors, roofs

**Architectural Interior** ~ Overall well built, some replacement of finishes, majority of finishes past useful life (millwork, floors, doors, ceilings), gym, lockers, toilets all poor. Significant noise transfer in original wood plank floors/struct.

**Code/Accessibility/Life Safety** ~ Many toilet areas non accessible, Several compliance issues at floor clearances/reach at entranceways, sinks, and millwork, lift at stage.

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Programmatic Observations

1. Some classrooms are appropriate size, meet educational needs, although limited flexibility for grade level “pods”, considering mixed grade pods

2. Good location for Admin Suite, Specials Classrooms (Music, Art, STEM), need appropriately size space

3. Noise/Acoustical transmission from 2nd floor

4. Lack of general classroom space on 1st floor, small footprint overall

5. Poor location and setup for Media Center, should be the “heart” center of school

6. One cafeteria proves to be difficult scheduling

7. Building reinvented so many times it becomes inefficient

8. Limited space for conference/small group, specialized education, teacher prep, large group

9. Site security, parking, & boundary ongoing concern, limited opportunity for outdoor classrooms
SUFFIELD MIDDLE SCHOOL ~ EXISTING CONDITIONS

1964 Original Construction

* Property Card has 286,843 sf

1965 Vo-Ag

1972 Additions & Alterations

2002 Conversion from High School to Middle School

<table>
<thead>
<tr>
<th>Grade Level</th>
<th>6-8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Area/Site</td>
<td>128,489 sf / 32.4 acres (shared)</td>
</tr>
<tr>
<td>Age/Construction</td>
<td>1964, 1965 (Vo-Ag), 1972, 2002</td>
</tr>
</tbody>
</table>

57 years

56 years

49 years
**Site** ~ Site conditions are in fair to poor condition for; sidewalks, curbs, paving, drainage issues, site traffic flow, parking, security major concerns. Areas of poor drainage on west/southwest side of site.

**Architectural Exterior** ~ Consistent roof leaks, roof replaced in phases by different contractors, majority of brick in fair to good condition, lintels are in fair to poor condition.

**Architectural Interior** ~ Overall, well maintained, original building well built, other areas poorly constructed. Significant inefficiencies due to additions/renovations over time, noise/Acoustical concerns (70’s modular). Lack of natural daylight creates poor educational environment.

**Code/Accessibility/Life Safety** ~ 2002 upgrades addressed some code issues, accessibility compliance issues remain, floor & push/pull clearances & reach req.

**Building Systems** ~ Many renovations and varying vintages of systems makes for complex infrastructure, difficult to maintain, inefficient system, most major mechanical systems past or at the end of their useful life.
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Programming Discussions

1. Some classrooms are decent size throughout school although many of the specialized classrooms are not sized nor do they function correctly (ex. World language)

2. Flow of the overall building a concern, tough to implement team model, share spaces, promote collaboration ~ important for this demographic.

3. Specialized teaching rooms & core facilities biggest concern – band, cafeteria acoustics & queuing, media center, family & consumer science outdated, limited space for tech ed., many poorly located

4. Lack of efficiency in the layout affects quality of education, time in class, and programs offered.

5. Currently circulate through classroom to attend special education classes, would like to centralize and share, save on time & reinvest into student

6. Several areas underutilized due to age/condition, discontinued and/or change of original use
SUFFIELD HIGH SCHOOL
SUMMARY OF FINDINGS
SUFFIELD HIGH SCHOOL ~ EXISTING CONDITIONS

2002 Original Construction
19 years

<table>
<thead>
<tr>
<th>Grade Level</th>
<th>9-12</th>
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<tbody>
<tr>
<td>Building Area/Site</td>
<td>204,016 sf / 60.48 acres</td>
</tr>
<tr>
<td>Age/Construction</td>
<td>2002 (19)</td>
</tr>
</tbody>
</table>
SUFFIELD HIGH SCHOOL ~ EXISTING CONDITIONS

Site ~ Site circulation concerns – separation of bus, parent, and student. Pavement, sidewalks in fair condition overall, areas deteriorating, cracking, spalling. (Differential settlement at bollards ~ a representative indication of poor soils and/or moisture migration) Site walls show efflorescence/water infiltration.

Architectural Exterior ~ Generally good to fair condition. Durable and well maintained. Recommend prev. maintenance (caulking/sealants), gaps in perimeter roof flashing lead to loss of energy and wildlife, 15 year roof design, 4 years out of warranty.

Architectural Interior ~ Overall, well maintained, some areas of questionable quality of original construction. Building has worn faster than anticipated. Slab cracking with possible water/vapor infiltration, persistent issue, finishes/glue to bubble, curious curling ceiling tiles HVAC balancing issue. Fairly significant deterioration of furniture in areas, in some cases it is mismatched.

Building Systems ~ Major Air Handling units 20 years old, failing at a high rate. Electrical distribution is challenging, never fully commissioned. Faucets failing at a high rate. Need to be replaced throughout. Overall ALL MEP systems are beginning to age, will need some major maintenance and/or replacement. If maintenance is delayed then the repair costs will increase. Water treatment needed.
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SUFFIELD HIGH SCHOOL ~ PROGRAMMING

1. Would like to integrate more collaborative spaces, working toward this @ media center

2. Ideally reinvent antiquated program space (dark room area, computer, material lab)

3. Investigate possibility of new classroom furniture to promote collaboration, flexibility, adaptable space ~ less “owning” of room

4. Integrate idea of a campus setting, more progressive approach to program layout

5. Rethink utilizing areas in multiple ways (ex. auditorium for “lecture hall” setting)

6. Distribute specialized & social emotional / wellness to be more integrated into daily routine, “be there”

7. Create Innovation Hub (Manufacturing), Career Center, Education & Health Service – Career & College Ready

8. Modify existing underutilized space for flexible space with progressive furniture and technology infrastructure
SUMMARY OF FINDINGS
ALL SCHOOLS
Summary of Findings ~ School Buildings

1. Most buildings have been well maintained yet, **No building has received comprehensive, like new, renovations.**

2. Reuse, modification, and past adaptations affect building use.

3. With exception of the High School, **the majority of building systems (MEP) are at or near end of useful life.**

4. Recommend district further define school boundaries, security, and traffic flow/safety.

5. Accessibility concerns throughout, uneven attempts at compliance.

6. Limited ability to introduce progressive programs.

SETTING THE TABLE

CONSIDERATIONS
Future Considerations ~ School Buildings

1. **Well maintained over years, but original infrastructure need upgrades** ~ (debatable what is first ~ Middle School, McAlister, Fire Station HQ, AW Spaulding)

2. **Not about capacity, nor is it easy to consolidate**

3. **Need to find “Swing Space” for any renovation/addition**

4. **Adaptive reuse of any obsolete structures (if in plan)**

5. **Fiscal responsibility**

6. **Scale buildings that are befitting of Suffield (3 vs. 4 schools, or a school within a school, i.e. student population)**
Future Considerations ~ School Buildings

7. Importance of Modernizing Educational Environment

8. Interdisciplinary education, creation of campus style

9. Consider shared use with town (i.e. professional development, training, IT, tech, BOE, athletics/community use, central storage, parks & recreation)

10. Engage the community

11. Commitment to Sustainability

12. Plan is a combination of yearly improvements & capital projects
WELL MAINTAINED BUT... NEED WORK, WHICH ONE FIRST

- Fire Headquarters
- McAlister Intermediate
- Spaulding Elementary
- Suffield Middle School

Others? or combination?
Doesn’t appear to be a growth or consolidation.

Data from SLR Report April 2021

Steady as it goes!
# Medium Projection*

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<tbody>
<tr>
<td>Aw Spaulding Elementary School</td>
<td>PK-2</td>
<td>464</td>
<td>485 (Yr. 2021-22)</td>
<td>69,670</td>
<td>58,200</td>
<td>11,470</td>
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<tr>
<td>McAlister Intermediate School</td>
<td>3-5</td>
<td>400</td>
<td>437 (Yr. 2024-25)</td>
<td>69,548</td>
<td>56,952</td>
<td>12,623</td>
</tr>
<tr>
<td>Suffield Middle School</td>
<td>6-8</td>
<td>437</td>
<td>448 (Yr. 2027-28)</td>
<td>117,236 (4,031 BOE, 10,530 IT)</td>
<td>75,224</td>
<td>42,012</td>
</tr>
<tr>
<td>Suffield High School</td>
<td>9-12</td>
<td>727 (Agriscience 165)</td>
<td>786 (Yr. 2021-2022)</td>
<td>182,025</td>
<td>143,742</td>
<td>38,283**</td>
</tr>
</tbody>
</table>

* Based upon medium projections from SLR report April 2021
** Does not include increase for Agriscience, further review of original grant is required

Yes, there is “extra” space but, it's not that simple! Let us explain.
**FUTURE CONSIDERATIONS ~ IS THE “EXTRA” USEABLE?**

**Suffield Middle School**
- Oversized Gym for a Middle School
- Former High School Lockers difficult to adapt and reuse for educational purposes

**McAlister Intermediate School**
- Multiple adaptations have led to **variances in room size for current programs** (both large and small) and **inappropriate space for specialized education**.
- Walls are thicker with obsolete built-ins rendering portions of the building “unusable”

*Existing Gym ~ 12,513 sf
New Standard ~ 6,750 sf (with M.S. 50x84 Court)*

_Gym is almost twice as large as the standard_

_In 1938 it was Sewing & Cooking today its OT/PT_
Defining the “USEABLE” area of your building.

Yellow Outline
Area ~ 73,764 SF

Blue Area
Basement ~ 2,548 SF
Grade Level ~ 12,833 SF
Upper Level ~ 9,016 SF
+ Chases, wall thickness, etc (3.5%)...

Blue Area (25,250 SF)  Yellow Outline (73,764 SF)  34.2%

Typical Efficiency Factor ~ 25-30%
Loss of Education Space is 2,800 – 6,500 sf
## State School Reimbursement

Have seen a moderate increase in last few yrs.

### “Renovate Like New”

Renovation Status – maximum demolition of existing structure: The OSCG&R has revised its policy regarding maximum allowable demolition of an existing school building for renovation status. Effective 7/1/2018, districts can demolish whatever portion or percentage of the existing building they want, but at least **55% of the total project at time of completion must be original construction.**

### Consider This...

- Keep/Renovate 55%
- Construct 45% New
- 10% higher reimbursement
- 0% for maintenance

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</thead>
<tbody>
<tr>
<td><strong>SUUFFIELD</strong></td>
<td>51.79%</td>
<td>41.79%</td>
<td>53.57%</td>
<td>43.57%</td>
<td>55%</td>
<td>45%</td>
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<td><strong>OXFORD</strong></td>
<td>37.5</td>
<td>27.5</td>
<td>37.14</td>
<td>27.14</td>
<td>38.57</td>
<td>28.57</td>
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<td><strong>TOLLAND</strong></td>
<td>50.71</td>
<td>40.71</td>
<td>50.36</td>
<td>40.36</td>
<td>48.93</td>
<td>38.93</td>
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<tr>
<td><strong>ELLINGTON</strong></td>
<td>57.14</td>
<td>47.14</td>
<td>57.5</td>
<td>47.5</td>
<td>56.43</td>
<td>46.43</td>
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</tbody>
</table>
## EXPLORING POSSIBLE SYNERGIES WITH TOWN...

### WELLNESS
- Fitness Room
- Gym
- Lounge / Lockers
- Health & Wellness Room
- Food Pantry
- Kitchen

### TRAINING - CONFERENCE
- Dynamic Conferencing Center
- Flex Workspace
- Informal Meeting / Training
- Café & Bistro
- Business Tech Center
- Community Living Rooms

### PROGRAMS
- Before & After Care
- Summer Camps
- Continuing Education
- Business Incubator / Start-Up
- Tech Ed / R&D
- Shop / Makerspace

### OUTDOOR
- Community Garden
- Amphitheater
- Sports Fields
- Nature Trails
- Rainwater Collection
- Playgrounds
- Dog Park
EXPLORING POSSIBLE SYNERGIES WITH TOWN...

WELLNESS
- FITNESS ROOM
- GYM
- LOUNGE
- LOCKERS
- HEALTH & WELLNESS ROOM
- FOOD PANTRY
- KITCHEN

TRAINING - CONFERENCE
- DYNAMIC CONFERENCE CENTER
- FLEX WORKSPACE
- SOCIAL MEETING / TRAINING
- CAFE & BISTRO
- BUSINESS INCUBATOR CENTER
- COMMUNITY LIVING ROOMS

PROGRAMS
- BEFORE & AFTER CARE
- SUMMER CAMPS
- CONTINUING EDUCATION
- BUSINESS INCUBATOR / START-UP
- TECH ED R&D
- SHOP / MAKERSPACE

IT OFFICES
- DPW & ENGINEERING
- TECH SUPPORT

BOE OFFICES & CENTRAL STORAGE

OUTDOOR
- AMPITHEATER
- SPORTS FIELD
- NATURE TRAIL
- RAINWATER COLLECTION
- PLAYGROUNDS
- DOG PARK
EXPLORING POSSIBLE SYNERGIES WITH TOWN...
QUALITY OF EDUCATIONAL ENVIRONMENTS
WHY IT MATTERS
WHY IT MATTERS ~ QUALITY OF EDUCATIONAL ENVIRONMENTS

WHY IT MATTERS

On average, children spend...

7 m in unstructured play outdoors
7 hr in front of a screen

90% of their time indoors

25%

THE PHYSICAL ENVIRONMENT IMPACTS STUDENT LEARNING PROGRESS BY

Why It Matters ~

COLLABORATION SPACES

ADAPTABLE & RECONFIGURABLE

SPATIAL QUALITY + TECHNOLOGY

OWNERSHIP & PERSONALIZATION

SOCIAL ENRICHMENT

NATURE, INQUIRY & STEWARDSHIP

PLACEMAKING

WHOLE CHILD WELLNESS

7 hr


EPA https://www.epa.gov/iaq-schools/what-you-can-do-to-improve-academic-performance

Collaboration Areas & Circulation Zones

Daylight...

Students in classrooms with more natural daylight progressed...

20% + 26%

EPA https://www.epa.gov/iaq-schools/indoor-air-quality-high-performance-schools/how
Typical Classrooms ~ Flexible space, adaptable & reconfigurable furniture...

WITH SOFT SEATING, FLEXIBLE SEATING, SEATING CHOICE...

5% BETTER GRADUATION RATE THAN THE STATE
8% REDUCTION IN DROPOUT RATE
10Y OUTPERFORMED THE STATE IN MATH, SCIENCE & READING

Albemarle County Public Schools https://www.edutopia.org/practice/flexible-classrooms-providing-learning-environment-kids-need; AND; https://www.youtube.com/watch?v=4cscJcRKYxA
STEM Classrooms ~

Fully Integrated Technology and what it supports...

2/3

WANT TO DO ENGINEERING

STARTING AT

AGE

9–15

THEY ARE FASCINATED BY SCIENCE

~$100K

GREEN SCHOOL SAVINGS ANNUALLY (BUYS 200 NEW COMPUTERS)

The Third Teacher http://thethirdteacherplus.com/resources
Personalization ~
Student Work, Neighborhoods, & Wayfinding...

“Do I Belong?”

The Greater Good Science Center at the University of California, Berkeley
https://greatergood.berkeley.edu/article/item/how_to_help_students_feel_a_sense_of_belonging_during_the_pandemic

Suffield Middle School

WHY IT MATTERS ~ QUALITY OF EDUCATIONAL ENVIRONMENTS

The answer is linked to whether students succeed & thrive socially, earn higher grades and opt into and succeed in more difficult courses.

THE ANSWER IS LINKED TO WHETHER STUDENTS SUCCEED & THRIVE SOCIALLY, EARN HIGHER GRADES AND OPT INTO AND SUCCEED IN MORE DIFFICULT COURSES

THE ANSWER IS LINKED TO WHETHER STUDENTS SUCCEED & THRIVE SOCIALLY, EARN HIGHER GRADES AND OPT INTO AND SUCCEED IN MORE DIFFICULT COURSES
WHY IT MATTERS ~ QUALITY OF EDUCATIONAL ENVIRONMENTS

Nature & Outdoor Learning ~
Nature, natural sounds, natural materials and natural patterns…

20s
REDUCES STRESS LEVELS IN JUST

40s
LED TO FEWER MISTAKES ON FOCUSED TASKS

APA https://www.apa.org/monitor/2020/04/nurtured-nature

Welcome to Your World by Sarah Williams Goldhagen

HAPPINESS & PRO-SOCIAL BEHAVIOR
Nature & Outdoor Learning ~
Nature, natural sounds, natural materials and natural patterns...

REDUCES STRESS LEVELS IN JUST 20s
VIEWS TO NATURE FOR 40s
LED TO FEWER MISTAKES ON FOCUSED TASKS

Welcome to Your World by Sarah Williams Goldhagen
APA https://www.apa.org/monitor/2020/04/nurtured-nature
WHY IT MATTERS ~ QUALITY OF EDUCATIONAL ENVIRONMENTS

Whole Child Wellness

WELL is for people...

Building Components

And their effects on Human Health

Harvard Schools for Health https://schools.forhealth.org/

IWBI https://www.wellcertified.com/certification/v2/
**UPDATED MILESTONE SCHEDULE**

<table>
<thead>
<tr>
<th>Action Item</th>
<th>2021</th>
<th>2022</th>
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<tbody>
<tr>
<td>EXISTING CONDITIONS WALKTHROUGHS</td>
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<tr>
<td>PROGRAMMING SESSIONS &amp; NEEDS ASSESSMENT</td>
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<td>REVIEW FINDINGS ~ CONDITIONS &amp; NEEDS</td>
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<td>PRIORITIZE ~ FINDINGS &amp; RECOMMENDATIONS</td>
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<td>DEVELOP PLANNING OPTIONS FOR COMMUNITY</td>
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<td>REVIEW AND DISCUSS PLANNING OPTIONS</td>
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<td>REFINE OPTIONS</td>
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<td>FINALIZE CONCEPTS, SCOPE, SCHEDULE, AND COSTS</td>
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<td>SELECTION OF PREFERRED OPTION</td>
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<td><strong>COMMUNITY INTERACTION</strong></td>
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<td>Website postings, updates, and videos</td>
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**Action Item**

- 2021
  - 9/23
- 2022
  - 10/14
  - 12/9

**UPDATED MILESTONE SCHEDULE**

**COMMUNITY INTERACTION**

- Joint Facilities Master Plan Committee
- Existing Building Tours, Surveys, Open House
- Tri-Board Mtg, BOE, Town Meeting, BOS/BOF/BOE
- Town Meeting Update Presentation
- Public Forums & Workshops
- Other Meetings ~ Review meetings with OSCG&R
- Website postings, updates, and videos
THANK YOU!

DISCUSSION - Q&A
• Do any of the findings surprise you?
• What do you believe is the greatest need?
• What do you see as a priority?
• What works well now? What doesn’t?
• Do you believe there is a need?
• What would you change about previous projects?
• Is more information needed? If so, what?