



Pollard Middle School

Needham, MA

Existing Facility Assessment – August 5, 2025

Prepared for HMFH Architects



Table of Contents

Introduction	3
Executive Summary	3
Report Recommendations	4
Programming	4
Patron Experience	4
Lobbies, Circulation, and Seating	4
Auditorium Interior	6
Performer Support Spaces.....	7
Production.....	8
Stage.....	8
Choir Risers.....	9
Rigging & Drapery	9
Audio, Video, and Communications Systems	12
Lighting	14
Wardrobe and Shop Spaces.....	15
Conclusion	16

The following pages form an existing facility assessment for the Pollard Middle School in Needham, MA. This material is for review and discussion and was prepared for HMFH Architects.

Introduction

On July 8, 2025, Theatre Projects attended a site visit at Pollard Middle School as part of an ongoing assessment of the overall building. The purpose of the site visit was to examine existing conditions in the auditorium, survey usage, equipment, and support facilities, meet with the architect and engineering teams, and to formulate recommendations for improvements and/or replacements. Theatre Projects spoke with architects Vassilios Valaes, Tina Stanislaski, and Matt LaRue from HMFH, as well as Needham Director of Design and Construction Hank Haff, and School Architect Meryl Nistler.

Executive Summary

Pollard Middle School, originally constructed in 1956, was first renovated in 1968, and again in 1992. The town of Needham and the Needham School District are planning a full renovation, including all public assembly spaces, classrooms and common spaces, as well as building services. To prepare, the school is currently under comprehensive evaluation to analyze deficiencies related to an expanding student population and evolving educational needs, in addition to bringing current conditions up to MSBA guidelines. Some notable concerns include:

- Undersized, inadequate classrooms and special education zones
- Insufficient spaces for science and performing arts
- Outdated modular classrooms that are past life expectancy
- Lack of ADA accessibility and proper egress in certain areas
- HVAC failure, leading to overcrowding of functional spaces, relocated classes, and cancelling school days
- Active roof leaks
- Plumbing challenges resulting in reduced restroom quantities
- Limited support spaces for faculty

As a result, the auditorium and surrounding support spaces require substantial modernization to function effectively as a performance venue and community resource. The auditorium is not large enough to accommodate a single grade level, nor is there adequate parking for performances. Upgrades would include:

- Installation of performance technology and equipment, including lighting, sound, video, and rigging
- Refreshed finishes
- New seating and a revised seating layout
- Egress and ADA accommodations
- Installation of air conditioning and potentially sprinklers
- Addition of support spaces to accommodate performances

This report is an assessment of the auditorium and adjacent support spaces, performance systems, and building components that are critical to presenting performances within the auditorium. Recommendations will be provided that focus on three levels of intervention: base repairs related upgrades, renovation and upgrades to existing spaces, and finally new build of auditorium and support spaces.

These recommendations are intended to guide Pollard Middle School on the path forward to a functional auditorium that can support the middle school curriculum and presentations as well as support the surrounding community when use of the auditorium is desired for external groups and organizations.

Report Recommendations

While the recommendations in this report are in nature “best practice” and generally compliant with the International Building Code and Americans with Disabilities Act (ADA), all recommendations are to be reviewed against the governing building codes for compliance by the architect and contractors. Report recommendations are intended to address accessibility and accommodate disabilities. Items relating to hearing assistance systems and wheelchair/accessibility will be included in this report. Although not intended, compliance may run contrary to the recommendations in this report.

Recommendations within this report attempt to account for the existing conditions of the building and various levels of intervention. Some recommendations may be beyond the scope and scale of base repairs and renovation and may only be achievable in a new build auditorium.

Programming

The Pollard Middle School auditorium serves as a vital venue for the school district’s music and theatre productions, as well as assemblies, lectures, and other school related functions. The town of Needham also envisions this space as a hub for community engagement and community use for similar programming.

The district currently lacks a facility with the capacity and infrastructure to adequately support these programs. To address this gap, the district has set a goal of presenting the high school’s major productions in this facility when completed. The steady growth of both the performing arts programming and student population, combined with future community involvement, underscores the need for a venue that aids this growth and connectivity. By investing in updated infrastructure and technology, this facility could allow for continual expansion of these programs for years to come.

Patron Experience

The audience experience at Pollard Middle School requires improvements across the board. These range from the building’s exterior, public entrances and foyers, to restrooms and the auditorium itself. Each of these areas could be vastly improved through expansion, thoughtful modifications, and updated finishes to create a more welcoming, functional, and inclusive environment for all visitors.



Pollard Middle School exterior

Lobbies, Circulation, and Seating

Existing conditions:

The lobby is undersized relative to the posted capacity of 434 and there are no dedicated restrooms for the patrons in proximity to the auditorium. Access to the auditorium is limited, with only one set of easily accessible double doors for entry. While a second set of doors sits across the venue, they can only be reached via a secondary set of steps added to allow for additional, though limited, use.

Inside the auditorium, seating appears to have a gentle enough slope to meet ADA guidelines. However, the current layout, along with lighting and sound operator positions, may restrict clear egress paths.

While seating was replaced within the last 5-7 years, many show signs of wear including torn fabric, chipped armrests, and missing row labels and tag numbers. The current semi-circular seating configuration is counterproductive to the shape of the theatre and the audience's relationship to the stage.



Auditorium sign at ceiling

Recommended upgrades:

Base Repair

- Widen access ramp(s) to stage, as well as paths to front row of the auditorium to improve accessibility routes; confirm grades of ramps meet ADA requirements.
- Create designated wheelchair locations with companion seats at the front and rear of audience seating.
- Repair broken and worn-out seats.



Exit doors with steps at back of house, operators in egress

Renovation

- Provide clear, wayfinding signs so audiences can find the nearest available restrooms.
- Replace existing seating with new seats; reconfigure the layout to optimize sightlines, to increase the seat count, and to create a position for lighting and sound operators that does not cut into the egress.
- Refer to Base Repair ADA requirements and operator positions.

New Build

- The new auditorium should be designed:
 - To meet the desired seat count between 750-1,000
 - With a balcony, which minimizes the distance from the stage to the last row of seats
 - With sufficient space for a lobby and dedicated restroom facilities to accommodate patrons comfortably
- Refer to Base Repair and Renovation ADA requirements and operator positions
- Refer to Base Repair ADA requirements and operator position upgrades



Seating missing labels and tags

Auditorium Interior

Existing conditions:

The auditorium lacks fundamental building systems required for public assembly and patron comfort. There is no HVAC beyond heating, no insulation in the space, and no fire suppression system (sprinklers). The auditorium is unsuitable for hosting events in the summer, as it becomes excessively hot during warmer months. The space is located directly above the school's boiler and electrical rooms which supply the rest of the school services. As a result, this limits the extent of renovations that can safely be done to the venue.

There are no sound and light locks at the entrances to the space, and the entry doors at the rear of the house have windows which let in a considerable amount of light. At the upstage wall, a makeshift crossover has been built from untreated lumber, and only allows 2'-0" clear path.

There is no permanent infrastructure to support sound and lighting systems. Folding tables are placed in the back center of the auditorium for consoles and operators. Cables are dressed against the walls, around stairs, and run free along the ceiling.

Backstage storage is minimal. Built in closets were created backstage left and right along both stage side walls and upstage left corner. The closets are currently filled with props, paint, and broken lighting fixtures. One closet also hosts temporary lighting dimmer packs which power the performance fixtures suspended over the audience, and a few mounted in the ceiling holes over the stage. The upstage storage area is not large enough to store all chairs, stands, and musical instruments needed for the school's music ensembles.

Recommended upgrades:

Base Repair

- Install insulation and HVAC services in the auditorium.
- Demolish the upstage crossover and replace it with drapery system which allows for a wider and accessible circulation path (See Rigging and Draperies section for more information).
- Relocate light and sound operator position to improve egress paths.



Auditorium seating from onstage



Stage view from the seating



Makeshift upstage crossover

Renovation:

- Add sound and light locks to all entrances (where possible) to prevent noise and light ingress spill from external sources, and to help minimize disruption to performance and presentations.
- Demolish the storage cabinets on the side stages and create new storage in an adjacent part of the building, freeing up backstage wing space for performers.
- Add adjustable acoustic drapes as needed (per acoustician) to improve the room acoustics and enhance the patron experience.
- See Base Repair section for HVAC and crossover upgrades.

New Build:

- Design of the new theatre should include:
 - A permanent control booth as well as adequate storage to support the theatre functions and equipment
 - Lighting catwalks over the audience, technical galleries on the sides the stage
 - Fly tower with maximized height that is sufficient for theatrical production or maximized within the scope and budget allowed by the project
- Refer to the Base Repair and Renovation sections for additional upgrades.

Performer Support Spaces

Existing conditions:

Pollard Middle School lacks dedicated performer support spaces. The adjacent band room, practice rooms, and wood shop are used when dressing rooms are needed. Performers share patron restrooms, as there are no restrooms specifically designated for performer use.

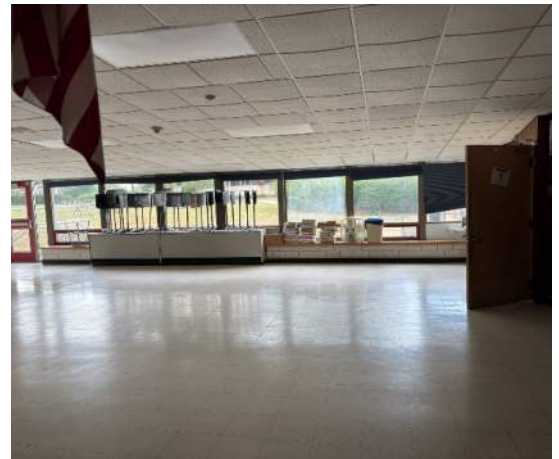
Recommended upgrades:

Base Repair:

- Purchase portable makeup stations and room dividers to allow for temporary conversion of adjacent spaces into dressing rooms when needed for certain productions.

Renovation:

- See Base Repair section.



Band room adjacent to auditorium

New Build:

- Provide dedicated spaces for dressing rooms sized to support anticipated programming.
- Provide band and choir rooms sized to fit anticipated increased student enrollment.
- Provide spaces for instrument storage and production equipment storage and general auditorium storage.

Production

The production equipment and systems serving the auditorium are insufficient to support the schools existing programs as well as inadequate to support community use. Many of the systems are beyond their expected lifespan. Some of the systems are portable/temporary in nature and not fit for purpose for permanent installation.



Practice room attached to band room

Stage

Existing conditions:

The stage floor is believed to be non-flame treated hardwood, varnished to a high shine. It's currently too small to host many of the music ensembles in the school district. The stage floor should also be load rated and is required by code to support capacities that are in alignment with usage of the space. The first 9'-0" of the stage, measured from the downstage edge running fully across the width of the space, is hollow and is believed to be plenum space for The HVAC return air (to be confirmed).



Stage floor

Recommended upgrades:

Base Repair:

- Replace the existing stage with a load rated, flame resistant floor construction.

Renovation:

- Remove and replace the existing stage flooring; new flooring to be constructed of approved materials meeting NFPA, IBC, and/or governing codes.
- Increase stage size to meet programmatic needs without reducing seat count.
- Create storage space under the new stage for risers and equipment.
- Add a system of modular platforms to be able to expand the stage area to serve larger ensembles as needed.

New Build:

- The new stage area should be defined by the current largest stage set up and envisioned future expansion including community use. The stage dimensions should be sufficient to accommodate these performance types, stage setups and anticipated future programming.
- The new fly tower height should be designed to support the envisioned future programming or be maximized within project scope and budget constraints.
- Provide storage underneath.

Choir Risers

Existing conditions:

There is a set of choir risers in front of the stage that are visible at all times, as there is no alternative storage for them. These risers are well used and are in need of replacement given their aging state and condition. Additionally, they're not large enough for current ensemble size and lack proper guardrails and side steps.

Recommended upgrades:

Base Repair:

- Replace choir risers with new models that have modern safety features, load capacity, and are sized to support the increased student enrollment.

Renovation:

- Refer to Base Repair section.

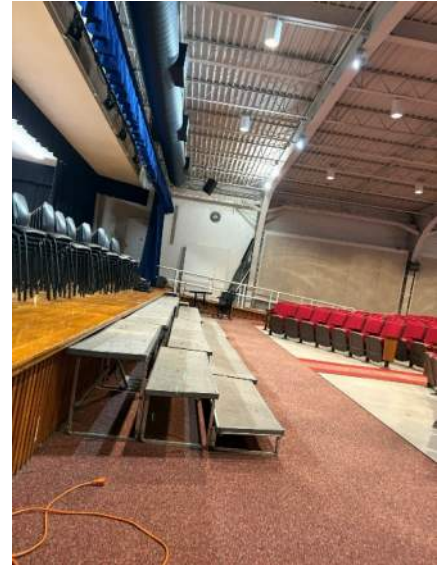
New Build:

- Refer to Base Repair section.

Rigging & Drapery

Existing conditions:

The auditorium lacks a comprehensive rigging system able to support lighting, scenery, or other elements overstage.



Choir risers



Existing ceiling overstage with draperies

Infrastructure: The ceiling overstage is made of sheetrock and is suspended from the building's steel roof structure. It sits approximately 11'-0" above the stage floor, with an additional 3'-4' of height to the steel roof. The ceiling contains linear work lights and a small number of downlights, but only the work lights are operable. Two rope operated curtain tracks are mounted directly into the ceiling. Additionally, three steel pipes are suspended near the downstage area and there are two cutouts in the ceiling for limited mounting access.

Lighting Positions: There is one pipe suspended over the audience providing front of house lighting positions. Of the 3 steel pipes over stage, one supports six LED PAR lights. The ceiling currently hosts a small number of Fresnel fixtures. There are no side lighting or box boom positions.

Drapery System: The main curtain and valance were replaced within the last five years and are in good condition. These are currently hung on two of the three steel pipes suspended downstage. Travelers located mid, up, and side stage are about 10-12 years old. While functional, they're in need of cleaning. Existing drapery is designed based on the current track and ceiling conditions and may not be compatible with future rigging or layout changes.

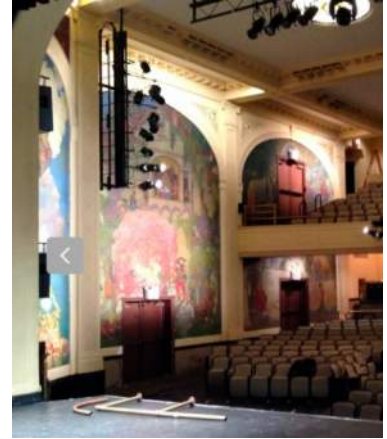
Recommended upgrades:

Base Repair:

- Have a Physical Engineer (PE) survey the ceiling structure to determine exact, allowable loads of building.
- PE to determine if pipe grid and performance equipment payload of 5000lb can be added to existing structure.
- Add 10' of length to the current lighting position over the audience to allow the full width of stage to be lit.
- Add a second lighting position along the upstage wall to be able to light music on stands of performers from above.

Renovation:

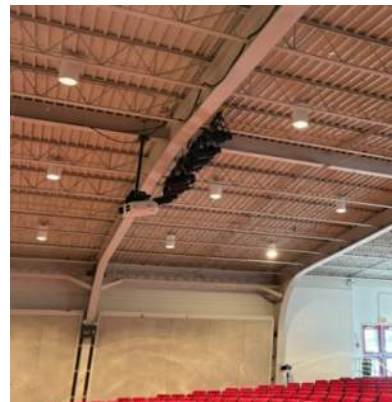
- Demolish the overstage sheetrock ceiling to gain additional height over the stage, gain access to mounting locations, and improve production capabilities.
- Add another front of house pipe of equivalent length, and a vertical pipe (box boom) position to each side of the auditorium to allow for better lighting of full stage and choir in front.
- Add a pipe grid overstage to allow lighting to be suspended anywhere over the performance area to provide adequate lighting coverage and flexibility for the stage.
- Supply new draperies for modified height above the stage which includes the masking draperies, traveler, main curtain, and an upstage tracked drape which can be deployed to create an accessible crossover.



Example side box boom position



Sheetrock ceiling over stage



Lighting suspended over audience



Masking drapery in need of cleaning

New Build:

- Install motorized hoists to allow easy suspension of scenery, draperies, lighting, and audio.
- Provide an orchestra enclosure to support unamplified music performance. for use with acoustic music ensembles.
- Add new masking draperies, main curtain, travelers, and cyclorama for new space.
- Integrate catwalks, lighting pipes, and technical positions at the balcony front and stage side galleries to provide easy access for reconfiguration of lighting and sound equipment.
- Integrate storage zones for all technical equipment and risers.

Audio, Video, and Communications Systems

Existing conditions:

Projection System: A roll-down projector screen is mounted at the front edge of the stage, and is paired with an small, low lumen projector mounted over the audience. Both are undersized and underpowered for the size of the space. The cable serving the projector is partially free run before transitioning to conduit as it enters the AV rack mounted stage right.

Audio System: There are two point-source loudspeakers mounted at far left and right sides of the proscenium. There is some audio signal processing equipment that is outdated and appears to be non-functional. This loudspeaker system is underpowered for the size of the auditorium and does not provide enough high-frequency coverage for reliable speech intelligibility. There are four microphone inputs at the front of the stage, however there are no corresponding output faceplates. All loudspeaker wiring is free run from the AV rack to either onstage monitors, the console back of house, or the loudspeaker system suspended overhead. The existing sound console is functional and there is a wireless microphone system that is functional, but outdated.

Monitoring and Communication: There is no performance audio or video feed to either the back corridor or lobby. No communication system (i.e. backstage paging or comm system) exists in the venue. Additionally, there is no assistive listening system (ALS) installed.

Power: A dedicated audiovisual isolated ground system is not installed.

Recommended upgrades:

Base Repair:

- Install a suitable assistive listening system with a code compliant quantity of receivers to adhere to ADA regulations.
- Install A/V control system and infrastructure to support show feed to back of house and lobby spaces.
- Install a new audiovisual rack, connection plates, and associated infrastructure around stage and auditorium for A/V signal distribution.
- Install a wired, party line production intercom system for communication between operator location and backstage.



Existing stage right audiovisual equipment rack



Existing stage monitor and cabling

Renovation:

- Replace loudspeakers with compact loudspeaker arrays to provide proper sound coverage across the audience.
- Replace the projection screen with a larger motorized screen to provide better viewing to the whole auditorium.
- Replace projector with a brighter, digital laser projector for increased image size, viewing distance, and flexible video distribution.
- Install A/V control system that allows for integrated routing and control of A/V devices.
- Install three fixed cameras and low-light stage manager camera for archival recording and image magnification.
- Replace wireless microphone system and associated infrastructure.
- Replace audio console with modern, networked model.
- Replace stage monitoring loudspeakers with higher power, lower profile model.
- Provide a microphone package suitable for the anticipated programming.
- Provide front-of-house equipment rack and stage manager rack with modern playback devices and integrated controls.
- Install cameras in auditorium to provide video show feed.
- Install infrastructure and facility panels for routing of A/V signals.
- Refer to Base Repair section for additional upgrades.



Compact line array loudspeaker

New Build:

- Install infrastructure for connectivity and cabling between back of house, auditorium, and control position.
- Install 4-channel, wireless production intercom system for ease of movement of operators.
- Install three pan, tilt, and zoom high-definition cameras with associated infrastructure required for live production switching and online streaming.
- Add temporary production power to support community use and additional production equipment.
- Refer to Base Repair and Renovation sections for additional upgrades.



Pan, tilt, and zoom camera

Lighting

Existing conditions:

Infrastructure and Power: There is no permanent lighting and electrical infrastructure in place, and all cabling is free run. There is no installed aisle or step lighting in the space, and overhead house lights are left on at a low-level during performances for safety. A set of temporary dimmer packs are mounted in the stage right closet, with cables intended for temporary use run from these packs out to various places around the venue to power lighting. While the main building power supply is below the theatre, there is no dedicated power to support theatrical systems and equipment.

Inventory: The available lighting fixture inventory is inadequate to fully light the stage and performance areas. It consists of a mix of incandescent and LED fixtures, with most of the LED fixtures only covering a small portion of the stage. The existing incandescent fixtures are nearing obsolescence, as they eventually will no longer be repairable, and compatible lamps are being phased out of manufacturing. House lighting is incandescent, and the lamps used are in the process of being phased out within the next few years. House lighting is controlled via a series of wall dimmers beneath the AV rack stage right and are not compatible with the console. The lighting console is less than 10 years old, and can support current programming. While it is expected to remain serviceable for the next few years, it may lose manufacturer support down the line.



Temporary dimming packs mounted in a closet



House light controls

Recommended upgrades:

Base Repair:

- Install permanent DMX controlled dimmer/relay panel, conduit, wiring (infrastructure), and receptacles to replace the existing temporary system; power and data should run between the new panel and all existing lighting locations as well as to key control locations.
- Replace existing house lights with fully dimmable, architectural LED fixtures and add an architectural control system to allow for integration of house lighting with performance controls.
- Add button stations at all entrances to allow control of basic lighting at entries and exits to the space.
- Install LED aisle and step lights to provide code minimum egress lighting during performances along egress paths within the auditorium.
- Add a small collection of LED fixtures to replace existing inventory and to allow full illumination of stage.



LED wash fixture

Renovation:

- Refer to Base Repair section for additional upgrades.
- Add house light wall dimmers to control house lighting.
- Add a quantity of static spot and wash LED fixtures to serve the majority of programming.
- Add a quantity of lighting power and data cable to support additional fixture inventories.

New Build:

- Refer to Base Repair section for additional upgrades.
- Add a second DMX relay panel for control of additional lighting circuits and house lights.
- Add a collection of static LED fixtures including spot and wash units.
- Add a collection of power and data cables.
- Add temporary production power to support additional programming and additional equipment.

Wardrobe and Shop Spaces

Existing conditions:

There are no wardrobe or scene shop spaces. While there is an existing wood shop used for day classes, it's unclear if it's used to construct scenery. The lab is equipped with stationery and handheld tools, including saws, drills, hammers and drivers, though no paint area.

Add laundry facilities to support multi day use of auditorium, general maintenance areas, and prep spaces.

Recommended upgrades:

Base Repair:

- Provide hanging areas or z-racks to accommodate cast costumes.
- Provide room dividers to accommodate splitting existing spaces into multiple zones for performer changing.

Renovation:

- Refer to Base Repair upgrades.

New Build:

- Refer to Base Repair upgrades.
- Provide dressing rooms to support performers and musicians when needed.
- Provide separate restrooms for front of house and back of house usage.
- Provide wood shop or fab lab to support envisioned future programming.
- Provide storage areas for tools, materials, and equipment storage.

Conclusion

The recommendations included in this report are intended to provide Pollard Middle School a guide map and path forward for improvements to the existing auditorium or critical information to determine if new construction of a future auditorium is needed to support future school and community use. The new or improved space should not only meet the needs of contemporary and future programming, it should also inspire students, faculty, and the larger Needham community. The completed space can evolve into a vibrant cultural and educational asset, capable of supporting creativity, collaboration, and community engagement for years to come.



Needham, MA Middle School

Theatre equipment probable cost estimate v1.0

August 5, 2025

Version	Description	Date
1.0	Initial issue - Assessment Report	8/5/2025

Summary

Grand total: Base Repair	\$204,175
Grand total: Renovation	\$1,582,984
Grand total: New Build	\$4,063,520

Work by Others not included in this estimate: (Architectural Elements not specified by TP):

- Masonite topped resilient floor
- Cable passes, cable hooks, cable doors
- Rigging beams
- Compressor system
- Scene shop dust collection system
- Acoustical doors
- Ballet barres
- Conduit, wiring, & back boxes

Estimate summary by space

CSI #	Category title	Base Repair	Renovation	New Build
New proscenium theatre: 750 seats				
Seating				
12 61 13	Fixed Audience Seating	TBD	\$275,000	\$412,500
12 62 11	Increased seat count (1000)	\$0	\$0	\$137,500
Acoustics				
11 61 12	Adjustable Acoustics	\$0	\$80,000	\$335,000
Orchestra shell				
11 61 13	Orchestra Enclosures	\$0	\$0	\$677,500
Platforms				
11 61 23	Theatrical Platforms	\$47,000	\$47,000	\$90,215
Rigging/lifts/drapery				
11 61 33	Theatrical Rigging	\$4,500	\$80,000	\$750,000
11 61 35	Theatrical Equipment Controls	\$0	\$0	\$42,500
11 61 37	Theatrical Fire Safety Curtain	\$0	\$0	\$125,000
11 61 43	Theatrical Draperies	\$0	\$0	\$58,500
11 61 51	Theatrical Pipe Grid	\$0	\$80,000	\$0
11 61 71	Dance Floor Surface	\$0	\$0	\$4,000
Lighting				
11 61 91	Theatrical Lighting Instruments & Accessories	\$48,440	\$295,813	\$510,270
Dimmers & control				
26 61 11	Theatrical Lighting Controls	\$66,355	\$133,256	\$184,575
Company switches				
26 61 20	Company Switches	\$0	\$1,700	\$12,800
PSVC				
27 41 16.61	Integrated Audio-Video Systems & Equipment for Theatres	\$37,880	\$590,215	\$723,160
Subtotals:		\$204,175	\$1,582,984	\$4,063,520

Estimate notes

General notes

- 1 This estimate is a list of Division 11, 12, 26, and 27 theatrical equipment that will be provided by specialty theatre equipment contractors for this project.
- 2 Estimates are provided only for equipment and furnishings for which Theatre Projects is the responsible designer. We provide contract drawings and specifications for these items.
- 3 This estimate is based on information gathered during our work on the project, building design parameters, our knowledge of industry best practices, and our experience with similar projects.
- 4 This document should be considered in progress, as precise equipment details and requirements will be developed throughout the design process, as the architecture evolves, acoustical criteria is defined, and design objectives are clarified. We will update and reissue this document as necessary to reflect the current design.
- 5 All equipment numbers are in USD.
- 6 This document is also intended as an estimating guide for the theatrical equipment accommodation. The estimate figures are "bare" costs for the theatrical equipment, and others must develop mark-ups and costs, for related work by other trades as identified in the project documents.
- 7 Some equipment items estimated/listed are based on catalog products without customization. If a product is available as OEM product but may also need customization for the program application, we have noted that line item as "custom". The absence of "custom" notation means the OEM product is standard equipment without modifications, and has been estimated on that basis herein.
 - 7.1 Division 11 & 12
 - 7.1.1 Estimate figures are for the purchase, delivery, and installation of the work listed
 - 7.1.2 Estimate figures do not include:
 - 7.1.2.1 Design and engineering fees
 - 7.1.2.2 General conditions
 - 7.1.2.3 Electrical Contractor O&P
 - 7.1.2.4 General Contractor O&P and/or Construction Management fees
 - 7.1.2.5 Taxes, permits and fees
 - 7.1.2.6 Escalation to date of bid
 - 7.1.2.7 Design, construction, or Owner contingencies
 - 7.1.2.8 The cost of accommodation provided by other trades. This accommodation will be described in the theatrical equipment narrative and will be defined on general arrangement sketches. This accommodation includes, but is not limited to, structural supports, architectural enclosures and finishes, electrical services, disconnects, and conduit, backboxes and raceway systems for control and signal wiring.

7.2 Division 26 Electrical

7.2.1 Estimate figures are for furnishing and delivery only of the work listed.

7.2.2 Estimate figures do not include:

7.2.2.1 Design and engineering fees

7.2.2.2 General conditions

7.2.2.3 Electrical Contractor O&P

7.2.2.4 General Contractor O&P, and/or Construction Management fees

7.2.2.5 Taxes, permits and fees

7.2.2.6 Escalation to date of bid

7.2.2.7 Design, construction or owner contingencies

7.2.2.8 Transformers, panel boards, and feeders

7.2.2.9 Branch circuit automatic transfer switches or other emergency lighting provisions

7.2.2.10 Raceways, conductors (including control conductors), standard gang back boxes, and fittings

7.2.2.11 Lighting fixtures except as listed under Division 11

7.2.2.12 Labor and equipment required for installation

7.2.2.13 Section 26 61 15 System Integrator