

# ADVISORY COMMITTEE MEETING

---

## John R. Pierce K-8 School

September 22, 2022



# TODAY'S AGENDA

- 01 PIERCE SCHOOL
  - Opening Remarks
  
- 02 PROJECT COSTS
  - Schematic Design Estimate
  - Proposed Value Engineering
  - How we got to Current Budget
  - Proposed Total Project Budget
  - Potential Escalation
  - Next Steps
  - Why Pierce Now?
  
- DESIGN UPDATE
  - Revised Site Plan
  - Revised Floor Plans
  - Revised Renderings
  
- 04 QUESTIONS & ANSWERS

# PIERCE SCHOOL

## OPENING REMARKS



PUBLIC SCHOOLS of  
**BROOKLINE**

# MSBA PROCESS

## PRICING MATRIX AT PREFERRED SCHEMATIC



Option (Description)	Total Gross Square Feet	Square Feet of Renovated Space (\$*/SF)	Square Feet of New Construction (\$*/SF)	Site, Building Takedown, Haz Mat Etc. (\$*)	Estimated Total Construction** (\$*)	Estimated Total Project Costs (\$)
<b>Option R - Code Upgrade</b> <i>Garage Reno Only:</i> <i>78,277sf / \$3,592,349*</i>	226,072 sf	226,072 sf \$ 352.86 \$/sf	- sf \$ - \$/sf	\$ 6,727,467	\$ 86,498,489 \$ 382.61 \$/sf	\$ 137,696,498
<b>Option 1 - Add / Reno</b> <i>Garage Reno: 66,004sf / \$4,080,384*</i> <i>New Garage: 27,387sf / \$5,281,263*</i>	301,445 sf	178,294 sf \$ 363.51 /sf	123,151 sf \$522.29 \$/sf	\$ 14,439,070	\$143,572,028 \$ 476.28 \$/sf	\$ 210,499,587
<b>Option 2b - Add / Reno</b> <i>Garage Reno: 48,893sf / \$3,022,566*</i> <i>New Garage: 32,378sf / \$6,243,779*</i>	298,825 sf	128,294 sf \$ 304.78 /sf	170,531 sf \$540.49 \$/sf	\$ 16,060,900	\$147,332,597 \$ 493.04 \$/sf	\$ 215,618,699
<b>Option 3b-H*** - Add / Reno</b> <i>Garage Reno: 24,646sf / \$1,523,622*</i> <i>New Garage: 47,228sf / \$8,340,771*</i>	255,363 sf	55,122 sf \$ 329.39 /sf	200,241 sf \$ 569.86 \$/sf	\$ 18,251,936	\$150,518,572 \$ 589.43 \$/sf	\$ 220,000,000
<b>Option 3b - New Construction</b> <i>Garage Reno: 25,911sf / \$1,601,825*</i> <i>New Garage: 46,912sf / \$9,071,778*</i>	203,181 sf	25,911 sf \$ 156.43 /sf	177,270 sf \$ 663.75 \$/sf	17,553,680	\$139,269,845 \$ 685.45 \$/sf	\$ 219,966,521

# PROJECT COSTS

## SCHEMATIC DESIGN ESTIMATE



John R. Pierce School: Brookline, MA  
Schematic Design Cost Estimate Comparison 6/10/2022

Based on Cost Estimates from 6/9/22

	GSF 262,787		GSF 262,787		GSF 262,787		SD Estimate Variance (high - low)	
	OPM Estimator (PM&C)		ARCH Estimator (AM Fogarty)		Consigli Construction			
	Total Amount	Cost/SF	Total Amount	Cost/SF	Total Amount	Cost/SF	Total Amount	Cost/SF
02 Existing Conditions	\$ 12,295,167	\$ 46.79	\$ 14,068,793	\$ 53.54	\$ 13,591,326	\$ 51.72	\$ 1,296,159	\$ 4.93
03 Concrete	\$ 11,020,562	\$ 41.94	\$ 11,329,730	\$ 43.11	\$ 11,574,428	\$ 44.04	\$ 553,866	\$ 2.11
04 Masonry	\$ 3,754,318	\$ 14.29	\$ 5,203,389	\$ 19.80	\$ 4,086,872	\$ 15.55	\$ 332,554	\$ 1.27
05 Metals	\$ 10,405,741	\$ 39.60	\$ 11,826,882	\$ 45.01	\$ 12,615,329	\$ 48.01	\$ 2,209,588	\$ 8.41
06 Woods, Plastics, and Composites	\$ 1,852,743	\$ 7.05	\$ 2,408,373	\$ 9.16	\$ 2,928,107	\$ 11.14	\$ 1,075,364	\$ 4.09
07 Thermal and Moisture Protection	\$ 8,453,471	\$ 32.17	\$ 8,486,677	\$ 32.29	\$ 7,333,582	\$ 27.91	\$ 1,119,889	\$ 4.26
08 Openings	\$ 6,747,090	\$ 25.68	\$ 6,498,726	\$ 24.73	\$ 7,041,124	\$ 26.79	\$ 294,034	\$ 1.12
09 Finishes	\$ 11,906,519	\$ 45.31	\$ 11,750,485	\$ 44.71	\$ 10,715,767	\$ 40.78	\$ 1,190,752	\$ 4.53
10 Specialties	\$ 687,986	\$ 2.62	\$ 960,160	\$ 3.65	\$ 819,142	\$ 3.12	\$ 131,156	\$ 0.50
11 Equipment	\$ 1,063,544	\$ 4.05	\$ 1,220,032	\$ 4.64	\$ 2,388,317	\$ 9.09	\$ 1,324,773	\$ 5.04
12 Furnishings	\$ 2,621,382	\$ 9.98	\$ 1,992,108	\$ 7.58	\$ 2,263,088	\$ 8.61	\$ 358,294	\$ 1.36
13 Special Construction	\$ 50,000	\$ 0.19	\$ -	\$ -	\$ 228,000	\$ 0.87	\$ 178,000	\$ 0.68
14 Conveying Systems	\$ 645,000	\$ 2.45	\$ 633,000	\$ 2.41	\$ 737,500	\$ 2.81	\$ 92,500	\$ 0.35
21, 22, 23 Mechanical	\$ 19,912,125	\$ 75.77	\$ 19,939,450	\$ 75.88	\$ 19,428,887	\$ 73.93	\$ 483,238	\$ 1.84
26 Electrical	\$ 17,394,431	\$ 66.19	\$ 15,894,378	\$ 60.48	\$ 17,037,891	\$ 64.84	\$ 356,540	\$ 1.36
31 Earthwork	\$ 8,081,768	\$ 30.75	\$ 7,395,536	\$ 28.14	\$ 7,771,069	\$ 29.57	\$ 310,699	\$ 1.18
32 Exterior Improvements	\$ 5,232,432	\$ 19.91	\$ 5,424,576	\$ 20.64	\$ 4,406,591	\$ 16.77	\$ 825,841	\$ 3.14
33 Utilities	\$ 837,548	\$ 3.19	\$ 1,296,824	\$ 4.93	\$ 1,902,114	\$ 7.24	\$ 1,064,566	\$ 4.05
INCL. Geothermal Under Building	\$ 4,704,573	\$ 17.90	\$ 8,458,328	\$ 32.19	\$ 7,337,922	\$ 27.92	\$ 3,753,755	\$ 14.28
NOT INCL. Geothermal in Park/Playground	\$ 3,434,128	\$ 13.07	\$ 7,687,083	\$ 29.25	\$ 6,694,087	\$ 25.47	\$ 4,252,955	\$ 16.18
<b>TOTAL DIRECT CONSTRUCTION COSTS</b>	<b>\$ 130,835,775</b>	<b>\$ 497.88</b>	<b>\$ 134,787,447</b>	<b>\$ 512.92</b>	<b>\$ 134,207,056</b>	<b>\$ 510.71</b>	<b>\$ 3,371,281</b>	<b>\$ 12.83</b>
Design & Estimating Contingency	\$ 12,613,120	\$ 48.00	\$ 12,632,912	\$ 48.07	\$ 12,686,913	\$ 48.28	\$ 73,793	\$ 0.28
General Conditions	\$ 10,478,617	\$ 39.87	\$ 10,478,617	\$ 39.87	\$ 10,478,617	\$ 39.87	\$ -	\$ -
General Requirements	\$ 3,799,702	\$ 14.46	\$ 4,118,162	\$ 15.67	\$ 4,128,302	\$ 15.71	\$ 328,600	\$ 1.25
Insurances	\$ 2,763,024	\$ 10.51	\$ 2,784,070	\$ 10.59	\$ 2,906,208	\$ 11.06	\$ 143,184	\$ 0.54
Bonds	\$ 1,847,577	\$ 7.03	\$ 1,145,979	\$ 4.36	\$ 1,222,303	\$ 4.65	\$ 701,598	\$ 2.67
CM Fee (Overhead & Profit)	\$ 3,443,634	\$ 13.10	\$ 3,566,110	\$ 13.57	\$ 3,627,013	\$ 13.80	\$ 183,379	\$ 0.70
CM GMP Contingency	\$ 4,304,542	\$ 16.38	\$ 4,348,915	\$ 16.55	\$ 4,334,723	\$ 16.50	\$ 44,373	\$ 0.17
SDI / Sub Bond Pool	\$ 1,304,657	\$ 4.96	\$ 1,181,912	\$ 4.50	\$ 1,776,168	\$ 6.76	\$ 594,256	\$ 2.26
Escalation	\$ 13,243,776	\$ 50.40	\$ 15,285,823	\$ 58.17	\$ 13,321,259	\$ 50.69	\$ 2,042,047	\$ 7.77
<b>TOTAL ESTIMATED CONSTRUCTION COSTS</b>	<b>\$ 184,634,424</b>	<b>\$ 702.60</b>	<b>\$ 190,329,944</b>	<b>\$ 724.27</b>	<b>\$ 188,688,562</b>	<b>\$ 718.03</b>	<b>\$ 5,695,520</b>	<b>\$ 21.67</b>
Soft Costs Calculated at 25%	\$ 46,158,606	\$ 175.65	\$ 47,582,486	\$ 181.07	\$ 47,172,141	\$ 179.51	\$ 1,423,880	\$ 5.42
TOB Project Management Costs	\$ 1,500,000	\$ 5.71	\$ 1,500,000	\$ 5.71	\$ 1,500,000	\$ 5.71	\$ -	\$ -
Relocation Costs	\$ 10,000,000	\$ 38.05	\$ 10,000,000	\$ 38.05	\$ 10,000,000	\$ 38.05	\$ -	\$ -
<b>TOTAL ESTIMATED PROJECT COSTS</b>	<b>\$ 242,293,030</b>	<b>\$ 922.01</b>	<b>\$ 249,412,430</b>	<b>\$ 949.10</b>	<b>\$ 247,360,703</b>	<b>\$ 941.30</b>	<b>\$ 7,119,400</b>	<b>\$ 27.09</b>

**SCHEMATIC DESIGN ESTIMATE THAT PROMPTED VALUE ENGINEERING: \$247,360,703**

**Factors for Increase in Cost**

- More information on site and logistics of construction raised costs
- Significantly higher than typical HAZMAT costs estimated
- Higher than expected inflation since Preferred Schematic Report estimate



### Criteria for Accepting Value Engineering (VE)

VE was only accepted if it met the following criteria:

- No Impact to the Educational Plan for the School
- No Compromise to the Fossil Fuel Free Status and Sustainability of the School
- No Decrease in Durability or Maintainability of Building Materials and Finishes
- Maintained the Function, Quality and Aesthetics of the School

# PROJECT COSTS

## PROPOSED VALUE ENGINEERING



**Pierce School  
Brookline, MA**

Schematic Estimate - Value Management

Item/Description	Total Amount	Grand Total Amount	Category
56 Reduce Lighting Allowance at School to \$10.00/sf	(143,099)	(190,748)	Allowance
A33 Reduce Wall Covering Allowance from \$200,000 to \$100,000	(100,000)	(133,298)	Allowance
H2D1 Reduce Asbestos Unit Cost to Subcontractor Pricing	(5,215,990)	(6,952,788)	Allowance
L04 Reduce play equipment allowance by 20%.	(337,500)	(449,879)	Allowance
AVM09 Reduce Playground Equipment Allowance to \$300k	(487,500)	(649,826)	Allowance
<b>Subtotal Allowance Reduction</b>	<b>(6,284,089)</b>	<b>(8,376,539)</b>	
03 Staging at Brick Only	(360,500)	(480,538)	Façade
A10 Changes to Stair 7 Enclosure	(32,297)	(43,051)	Façade
A24 Replace metal soffits ESA-01 and ESA-02 with exterior stucco	(129,505)	(172,627)	Façade
<b>Subtotal Façade</b>	<b>(522,302)</b>	<b>(696,216)</b>	
05 Reduce fireproofing and painting at existing garage	(139,170)	(185,510)	Garage
09 Leave Garage Walls, Columns and Ceiling Unpainted	(170,730)	(227,579)	Garage
13 Eliminate Tunnel to Historic Building	(750,090)	(999,852)	Garage
A02 Eliminate waterproofing of existing garage roof	(150,400)	(200,480)	Garage
A13 Delete concrete openings and exterior metal grilles at existing garage	(76,500)	(101,973)	Garage
AVM10A Reduce New Concrete Parking Structure by Moving Demo Line	(226,327)	(301,689)	Garage
AVM10B Eliminate Extension to Library Parking	(412,691)	(550,107)	Garage
AVM10C Eliminate Scope at Existing Library Parking	(283,014)	(377,251)	Garage
<b>Subtotal Garage</b>	<b>(2,208,922)</b>	<b>(2,944,441)</b>	
11 Eliminate Precast Benches at Courtyard	(76,750)	(102,306)	Landscape
<b>Subtotal Landscape</b>	<b>(76,750)</b>	<b>(102,306)</b>	
A05 Substitute special sprinklers at rated interior glass in lieu of 90 minute	(344,500)	(459,210)	Material
A25 Change 67% of Interior Storefront to Hollow Metal with Wood Doors	(104,175)	(138,863)	Material
A32b Reduce terrazzo flooring area by 4,525sf, replace with linoleum	(147,517)	(196,636)	Material
A40 Security Film in Lieu of Security Glass	(60,000)	(79,979)	Material
L02 Change all impermeable pavers	(197,400)	(263,129)	Material
A15 Replace intumescent paint at exposed beams with hd spray fireproofing	(46,000)	(61,317)	Material
AVM02 Double Glazed CW in Lieu of Triple	(209,300)	(278,992)	Material
AVM03 Change 52% of CW to Storefront and Panels	(177,993)	(193,855)	Material
AVM03A Change 2,623 sf of CW to Metal Panel	(82,739)	(110,289)	Material
AVM08 Change ACP-1 and ACP-2 to 2x2 ACP	(171,541)	(228,660)	Material
<b>Subtotal Material Change</b>	<b>(1,741,165)</b>	<b>(2,320,930)</b>	

Item/Description	Total Amount	Grand Total Amount	Category
A12 Changes to Service Corridor	(15,380)	(20,501)	Scope Reduction
A18 Reduce 6' snow barrier from 524sf to 344 sf	(26,780)	(35,697)	Scope Reduction
A29 Reduce wall tile in toilet rooms to 6'	(131,805)	(175,693)	Scope Reduction
E01 Change all PV panels to PPA by others or add alternate	(2,000,000)	(2,665,952)	Scope Reduction
H04 Eliminate Return/Exhaust Insulation within Building. With exception of	(244,946)	(326,507)	Scope Reduction
T0 Additional Work at School Street	1,100,685	1,467,186	Scope Reduction
A16 Delete fencing and automatic vehicle barriers at middle of upper garage.	(24,450)	(32,591)	Scope Reduction
A20 Reduce layers of GWB at walls from 3 to 2 at 50% of type 1E walls	(128,142)	(170,811)	Scope Reduction
A21 Reduce Sinks at Pre-K, 7th and 8th Grade Classrooms (16 sinks)	(49,556)	(66,057)	Scope Reduction
AVM01 Reduce Overall GSF	(2,524,574)	(3,365,196)	Scope Reduction
AVM06 Eliminate Millwork Benches at Project Spaces	(181,800)	(242,335)	Scope Reduction
AVM07 Eliminate 41 Wardrobe Units	(54,796)	(73,042)	Scope Reduction
EV01 Reduce to 30 EV spaces (15 units of dual port)	(75,424)	(100,538)	Scope Reduction
	(63,875)	(85,144)	Scope Reduction
<b>Subtotal Scope Reduction</b>	<b>(4,420,843)</b>	<b>(5,892,878)</b>	
20 Eliminate Concrete Under Play Surface	(103,528)	(138,001)	Structure
A03 Substitute ERA-01R metal deck with fireproofing, except under	(276,644)	(368,759)	Structure
<b>Subtotal Structure</b>	<b>(380,172)</b>	<b>(506,760)</b>	
58 Use WAP with Minimal Hardwired Tel-Data Outlets	(180,549)	(240,667)	Telcom/AV
59 Wireless Clock System	(117,357)	(156,434)	Telcom/AV
AV01 Delete Speech Reinforcement in Classroom	(175,000)	(233,271)	Telcom/AV
AVM14 Reduction in AV	(1,938,594)	(2,584,099)	Telcom/AV
<b>Subtotal Telcom/AV</b>	<b>(2,411,500)</b>	<b>(3,214,471)</b>	
H202 Remove library oil tank through other Town budget	(120,000)	(159,957)	Town
55 Lightning Preventor (single mast) vs UL Master System	(34,637)	(46,170)	Town
AVM05 Eliminate Fire Pump	(130,633)	(174,130)	Town
<b>Subtotal Town Decision</b>	<b>(285,270)</b>	<b>-380,257</b>	
<b>Total</b>	<b>(18,331,013)</b>	<b>(24,434,798)</b>	

**TOTAL APPROVED CONSTRUCTION VE:**  
**\$24,434,794**



**CONSIGLI**  
Est. 1905

# PROJECT COSTS

## HOW WE GOT TO BUDGET



### Schematic Design Estimate to Current Budget

Schematic Design Estimate: **\$247,360,703**

---

SD Construction VE Approved: **(\$ 24,434,794)**

Construction VE Added Back: **\$ 782,847**  
*(Highlighted on VE List)*

Feasibility Study Budget: **(\$ 2,000,000)**  
*(Previously Funded Costs)*

Soft Cost Reductions: **(\$ 6,198,284)**  
*(Reflective of Going from a % of ECC to Actual Costs)*

Relocation, Moving &  
Town of Brookline Costs Reductions: **(\$ 8,500,000)**

Move Geothermal to an Add Alternate: **(\$ 7,337,922)**

**Current Total Project Budget: \$199,672,550**

#### ABBREVIATIONS

**VE:** Value Engineering

**ECC:** Estimated Construction Cost

**Hard Costs:** Construction Costs

**Soft Costs:** All costs required to facilitate a project such as management, design, furnishings, technology, testing, inspections, utility costs, moving, contingencies, etc.



# PIERCE SCHOOL

## PROPOSED TOTAL PROJECT BUDGET



<b>Feasibility Study/Schematic Design:</b>	\$	0
<i>(Previously Funded, Allocated and Expended Costs)</i>		
<b>Administrative Costs:</b>	\$	7,555,000
<i>(Includes OPM Costs)</i>		
<b>A/E Costs:</b>	\$	18,289,869
<i>(Includes Reimbursable A/E Consultants Costs)</i>		
<b>Preconstruction Costs:</b>	\$	300,000
<b>Construction Costs:</b>		\$157,698,691
<b>Miscellaneous Project Costs:</b>	\$	3,000,000
<i>(Includes Utility Company Fee, Construction Testing &amp; Inspections, Moving, TOB Management)</i>		
<b>FFE:</b>	\$	1,850,000
<b>Technology:</b>	\$	1,517,069
<b>Project Costs Subtotal:</b>		\$190,210,629

<b>Project Costs Subtotal:</b>	\$190,210,629
<b>Contingencies:</b>	\$ 9,461,921
<i>(Used Only as Needed to Fund Changes)</i>	
<b>Total Project Costs:</b>	\$199,672,550
<b>Less MSBA Funding:</b>	<b><u>(\$ 44,816,070)</u></b>
<b>Cost to Town:</b>	<b>\$154,856,480</b>

<p><b>COST TO TOWN</b></p> <p><b>\$ 154,856,480</b></p>
---

# PROJECT COSTS

## POTENTIAL ESCALATION



	<b>BUILD NOW</b>	<b>BUILD LATER</b>
Cost of Construction <i>(Escalation at 4% for 5 Years)</i>	\$157,698,691	\$191,864,570
Soft Costs	\$ 41,973,859	\$ 47,966,142
<b>Project Costs</b>	<b>\$199,672,550</b>	<b>\$239,830,712</b>
MSBA Funding	(\$44,622,411)	(\$ 0)
<b>Town Costs</b>	<b>\$154,856,480</b>	<b>\$239,830,712</b>

**COST DIFFERENCE: \$84,974,232**

If a decision is made to build beyond the current timeline, the Town could spend nearly \$85M more for the exact same scope 5 years later. Including the construction timeframe, the school would not be completed until 2032.

# MSBA PROCESS

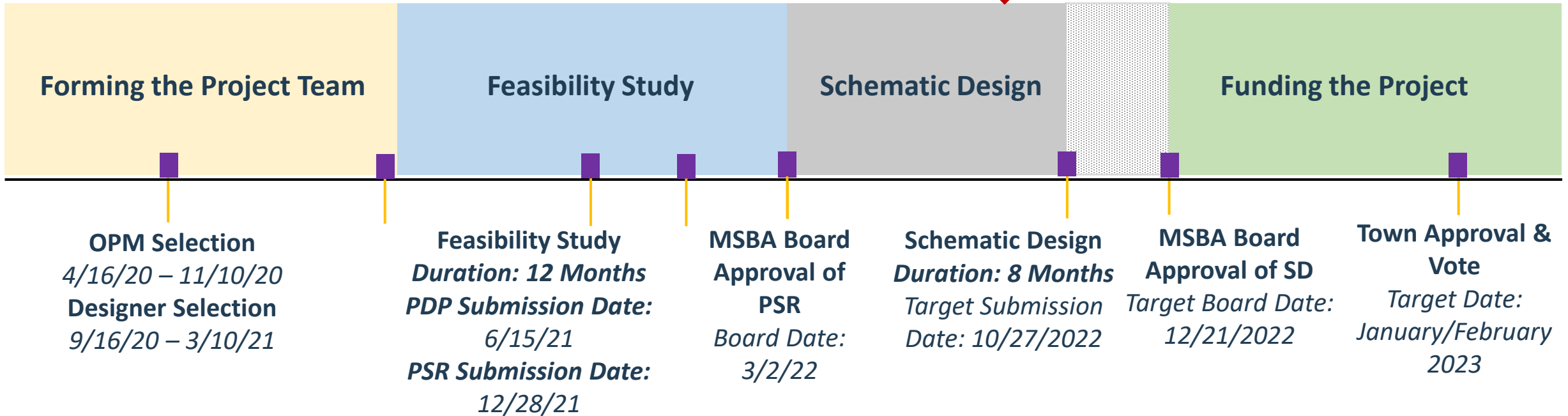
## CURRENT SCHEDULE



**Feasibility Study**  
**Duration: 22 Months**

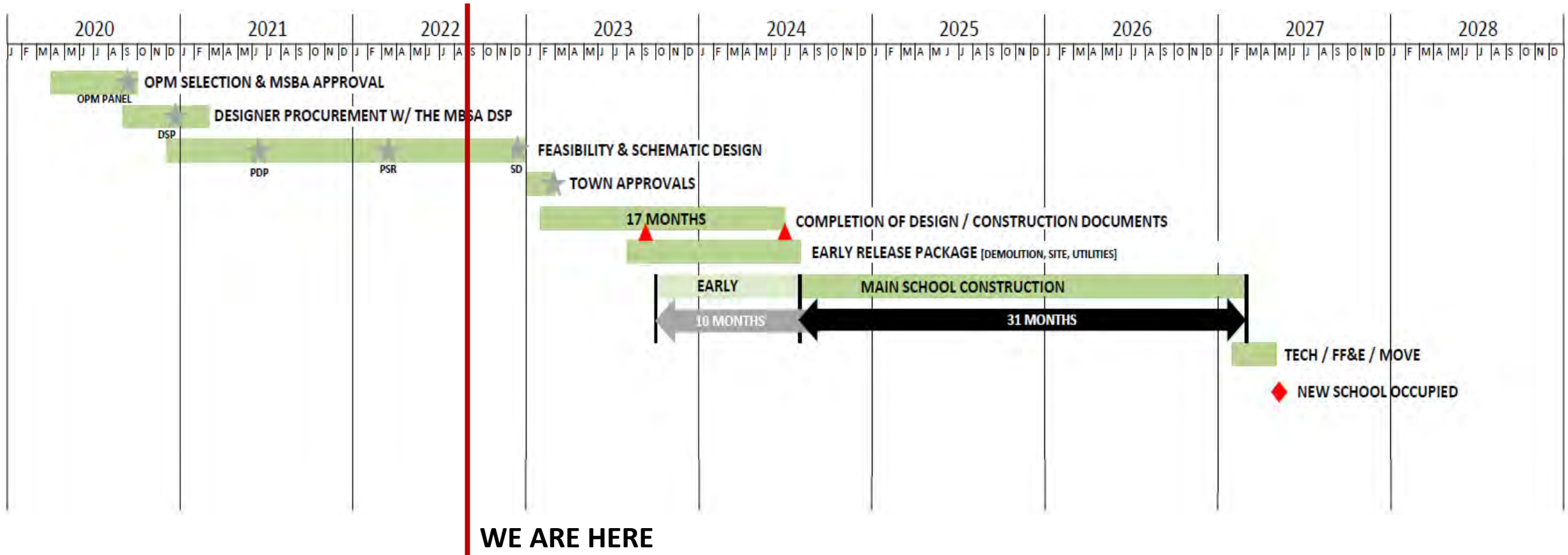


**WE  
ARE  
HERE**



# MSBA PROCESS

## CURRENT & PROPOSED SCHEDULE

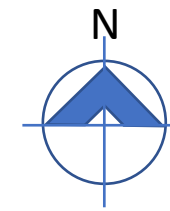
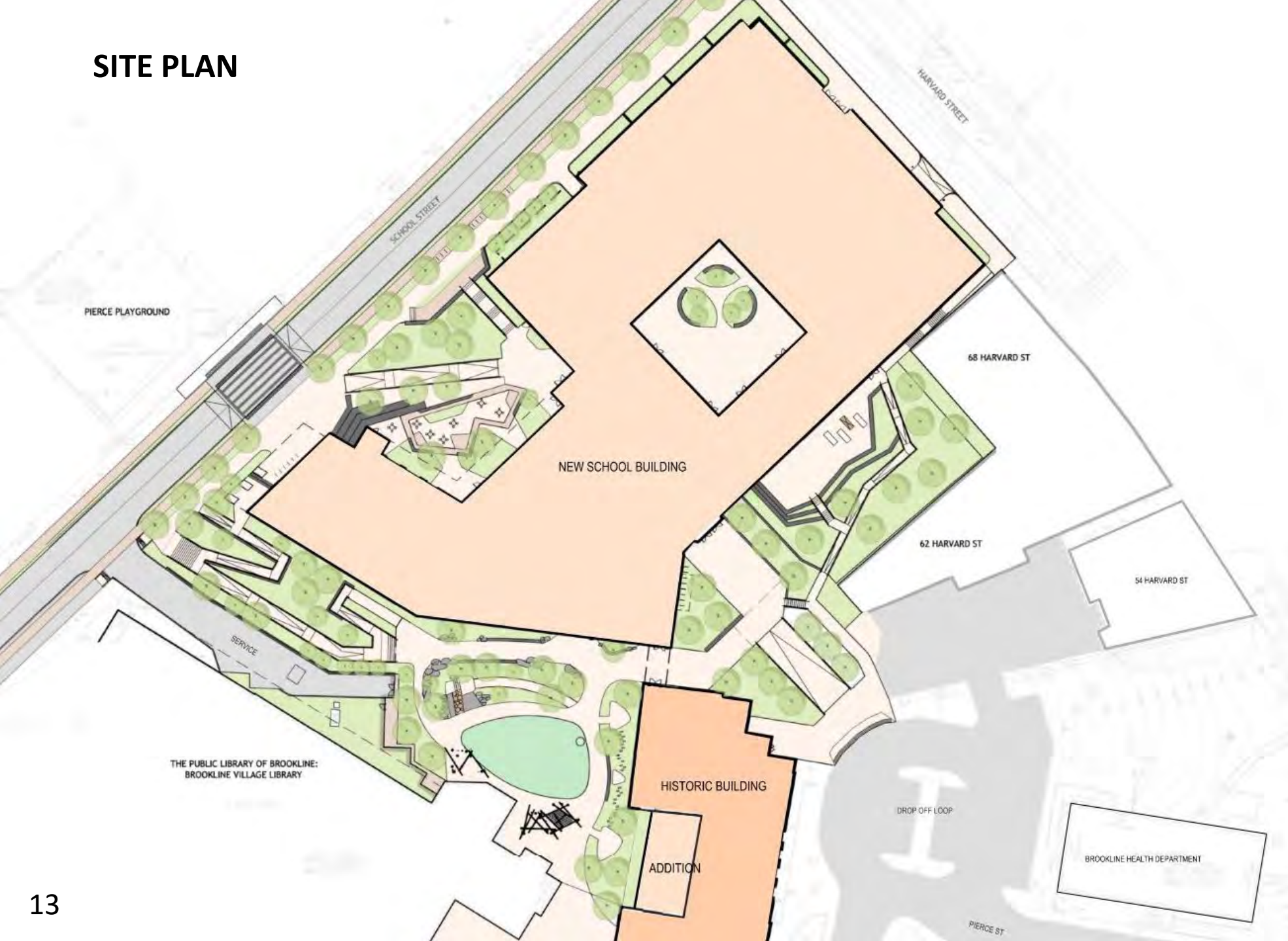




### Next Steps Timeline

09/15/22	School Committee Presentation and Vote
9/22/22	Advisory Committee Meeting
09/27/22	Select Board Presentation and Vote on Budget and to Place Project on Ballot
10/13/22	Deadline to Submit Budget Information to MSBA
TBD	SBC Meeting to Approve Submission of Schematic Design Report to MSBA
10/27/22	Deadline to Submit Schematic Design Report to MSBA
12/21/22	MSBA Board of Directors Meeting
January 2023	Debt Exclusion Vote

# SITE PLAN

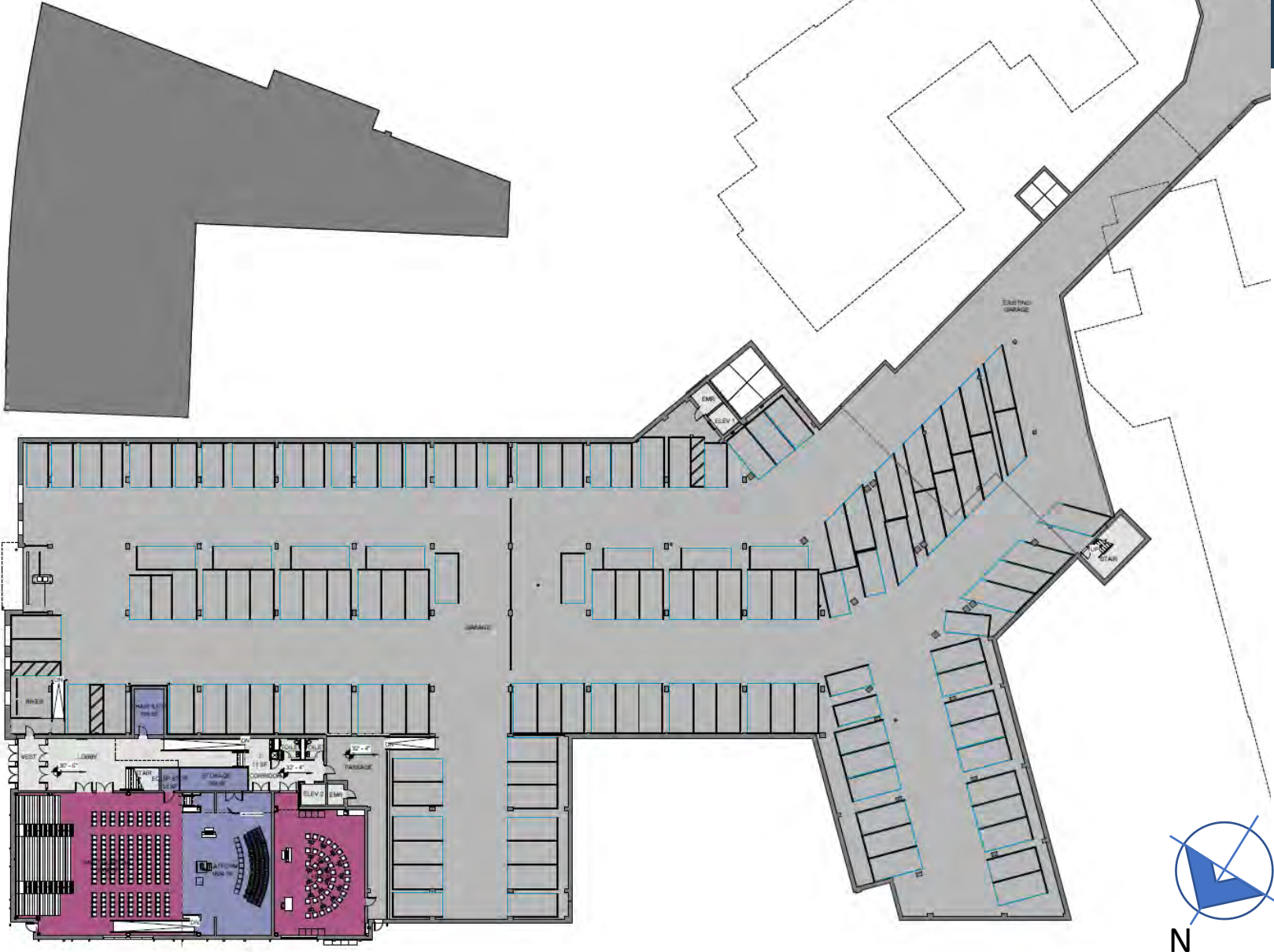


# GROUND FLOOR PLAN



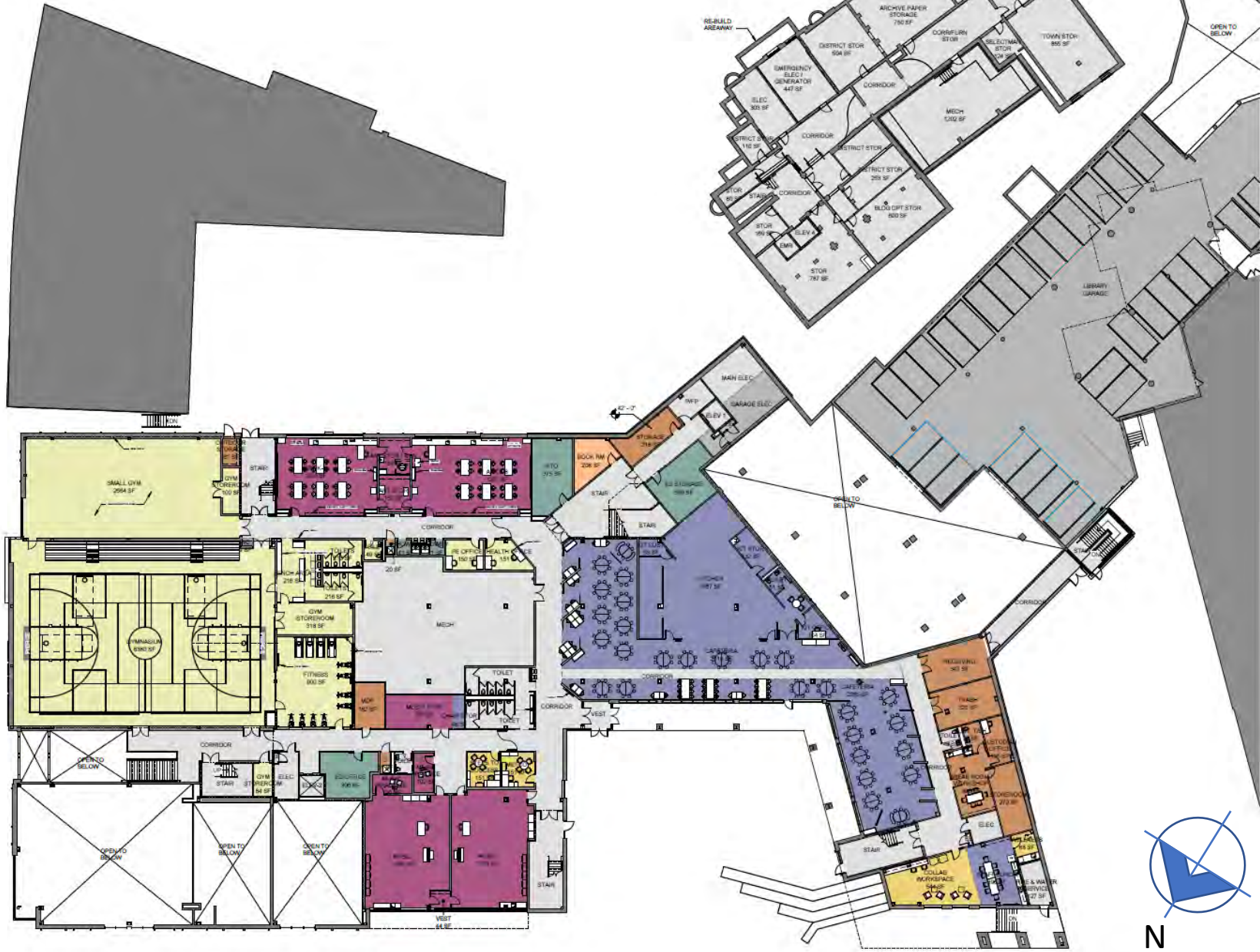
## PIERCE SCHOOL

50 SCHOOL STREET  
BROOKLINE, MA 02445



- 1. CORE ACADEMIC
- 2. SPECIAL EDUCATION
- 3. ART & MUSIC
- 4. VOCATIONS & TECHNOLOGY
- 5. HEALTH & PHYSICAL EDUCATION
- 6. MEDIA CENTER
- 7. DINING & FOOD SERVICE
- 8. MEDICAL
- 9. ADMINISTRATION & GUIDANCE
- 10. CUSTODIAL & MAINTENANCE
- 11. OTHER
- 13. PARKING EXCLUDED
- 14. NON-PROGRAMED SPACE

# FIRST FLOOR PLAN



## PIERCE SCHOOL

50 SCHOOL STREET  
BROOKLINE, MA 02445

- 1. CORE ACADEMIC
- 2. SPECIAL EDUCATION
- 3. ART & MUSIC
- 4. VOCATIONS & TECHNOLOGY
- 5. HEALTH & PHYSICAL EDUCATION
- 6. MEDIA CENTER
- 7. DINING & FOOD SERVICE
- 8. MEDICAL
- 9. ADMINISTRATION & GUIDANCE
- 10. CUSTODIAL & MAINTENANCE
- 11. OTHER
- 13. PARKING EXCLUDED
- 14. NON-PROGRAMED SPACE





# SECOND FLOOR PLAN



## PIERCE SCHOOL

50 SCHOOL STREET  
BROOKLINE, MA 02445



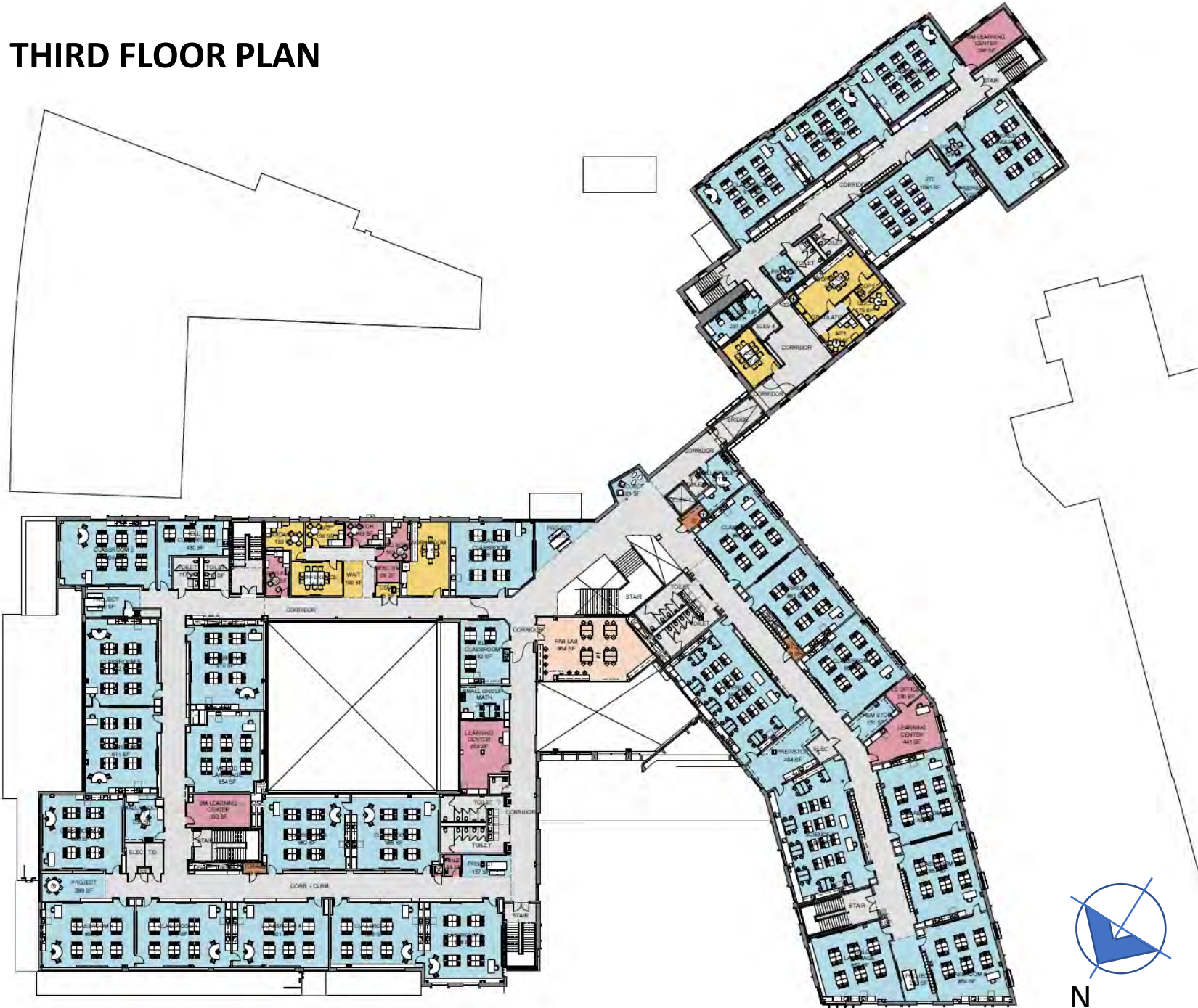
- 1. CORE ACADEMIC
- 2. SPECIAL EDUCATION
- 3. ART & MUSIC
- 4. VOCATIONS & TECHNOLOGY
- 5. HEALTH & PHYSICAL EDUCATION
- 6. MEDIA CENTER
- 7. DINING & FOOD SERVICE
- 8. MEDICAL
- 9. ADMINISTRATION & GUIDANCE
- 10. CUSTODIAL & MAINTENANCE
- 11. OTHER
- 13. PARKING EXCLUDED
- 14. NON-PROGRAMED SPACE

# THIRD FLOOR PLAN



## PIERCE SCHOOL

50 SCHOOL STREET  
BROOKLINE, MA 02445



- 1. CORE ACADEMIC
- 2. SPECIAL EDUCATION
- 3. ART & MUSIC
- 4. VOCATIONS & TECHNOLOGY
- 5. HEALTH & PHYSICAL EDUCATION
- 6. MEDIA CENTER
- 7. DINING & FOOD SERVICE
- 8. MEDICAL
- 9. ADMINISTRATION & GUIDANCE
- 10. CUSTODIAL & MAINTENANCE
- 11. OTHER
- 13. PARKING EXCLUDED
- 14. NON-PROGRAMED SPACE

# School Street at Library



# School Street Aerial



# School Street Entrance



# Harvard Street + School Street



# Harvard Street



# Pierce Main Entrance





# Pierce Main Entrance



# Art Courtyard



# Art Courtyard



# PIERCE SCHOOL

## QUESTIONS & ANSWERS

