RHODE ISLAND NURSES INSTITUTE

150 Washington Street, Providence RI

RIDE Stage I & Stage II Submission

RHODE ISLAND
NURSES INSTITUTE
MIDDLE COLLEGE
CHARTER SCHOOL

SignalWorks
Architecture
11 Aleppo Street
Providence RI 02906
January 28, 2021

To us, buildings are more than structures,

They are signals broadcasting your mission.

Together, we'll create a work that embodies your values:

We turn Broken Buildings into Purposeful Places

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EXECUTIVE SUMMARY

AND SO IT BEGINS

If you're likeus, you see your bulding as more than just a structure. It will be at the core of how your ogranization accomplishes its mission; it should a work of architecture that makes an impact for your values.

And to make that happen, you need a value-aligned partner in your architect. We think we would be that for you, in this document we illustrate why.

YOUR EXPERIENCE

When we work with clients, they experience our core characteristics. We are **Process Guides** who help you navigate the entire process. We are **Design Thinkers** who use architecture to solve real business problems. And we are **Value Champions** who advocate for your values, from initial sketch to final brush of paint.

OUR VALUES

We design buildings that embody our values. Our projects are **People-Focused**, considering all the stakeholders necessary for your success. They are **Place-Based**, relating to their location in a meaningful way. And finaly they are **Purpose-Driven**, advancing your values and helping you reach your potential.

THE PROCESS

We rely on a proven process to make sure you get there. First, in our **Discovery Phase**, we make sure we really understand your needs, and your people. Then we guide you through creating a **Strategic Framework** for what your building can be, and how you can make it happen. We then undertake **Detailed Design** to figure out what all the problems are, so we can create a single, integrated solution. Finally, we are your **Construction Advisor**, who ensures your vision carries through construction, so when you move in you have a place primed and ready to take the reigns and make an **Impact**.

PAST SUCCESS

But don't take our word for it, look at our track record, detailed in these pages. You will see projects that have won awards in **Urban Design** from Grow Smart RI, **Adaptive Re-Use** from the Providence Preservation Society and **Interior Design** from Rhode Island Monthly. You will see work from relavent clients, such as the Providence G, the American Automobile Association (AAA), and the Gordon School.

EXECUTIVE SUMMARY

THIS PROJECT

For this project we have identified the key aspects of scope you'll need,

-Site Selection
-RIDE Stage I identification of need, led by our experienced Educational Planner
-RIDE Stage II with our experienced Engineering Team

And assembled an experienced team to implement them.

-Keelia Kentor, ALEP, Educational Planner
-Building Engineering Resources, Mechanical/Electrical/Plumbing Engineer
-Structures LLC, Structural Engineer
-McMahon Associates, Traffic Engineer
-CHA Consulting Inc., Cost Estimating

We think you'll find that our key differentiators will make a difference:

-Extensive Charter School Experience
-Substantial Adaptive Re-Use Work
-Motivated, Mission-Aligned Partner

NEXT STEPS

We are excited to join you as you take the **next step** from being a visionary with a dream to a leader with a building. We don't want you to miss your chance to use your building to make an impact, or for you to get stuck without a guide in this **high-stakes opportunity**. We looking forward to working with you to put a solid plan together for creating a meaningful place that will have a **measurable impact** on your people, for your purpose.

We are Signal Works Architecture. **We turn Broken Buildings into Purposeful Places.**

Sincerely,

Eric Army, AIA
Principal, Signal Works Architecture

PROJECT TEAM

Team Qualifications

ARCHITECT: Signal Works Architecture

11 Aleppo Street, Providence, RI
Founded: 2011

Principal: Eric Army, AIA
Team Size: 8 staff

Signal Works

We guide leaders with big ideas into buildings that fit their mission and culture.
To accomplish that, everyone here is fully committed to ours.

PROJECT GUIDE

Helping teams navigate their way throughout the whole design process
We put as much effort into helping clients develop their strategy, as we do designing their building. This means championing the values that drive each unique project.

> *"While undertaking a three-phase process of acquiring and renovating our school's permanent home, Signal Works has guided us through changing regulatory environments, and helped us meet seemingly impossible challenges, always with positivity, optimism, and creativity."*
> **-Rosalind DaCruz, Head of School, RISE Prep Mayoral Academy**

DESIGN THINKERS

Solving real problems, for real people, in real places
We believe there is a design solution for every business problem that arises. For this reason, we have never met a challenge we couldn't overcome, no matter what the field, having won the following awards:

Historic Preservation

Urban Planning

Interior Design

VALUE CHAMPIONS

Ensuring that all projects reflect their organization, inside and out
Above all else, we want our clients' values fully expressed in their buildings. We believe in this so strongly, we live it ourselves.

When Signal Works outgrew its old headquarters, we decided to practice what we preach. Instead of simply renting some space, we decided instead to transform a historic "broken building" in the center of Providence, transforming the neighborhood and creating opportunity for business and community growth in the process.

Team Qualifications

EDUCATIONAL PLANNER: Keelia Kentor, ALEP

For the past 10 years, Keelia's work has focused on visioning, master planning and facilities planning for clients looking to create 21st century learning environments. While working for Cambridge-based SMMA and international planning firm Stantec, she developed numerous campus and facilities master plans, assisted clients in outlining and prioritizing capital improvement plans, coordinated over 16 million square feet of facilities condition assessments, and developed compelling presentations for fundraisers and public engagement events.

She has created numerous bond plans, and is particularly familiar with the RIDE (Rhode Island Department of Education) Necessity of Construction Stage I and Stage II processes. Her clients included educational institutions including K-12 school districts, charter schools, colleges and universities - both public and private - as well as municipal entities.

MECHANICAL. ELECTRICAL. PLUMBING:
Building Engineering Resources B.E.R
100 Midway Rd, Cranston, RI
Principal: Marc Plante, PE
Mech. Engineer / Project Manager: Geraldo Alba, PE
Elec. Engineer: Doug Curry, PE
Plum. Engineer: Angel Ray Varga, PE

B.E.R has an extensive track record of RIDE Stage II design documents, as can be seen in the following project lists, which speaks for itself. Their professional services include feasibility studies, master planning, value engineering, and engineering design services for construction documents and construction administration, including full computer aided design drafting (CADD) capabilities. They have served as the LEED Accredited Design professional on a number of LEED-Silver municipal projects.

Their principals and staff are dedicated to providing the highest quality standard to their clients. The size and structure of the firm guarantees that atleast one of the principals will always be directly involved with the management and engineering of each project.
B.E.R is committed to providing Energy Efficient and Sustainable Design practices on every project.

Signal Works has recently worked with BER on a number of complex projects, including the 75,000sf "G- Reserve" in Downtown Providence, and Charter Schools.

PROJECT TEAM

Team Qualifications

STRUCTURAL: Structures Engineering and Design, LLC

23 Burrill Rd, Harrisville, RI
Project Lead: Jeremy Page, PE

A 15 year veteran of Yoder-Tidwell, a firm known for its K-12 educational design, Jeremy will be able to efficiently bring his expertise to this planning project. Signal Works has collaborated with Jeremy on a number of complex projects, including the 75,000sf "G Reserve" in Downtown Providence, and multiple Charter School Projects, as well as dozens of other projects over the past few years.

TRAFFIC. TRANSPORTATION: McMahon Associates

300 Myles Standish Blvd, Taunton, MA
Project Lead: Francisco J. Lovera, PE

Recently having relocated from Providence, McMahon Associates has a strong history of similar traffic and transportation studies for similar sized schools—and even developed RIDOT's "Safe Routes to School" project. The project lead is a former RIDOT engineer.

COST ESTIMATING: CHA Consulting Inc.

1 Faneuil Hall Marketplace, Boston, MA
Project Lead: Delwyn Williamson

While the bulk of the design team has strong local ties and expertise, we felt it prudent to contract cost estimating with a regional and national leader in this field, as the cost estimating scope is small in hours, but has significant ramifications in the RIDE Financing and input process.

PROJECT TEAM

Experience

SIGNAL WORKS ARCHITECTURE LLC

Rise Prep Mayoral Academy
Woonsocket 2016-2018

Creating Room to Thrive in Woonsocket
Teaching a crash-course in site transformation
For this project, our client needed help and guidance throughout the process. This project has been a rewarding quest for our client. We began by reviewing the siting qualifications of a half dozen sites, allowing them to ultimately purchase the best fit on the market. After this, we led them through the Rhode Island Department of Education Stage II process, an in-depth planning and design exercise required to acquire state approval and funding. Finally, we broke their project into three separate scopes of work, so their permanent home could grow with them.

Changing a building for students' changing needs
For this transformation of a 1980s office into a 21st century school, we truly allowed the site itself to guide the design. A bright, vibrant playspace outside sets the tone. Inside, as the grade levels rise with each subsequent floor, colorful lines directing one's path give way to color-blocking identifying one's destination. Open cubbies that create a sense of shared ownership give way to adolescent lockers and open lounges, underlining the growing personal responsibility the students are assuming.

Growing needs for a growing school
When we first met with RISE Prep, they were in their second year on a slow-growth model. They had been adding capacity for one grade per year, and needed a permanent home that could grow along with their K-8 charter. They ended up with a school that balances the whimsy of childhood with the exacting structure of their educational program, creating a controlled and welcoming environment in the midst of a challenging urban site.

Size: 40,000 sf, $8million in three phases.
Delivery: Phased Project with Construction Manager with GMP

PROJECT TEAM

Experience

SIGNAL WORKS ARCHITECTURE LLC

Trinity Academy for Performing Arts
Providence 2018-2019

Finally, a place to thrive for young urban artists
After renting various buildings for over a decade, TAPA found a permanent home base in the center of downtown Providence's arts and culture district. Once completed, they had a building that embodied their unique mission to serve largely minority students through the arts.
This client came to us with a great need, and a tight timeline and budget. Despite this, we were able to compress a two-year Department of Education process into nine months.
To do so, we conserved a significant amount of the existing building, focusing on creating key spaces that would serve the unique needs of their performing arts programs. We designed flexibility into the floor plan to allow for future expansion of their programs and their charter.

Size: 40,000 sf, $7 million in two phases.
Delivery: Phased Project with Construction Manager with GMP

Nowell School Interior Renovation
Providence, RI (2016)

Creating a space as engaging as its students
As a school that serves teenage parents the original site lacked character and care; when completed, the facility provided the same level of dignity and engagement as its students.

To make the most of a limited budget, we partnered with an artist-led design-build team to be able to deliver a customized design
We used a maximally adaptable design that incorporated moveable walls that functioned as whiteboard, chrome-book charging stations and storage lockers. The series of sound-attenuating baffles to reduced the echo off the room's hard surfaces. Sliding polycarbonate walls were used to create temporary dividers that allowed light to pass into the rear of the space, while obscuring the view of its occupants.

Size: 5 Classrooms, Entry and Kitchen. $150,000
Delivery: Design Build with Transom, LLC

PROJECT TEAM

Experience

SIGNAL WORKS ARCHITECTURE LLC

Gordon School Commons Redesign
East Providence, RI (2015)

Updating a modern classic for the 21st century.
The school had grown over the years, but needed the heart of their school to reflect their values as a truly communal space.

We subtly emphasized the “human scale” environment, and updated the aging but classic materials palette to reflect the original vibe, with 21st century technology.

To deliver this key project on a very tight timeline, we relied heavily on a high degree of owner-architect-contractor communication that allowed us to meet the client’s needs on what would otherwise have been an impractical schedule.

Size: $350,000 project cost.
Delivery: Design Build with Case Construction

Montessori Community School of Rhode Island Providence, RI (2014)

Creating on-ramps to education where it is needed most.

The client was making the move from a home setting to a standalone school building, We partnered with an artist-led design-build team to deliver a creative, customized design on a tight budget.

This project involved converting a former rooming house and adjacent garage into a new school house. To do this, we replaced load-bearing walls with columns to create open, but screened, spaces-- a key element of the Montessori method. We then incorporated designs focused on creating child-accessible elements such as doors, ramps and sinks that allow children to learn by doing.

Size: 15,000sf. $4 million projected total project cost.
Delivery: Multiple-Phases

PROJECT TEAM

Experience

SIGNAL WORKS ARCHITECTURE LLC

AAA East Providence Headquarters
10 River Road, East Providence, RI

From Warehouse to Business Hub
This rehabilitation of and addition to a former industrial facility brings a major east-bay presence to the AAA auto-club whose territory spans from New Jersey to Southern New Hampshire. The project includes a number of innovative environmental features, such as a passive-solar ventilation air heating, solar shading, cool roofing and a 20,000sf solar canopy shading the parking lot.

Size: 22,000 SF, $4 million, office, conference center, automotive facility and warehouse.
Delivery Method: Construction Manager with Case Construction

AAA 12 River Road
12 River Road, Providence, RI

Shifting culture by crafting spaces
When AAA Northeast developed an adjacent former industrial building into its East Bay Headquarters, we worked with them to develop an iconic free-standing modern branch office that would help create site identity. This building relates to the modern-industrial aesthetic of the main building, and was designed in context of the high-speed travel lanes that surround the site. As one drives around the site to the main entrance, they experience a different form and massing of the building from each perspective, finally being treated to a large glass expanse that shows off the activity of the branch office.

Delivery Method: Cons
truction Manager with Case Construction

PROJECT TEAM

Experience

SIGNAL WORKS ARCHITECTURE LLC

Providence G
100 Dorrance St, Providence, RI (2012-2014)

Breathing new life into an abandoned city block.
This former utility company headquarters had slowly lost its glory, as aging portions of the building went dark, and former renovations showed their age. In the midst of the great recession, a pioneering team embarked on a mission to create the next great hub in downtown Providence. Four years later, the Providence G emerged-- one of the most dynamic lifestyle buildings in the city, boasting four restaurant venues and more than fifty residences, cementing downtown Providence's reputation as a regional destination.

Size: 100,000 SF, $15 million, 55 residential units, 4 restaurants, 60- car parking garage over 4 buildings.
Delivery Method: Fast-Tracked with Construction Manager during design & construction

G Reserve
60 Dorrance St, Providence (2015-2017)

Reviving one of downtown's dormant giants
This was the second major project in downtown Providence for this developer, who sought a vertical building for efficiency that maintained the look and feel of the area. When finished, the building was able to house residence, a first-floor restaurant, and a US Senator's office, while retaining its character through preserving its exterior detailing.

Size: 75,000 SF, $10 million, 60 residential units, high rise building.
Delivery Method: Fast-Tracked with Construction Manager during design & construction

PROJECT TEAM

Experience: RIDE Stage II Projects

Undertaken in conjunction with Signal Works

KEELIA KENTOR, EDUCATIONAL PLANNER

Paul Cuffee School, Stage I (2020) & Stage II Submission (2021)
Prepared and gathered all documentation for Stage I & Stage II report.

Trinity Academy for Performing Arts, Stage II Submission (2019)
Led discovery sessions with school staff and students, crafted argument for necessity for construction, prepared and gathered all documentation for Stage II report.

RISE Prep Mayoral Academy, Stage I & Stage II Submission (2016-2018)
Prepared and gathered all documentation for Stage I & Stage II reports.

East Providence, RI School District RIDE School Facilities Assessment, Stage 1 and 2 (2010)
Cost Estimating: CHA Consulting, Inc
Acted as Project Manager and Planner for facilities assessment, long-range facilities plan and bond referendum for K-12 school district. Scope included 12 school buildings, totaling over 1 million GSF. Value: $15M

North Kingstown, RI School District RIDE School Facilities Assessment, Stage 2 (2010)
Cost Estimating: CHA Consulting, Inc
Acted as Project Manager and Planner for facilities assessment, long-range facilities plan and bond referendum for K-12 school district. Scope included 8 school buildings, totaling 780,000 GSF. Value: $45M

Bristol-Warren, RI School District RIDE School Facilities Assessment, Stage 2 (2011)
Cost Estimating: CHA Consulting, Inc
Acted as Project Manager and Planner for facilities assessment, long-range facilities plan and bond referendum for K-12 school district. Scope included 6 school buildings, totaling 540,000 GSF. Value: $12.9M

Barrington, RI School District RIDE School Facilities Assessment, Stage 2 (2011)
Cost Estimating: CHA Consulting, Inc
Acted as Project Manager and Planner for facilities assessment, long-range facilities plan and bond referendum for K-12 school district. Scope included 6 school buildings, totaling 480,000 GSF.

Pawtucket, RI School District RIDE School Facilities Assessment, Stage 2 (2012)
Cost Estimating: CHA Consulting, Inc
Acted as Project Manager and Planner for facilities assessment, long-range facilities plan and bond referendum for K-12 school district. Scope included 17 school buildings, totaling over 1 million GSF. Value: $40M (Immediate Health and Safety and District-wide work)

Adrian, MI Public School District Bond Plan (2014)
Developed facilities bond plan for eight-facility district. Value: $39M

Owosso, MI Public School District Bond Plan (2014)
Developed facilities bond plan for four-facility district, totaling over 400,000 GSF.

Anthony Wayne Local School District Facilities Master Plan, Whitehouse OH (2015)
Acted as project planner for long-range facilities plan for K-12 school district. Scope included 6 school buildings, totaling 525,000 GSF. Value: $44.2M

PROJECT TEAM

Experience: RIDE Stage II Projects + Building Reports

Undertaken in conjunction with Signal Works

BUILDING ENGINEERING RESOURCES, INC.

Paul Cuffee School, Stage I (2020) & Stage II Submission (2021)
Providence, RI
Stage I & II Study & Stage II Energy Analysis of the Upper School and Lower School for recommendations for improving energy efficiency.

Trinity Academy for Performing Arts Stage II (2019)
Providence, RI
Stage II Study & Stage II Energy Analysis of the High School and Middle School for recommendations for improving energy efficiency.

RISE Prep Mayoral Academy Stage II (2016)
Woonsocket, RI
Stage II Energy Analysis of the school for recommendations for improving energy efficiency.

North Smithfield Stage II Study
North Smithfield, RI
Due diligence survey of the High School, Middle School and Elementary School

Neighborhood Health Plan
Smithfield, RI
New tenant build-out at the Old Citizen's Bank building at Smithfield

Smithfield RIDE Stage II
Due diligence survey of High School, Middle School and four Elementary Schools that enabled to provide schematic one-lines and recommendations

West Warwick (RI) Schools Stage I & II (2017)
Stage I and II Study of the High School, Middle School and (4) Elementary Schools to include Schematic Design of selected concepts and updated Narratives and Cost Estimates.

Newport (RI) Schools Stage I & II (2016)
Feasibility Study (Stage I and II) for (3) Public Schools for Due Diligence and Code Violations.

Tiverton (RI) Schools Ride Stage II (2016)
Stage II Energy Analysis of the High School and Middle School for recommendations for improving energy efficiency.

Portsmouth (RI) School Stage II (2014)
Stage II Study of the High School, Middle School and (2) Elementary Schools for Due Diligence and Code Violations.

Narragansett (RI) School Stage II (2013)
Stage II Study of the Elementary School for Due Diligence and Code Violations.

No. Smithfield (RI) Schools Stage II (2013)
Stage II Study of the High School, Middle School and Elementary School for Due Diligence and Code Violations.

PROJECT TEAM

Experience: School Projects

Undertaken in conjunction with Signal Works

STRUCTURES ENGINEERING AND DESIGN

Paul Cuffee School, Stage I (2020) & Stage II Submission (2021)
Project Engineer
Existing 38,500 sq. ft.(Lower School) and 48,000 sq. ft.(Upper School) educational facility.

Trinity Academy for Performing Arts, Providence, RI
Project Engineer
Existing 40,000 sq. ft. educational facility.

RISE Prep Mayoral Academy, Woonsocket, RI
Project Engineer
Existing 40,000 sq. ft. educational facility.

Center of Excellence at Meeting Street Providence, RI
Project Engineer at Yoder + Tidwell, Ltd.
New 76,000 sq. ft. LEED certified K12 educational facility.

Times^2 Academy, Providence, RI
Project Engineer at Yoder + Tidwell, Ltd.
New 63,000 sq. ft. charter school facility

North Kingstown High School, North Kingstown, RI
Project Engineer at Yoder + Tidwell, Ltd.
New 250,000 sq. ft. high school campus

MCMAHON TRAFFIC ENGINEERING

Paul Cuffee School, Providence, RI
Traffic Impact Study

Trinity Academy for Performing Arts, Providence, RI
Traffic Impact Study

RISE Prep Mayoral Academy, Woonsocket, RI
Circulation, access, and parking improvement study.

Attleboro High School Study and Design
Massachusetts equivalent of Stage II Study & Schematic Design

Community Preparatory School, Providence, RI
Traffic expansion assessment.

RIDOT Safe Routes to School Traffic Design Consultant Services, RIDOT, Statewide, RI

Bishop Feehan High School, Attleborough, MA
Circulation, access, and parking improvement study.

PROJECT TEAM

Experience: School Projects

Undertaken in conjunction with Signal Works

CHA CONSULTING INC. COST ESTIMATING

Paul Cuffee School
Study of Lower and Upper School existing buildings with costs for renovations and repairs.

Trinity Academy for Performing Arts, $5.7 Million
Study of new location for arts high school totaling 40,000 GSF with costs for renovations, repairs, & upgrades.

RISE Prep Mayoral Academy, Woonsocket, RI
Study of new location for school totaling 40,000 GSF with costs for renovations, repairs, & upgrades to exisiting building, and second phase new construction.

East Providence School District, Master Plan $125 Million
Feasibility Study of 14 existing buildings to analyze renovation costs for capital, code, ADA upgrades, sitework and new construction of the East Providence High School and Career Technical Center.

Martin Middle School, East Providence, RI $20 Million
Renovations to the existing school (157,886 GSF) and new construction of an addition (19,248 GSF), including hazardous materials abatement and associated sitework.

Minuteman Regional Vocational Technical High School; Lexington, MA $120 Million
Study and schematic design phase of a new technical high school totaling 281,000 GSF with demolition of the existing school and a second phase of site development.

Tewksbury (MA) Memorial High School $66 Million
New construction of a 218,781 GSF high school including site development and infrastructure.

Franklin (MA) High School $96 Million
New construction of a 306,543 SF high school with an 830-seat auditorium/theater and a 17,700 SF gym and 6,000 SF indoor track

Quincy (MA) High School $101 Million
Demolition of existing school and construction of a new 323,000 GSF High School; including site and athletic field improvements. Construction done in 4 phases.

Lincoln (RI) High School $55 Million
Currently in Stage II of RIDE feasibility study to assess relative costs for renovations of existing building and new additions versus new construction.

Barrington Public Schools Master Plan & Barrington Middle School (RI)
$8.8 Million (MP) I $64.5 Million (BMS)
Study of the master plan for renovations, repairs, & upgrades of the Barrington Public Schools. Subsequently brought on for the new construction of the 151,765 GSF Barrington Middle School.

APPROACH TO THE SCOPE OF WORK

Mission

"A building's impact goes far beyond its physical space. It's a beacon that embodies an organization's ideals, and contributes meaningfully to its community."

– Eric Army, Founder and CEO
Signal Works Architecture

While every project is unique, our mission is always the same:

To Turn Broken Buildings into Purposeful Places
That are People-Focused, Place-Based and Purpose-Driven

PEOPLE-FOCUSED

The most important component of a building is its people.

People are the true reason behind every endeavor. The community they create will have a greater impact than any design. So when we draw, they are our first priority.

PLACE-BASED

Buildings do not exist in isolation.

Every building has a location, but not every building is part of a place. Place is a unique identity that integrates a space with its physical surroundings and social purpose.

PURPOSE-DRIVEN

Your building should echo your values

Each organization exists for a reason, and their project is an opportunity to express and advance it. It's therefore our job to expose this purpose, and reveal its full potential.

UNDERSERVED USERS

50% of work serves disadvantaged children

WOMEN & MINORITY

60% of significant suppliers women or minority owned

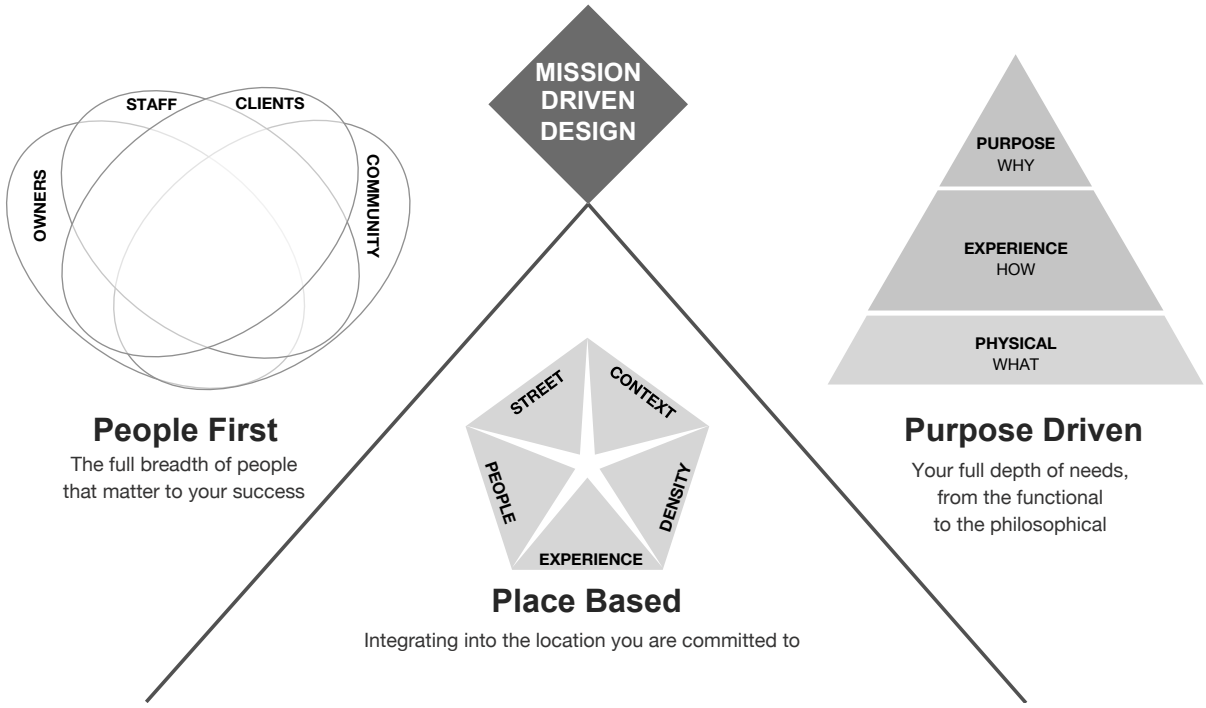
COMMUNITY FOCUSED

100% of clients within local communities

APPROACH TO THE SCOPE OF WORK

Delivery Strategy

You are doing this for a purpose, making a difference for people, in a place you have specifically selected. Our job is to make sure we have helped you express this in a manor that can be turned into architecture, and can be communicated to the many parties involved in creating your success.



Integrated Delivery

The greatest design cannot make an impact unless it can be implemented by the team at hand. We help you augment your team with the right professionals, chose the wisest delivery strategy and understand what your role will be throughout the process. We put our efforts into supporting the project leader—the client—to makes sure they have ability to manifest a successful project.

Approach to the Scope of Work

Years of Educational Facilities Planning in RI has taught us that planning IS communication:

-Listening to the needs and wants of our clients, their stakeholders and
-Collaborating to determine a solution
-Sharing the solution with the appropriate audience

Our methodology and work plan reflect this knowledge. The very first task of the project is Establishing a Communications Protocol and Refined Schedule, where expectations for the project are set and communicated, allowing everyone to understand their roles and duties. Clear and regular communication is the backbone for:

Engaging Stakeholders

There is no one-size-fits-all engagement methodology that will work for every community. Each LEA knows what has worked and failed in their community in the past. The Stakeholder Engagement Plan combines the LEA's understanding of their community with our planning team's depth of experience to determine who the stakeholders are, how best to reach them, when to engage them in the process, what information we want to share and what we want to learn from them. We will work with the LEA to define each of these parameters for stakeholder engagement.

Maintaining Schedules

The planning project schedule is also outlined and communicated among the project team and client in the very first task. Our experience tells us, however, that unexpected tasks and deadlines can often pop-up during the course of a project. The Communications Protocol ensures that regular communication keeps everyone up-to-date, allowing for greater flexibility and responsiveness whenever the unexpected happens.

Assuring Compliance with Necessity of School Construction Regulations and Ensuring Necessity of School Construction Approval

Planned meetings with RIDE throughout the process ensures that the project stays compliant, on time, and on track towards receiving Necessity of School Construction approval.

Phase I: Project Foundation

This Phase is initiated with the Kick Off Meeting, where the client and consultant will establish a framework for the execution and completion of a successful project.

1.1: Establish Communications Protocol and Refine Schedule

Clear and regular communication between a client and consultant are the foundation of a successful project. At the Kick Off Meeting, we will define how information is disseminated, who the distribution list is, how frequently information is communicated and who controls project messaging. Additionally we will establish team roles including the School Building Committee and points of contact, and finalize the scope, project deliverables, meeting schedule, and data/documentation needs.

1.2: Establish Stakeholder Engagement Plan

Visioning and consensus building are key to creating the community support that is essential to the long-term success of any project, as is coordination with local government agencies. Together, at the Kick Off Meeting, the project team and LEA will identify the stakeholders and determine the mix and level of engagement for all stakeholder groups, including coordination with local government. Engagement with these entities can include public workshops, focus groups, 1-on-1 interviews and public presentations.

1.3: Define Project Goals

Our planning team will work with the client to identify and develop the goals and principles that will define a successful project, using the LEA's mission and strategic plan as the foundation for this process. We will refer to the goals and principles developed in this task throughout the project to ensure that planning concepts align with and support them.

Phase 1 Deliverables

-Communications protocol
-Stakeholder list and engagement plan
-Project goals and principles
-Refined project scope, schedule, and meeting schedule

Phase 2: Exploration

A successful Facilities Master Plan demands a comprehensive understanding of the current conditions in the LEA. This Phase focuses on compiling QUALITATIVE and QUANTITATIVE data to support the planning process and shape the final Master Plan.

2.1: Review Background Information

In many cases, a wealth of data already exists regarding the LEA and its facilities. We will review that information and utilize it fully to create a more comprehensive and efficient project. Background data to be reviewed will include but is not limited to: previous Master Plans and RIDE Stage I/Stage II submissions, the latest facilities assessments, enrollment projections and community demographics, and existing conditions plans and documentation for site or facilities.

2.2: Conduct Stakeholder Educational Visioning

A comprehensive educational visioning workshop can create a solid foundation for any building project, giving LEAs a greater understanding of their mission, their values, how they want to grow and who they want to be in the future – this is the QUALITATIVE data that will inform the Facilities Master Plan. Visioning methodology will be determined in the Stakeholder Outreach Strategy.

2.3: Analyze Educational Program

Meeting educational needs is the priority in an educational facilities master plan. Our multi- pronged, in-depth educational program analysis will provide a solid understanding of the LEA's current educational program, as well as what they need to achieve their vision. Subtasks include:

- Conduct inventory of existing space
- Perform utilization and capacity analyses
- Analyze enrollment projections provided by demographer
- Collect information on LEA educational needs via interviews and workshops with stakeholders
- Perform "gap analysis" to identify missing program components by comparing existing program with recommendations, RIDE Educational Program Space Guidelines, the LEA's strategic plan, and information collected from interviews and workshops
- Recommend an educational program, as defined by RIDE, to meet LEA's needs
- Summarize findings in a presentation for the client

2.4: Conduct Facilities Analysis

This analysis begins with an assessment of existing conditions, including security, site, and building conditions. We will review the latest available facilities reports and meet with your facilities personnel to identify the most up-to-date known issues and priorities. We will tour the buildings and review all available code compliance and hazmat documentation. Site analysis will include a tour of the site, and a review of issues related to pedestrian and traffic circulation, parking, accessibility, recreation and educational uses, and development potential. We will present a summary of our findings, which will help formulate solutions in Phase 3.

2.5: Assess Architectural Feasibility

Pursuant to RIDE School Construction Regulations, our team will work with the client to ensure that all other components of the Stage II Architectural Feasibility requirement are included in the Facilities Master Plan, including documentation of High Performance Green Status/ Goals, NECHPS; analysis of consolidation potential, historic implications, traffic/transportation impact plan, energy analysis or modeling, and renewable technologies feasibility.

2.6: Engage Stakeholders

A stakeholder workshop where preliminary findings are presented will increase community understanding of the project goals and parameters, as well as help the planning team to understand the community's desires. Our team will tailor stakeholder outreach to align with the strategy defined in Phase I. Stakeholder engagement information gathered at these workshops will be reviewed with the LEA and help formulate solutions in Phase 3.

2.7: Coordinate with RIDE

Before developing plan options in Phase 3, our team and the LEA will meet with RIDE to review the data collected and the outcome of the stakeholder engagement.

Phase 2 Deliverables

-Summary of findings presentation, including data collection, educational program and facilities assessment results and outcomes of stakeholder involvement.

Phase 3: Analysis

The framework established in Phase 1 and the data collected in Phase 2 provide the foundation for the solutions developed and tested in Phase 3.

3.1: Develop Plan Options

Our team will explore several different options, considering their cost, schedule, and the ability to support the educational program, administrative operations and LEA initiatives. Three options will be developed into conceptual plans, assessing the pros and cons of each.

3.2: Engage Stakeholders

As part of our evaluation of the plan options, they will be presented to stakeholders so that the community has opportunity to weigh in and allow the District to refine its priorities accordingly. This exercise will follow the stakeholder outreach strategy defined in Phase I.

3.3: Coordinate with RIDE

Before making a recommendation on the Preferred Plan, our team and the District will meet with RIDE to review the plan options and the outcome of the stakeholder engagement.

3.4: Identify Preferred Plan

Based on feedback from the stakeholders, building and school committees and RIDE, our team will work with you to select one plan concept that will become the foundation for the Master Plan. This plan will be further developed throughout Phase 4.

Phase 3 Deliverables

-Three planning options with conceptual level cost estimates
-Planning options presentation

Phase 4: Plan Finalization

This Phase will focus on refining the Preferred Plan selected in Phase 3 and packaging it to meet RIDE regulations and for public presentation.

4.1: Refine Plan

Feedback on the plan options gathered in Phase 3 will be used to develop the Preferred Plan into the Facilities Master Plan. The concept, design, and other aspects will be developed in more detail, with an eye towards meeting the submission requirements for RIDE Stage I and II.

4.2: Estimate Costs

In order to create a plan that can be implemented in phases, our team will collaborate closely with the LEA and our cost estimator to develop costs for new construction, renovations, and additions, in order to gain a full understanding of the associated costs, phasing potential and how funding strategies – including RIDE incentives – could be implemented.

4.3: Develop Capital Improvement Plan

Balancing the logistics of LEA need, project cost, available funding, RIDE regulations and community support, a five-year implementation strategy for the Facilities Master Plan will be developed. This strategy will be structured according to RIDE's requirements for LEA Capital Improvement Plans.

4.4: Deliver the Facilities Master Plan

Our planning team will provide you with the required number of printed copies of the Facilities Master Plan, as well as a PDF file of the document, and a PowerPoint presentation summarizing the recommendations.

4.5 Communicate the Facilities Master Plan to Stakeholders

Based on the stakeholder outreach strategy outlined in Phase I, the planning team will present the final Facilities Master Plan to stakeholders.

4.6 RIDE Stage I and II Submissions

The final document shall include all required schematic design documents, as listed in RIDE's regulations.

Phase 4 Deliverables

-Summary Presentation
-Complete Stage II Report, including all required SD documents, as listed in RIDE's Regulations

Proposed Scope

Our service provides architectural, planning, engineering, traffic analysis (if required) and cost estimating services necessary to assist RINI in the Necessity of School Construction applications, LOI, Stage I and Stage II.

I. Facilities Planning and Coordination

i. Engages multiple stakeholders
ii. Provides data and documents
iii. Coordinates and facilitates meetings
iv. Work with the Owner's Project Manager
v. Coordinates with Authorities Having Jurisdiction
vi. Develop a Facility Master Plan
vii. Submit a Necessity of School Construction
viii. Attend meetings with RIDE

II. Master Planning

i. Enrollment Projections
ii. Facility Analysis
iii. Educational Program
   - Educational Program Narrative:
   - Target Educational Specification:
   - Proposed Educational Specification
   - Space Relationship Diagram
iv. Capital Improvement Plan
v. Community Engagement and Local Government Collaboration
   - Educational Framework and Visioning
   - School Building
   - Site Meetings
   - Facility Options Development
vi. Community Engagement
   - Community Dialogues/Meetings
   - Implementation and Funding Strategy
   - Establish and Use Capital Reserve Funds/School Building Authority Capital Fund
vii. Site Selection, Assessment, and Consideration of LEA Utilization
viii. Schematic Design

III. Necessity Of School Construction Application

i. Attend meetings with RIDE
ii. Submit all required documents
iii. Assist in the development of a project budget
iv. Assist in the development of the LEA Capital Improvement Plan
v. Prepare schematic design documents

Necessity of School Construction – RIDE Stage I and Stage II Process

The scope as described above is proposed to be provided in the applicable RIDE Stages I and II as follows:

Stage I - Base Service

1.1 Stage I Submission — $23,520

-Completion of visioning and educational planning
-Drafting of Educational Specifications
-Completion and submittal of Stage I to RIDE

Stage I - Supplemental Services

Items 1.2 through 1.4 are recommended to be undertaken within the Stage I process, but may be deferred to Stage II

1.2 Site Selection — $5,000

-Up to 3 sites
-Architect Site walk-through (No Engineers)
-2 Page Report identifying site suitability

1.3 Facilities Assessment — $25,195

-Architect, MEP, Structural & Civil Engineering Review
-Professional 3rd party Cost Estimator
-One building 40,000 to 60,000sf

1.3 Existing Conditions — $5,500

-3D Photo Scan with Matterport Camera
-CAD drawings of existing floor plans

Stage II - Base Service

2.1 Schematic Design — $14,620 - $19620

-Design and Documentation of proposed facility
-Based on one building, 40,000 to 60,000sf
-Professional 3rd party Cost Estimator

2.2 Stage II Documents — $36,230 - $49,810

-Coordination and development of Stage II Documents including assisting in the development of a project budget and LEA Capital Improvement Plan.
-Completion and submittal of Stage II to RIDE

Necessity of School Construction – RIDE Stage I and Stage II Process

Stage II - Additional Services

Items 2.3 through 2.5 may be necessary to be undertaken to fulfill the requirements of Stage II.

2.3 Add-Alternate #1: Energy Model **$4,400**
-Energy Model / Analysis, if required

2.4 Add-Alternate #2: Traffic Study **$12,320**
-Based on up to four (4) intersections
-Similar to 150 Washington Street, Providence

2.5 TBD: Land Survey **$0 - $8,000**
-If required, based on selected site
(Expected Range: $0 to $8000)

Summary of Services

The scope as described above is proposed to be provided for a fixed fee or ranges as applicable, broken into the following amounts per phase:

Stage I

Base Service Only (1.1)	**$23,520**
Supplemental Services (1.2, 1.3 & 1.4)	**$35,695**
Total	**$59,215**

Stage II

Base Service Only (2.1 & 2.2)	**$50,850 - $69,430**
Additional Services (2.3, 2.4 & 2.5)	**$0 - $24,720**
Total	**$50,850 - $94,150**

Hourly Rates

These hourly rates form the basis of work described above, and for any additional services requested.

Architect

$135 Principal Architect
$105 Studio Director
$95 Project Manager
$85 Senior Designer
$75 Architectural Designer

Educational Planner:

$120 Principal Planner

APPENDIX

Resumes

Signal Works Architecture, LLC

Eric Army, AIA
Principal

NCARB accredited Licensed Architect in RI, MA, CT & NY
Masters of Architecture Northeastern University, 2009
Bachelors of Architecture Northeastern University, 2005

Eric is founder and principal of Signal Works. He also leads Wide Plank, LLC, a real estate redevelopment group that repositions buildings to meet changing community and market needs. When he's not working on making cities better places, he can often be found hiking in the White Mountains or trail running in Roger Williams Park. He lives with his wife, Melanie, and two young children in the Edgewood section of Cranston, Rhode Island.

Year Started: 2011
Responsibilities: Directing Firm Vision & Strategy, Integrating Operations with Sales & Administration, and Managing Sales & Marketing efforts.
Key Prior Experience:
Before founding the firm, Eric worked for a variety of local architecture firms, specializing in adaptive re-use, historic preservation and community housing. He had a stint during grad-school as a lighting designer, and later worked as a full-time college professor.

Board Service:
Woonasquatucket River Watershed Council, Board Member 2020
Cranston Historic District Commissioner 2010 to Present

Key Accolades:
Providence Business News "40 under 40", 2020
SBA Emerging Leaders Program Graduate, 2018
Teacher of the Year: Johnson & Wales, School of Engineering & Design, 2013

APPENDIX

Resumes

SIGNAL WORKS ARCHITECTURE, LLC

Mike Fay
Studio Director / Project Manager

New Zealand Institute of Architects, Architect
NZRAB Registered Architect (NZL)
Bachelor of Architecture (hons) University of Queensland, 2000

Year Joined: 2015
Responsibilities: Managing Studio Workflow, Project Quality Control, Staff Development, Recruitment & Retention, Project Management of key client accounts
Key Prior Experience:
Mike has extensive experience in New Zealand, United Kingdom and his home country, Australia. This experience has included urban design and master planning projects, municipal and community projects as well as the unique detail driven projects of single residential. Many of these projects have been recognized with Institute of Architects' awards. In New England he has led key adaptive re-use, corporate office and K-12 educational projects.

Key Accolades:
2015 Regional Award | NZIA Western Region | Hollard Gardens Center
2013 Speaker | "Urban Design in Providence RI" | NZIA Practice Support Group | New Plymouth (NZL)
2013 Guild Project | AS220 | Providence RI | Land use study and Historic Architecture research
2012 Regional Award | NZIA Western Region | Cameron Buckley House

Jason Futrell, AIA
Project Manager

NCARB accredited Licensed Architect in RI
Bachelors of Architecture Boston Architectural College, 2005

Year Joined: 2016
Responsibilities: Client Project Experience, Technical & Creative Project Lead, Project Team Management, Technical Inside Sales
Key Prior Experience:
Jason has extensive experience in multi-disciplinary settings managing both private and public work through all phases of delivery. His experience has included adaptive reuse projects, commercial, retail, food service, health care, and single and multifamily residential work throughout the Northeast.

APPENDIX

Resumes

SIGNAL WORKS ARCHITECTURE, LLC

Deborah D'Agostino
Architectural Designer

Bachelors of Architecture Roger Williams University, 2002

Year Joined: 2016
Responsibilities: Leading a project's design phase, Product library manager
Key Prior Experience:
Deborah is experienced in single, multi-family and supportive housing as well as commercial office, k-12 educational and daycare facilities.

Educational Planner

Keelia Kentor, ALEP

With over 10 years of experience in educational, bond referendum, urban and municipal facilities planning and development, Keelia has extensive experience with visioning, master planning and facilities planning. She has assisted clients in outlining and prioritizing capital development programs and is well-versed in coordinating facilities condition assessments. Keelia is well-versed in RIDE regulations and procedures, and has a long history of working with the Rhode Island District of Education. Her work as a planner has given her a unique perspective on stakeholder inclusion and analysis.

Additionally, Keelia had previously completed the Stage I and Stage II application for East Providence in 2010 while with another entity. Since then, she has broadened her capacity with work similar in scale to the East Providence High School with work in Michigan and Ohio, before going out on her own.

Keelia Kentor is a women business enterprise (WBE) in the State of Rhode Island.

APPENDIX

References

Signal Works Architecture, LLC

The following references are the most pertinent project contacts for work of a simlar scope and size:

Rosalind DaCruz
Head of School, RISE PREP Mayoral Academy
Ph: 401.765.5127 E-mail: rdacruz@riseprepri.org
We worked with this client to select a new site for their growing charter school, and are engaged with a multi-year, multi-phase fit-out of this 40,000sf master-plan.

Tom Cicatiello
Chief Financial Officer, Gordon School
Ph: 401.434.3833 E-mail: tcicatiello@gordonschool.org
We have done three phases of work, including renovating the school "commons" building, and full interior re-finishing project to create cohesion between the school's disparate addition and its renovations.

Jeff Dronzek
Business Manager, Paul Cuffee School
Ph: 401-453-2626 E-mail: jdronzek@paulcuffee.org
We are completing a Ride educational masterplan and schematic design for this Providence Charter School.

Keelia Kentor, ALEP

Michael St. Jean
Formerly of Pawtucket School District, currently Superintendent, North Smithfield Schools
p. 401.769.5492 x2207 e. mstjean@nsps.us

Mary King
Formerly of East Providence School District Finance Director, Currently Director of Administration, North Kingstown School District
p. 268-6410 e. mary_king@nksd.net

Pauline Silva, SFO
Director of Administration & Finance Bristol Warren Schools
p. 401.253.4000 ext. 5109 e. Pauline.Silva@bwrsd.org