

Program Progress Update 17

October 5, 2010

Introduction

This is the 17th in a continuing series of Bond Accountability Commission reviews of the design/construction and financial performance of the Cleveland Metropolitan School District's school facilities program funded by Issue 14. The report is based largely on the Construction Manager's monthly reports for August and September 2010 and the Procurement Department's Workforce Report for September 2010. This report implements a new approach to reporting on construction costs. It also includes a section on Core Team involvement in Segment 5 school planning.

Segment status

Segment 1: A.J. Rickoff (3500 E. 147th St), Miles Park (4090 East 93rd St.), Memorial (410 East 152nd St.), and Riverside (14601 Montrose Ave.) elementary schools are completed, as are John Adams (3817 Martin Luther King Jr. Blvd.), John Hay (2075 Stokes Blvd.), and SuccessTech (1440 Lakeside Ave.) high schools, the East High (1349 E. 79th St.) gym project, and the Warm, Safe and Dry program.

Projected cost: \$207.2 million.

Segment 2: Warner (8315 Jeffries Ave.), Daniel Morgan (1440 East 92nd St.), Mary Martin (8200 Brookline Ave.), Franklin D. Roosevelt (800 Linn Drive), Hannah Gibbons (1378 Clearaire Road), and Mary Bethune ((11815 Moulton Avenue) elementary schools are completed, as is James Rhodes High School (5100 Biddulph Ave.).

Projected cost: \$103.2 million.

Segment 3: R.G. Jones (4550 West 150th Street); Artemus Ward (4315 West 140th Street); Garfield (3800 West 140th Street); Patrick Henry (11901 Durant Avenue); Buhner (1600 Buhner Avenue); Wade Park (7600 Wade Park Avenue); East Clark (885 East 146th Street); Harvey Rice (2730 East 116th St.) elementary schools and Willson elementary (1122 Ansel Road) are completed.

Projected cost: \$138.2 million.

Segment 4: Jamison (13905 Harvard Ave.), , **George Washington Carver** (2200 East 49th St.), and **Euclid Park** (17914 Euclid Ave.) elementary schools are completed, as the **Thomas Jefferson K-12** (3145 West 46th St.). Other scheduled occupancy dates: December 2010: **Charles Dickens** (3552 East 131st St.), **Adlai Stevenson** (3938 Jo Ann Drive), **Nathan Hale** (3588 Martin Luther King Jr. Drive) elementary schools; August 2011: **Anton Grdina** (3050 East 77th St.), **Mound** (Ackley Road) elementary schools.

Projected cost: \$142.8 million.

Other Segment 4 notes:

- Five of the schools (**Nathan Hale, Euclid Park, Dickens, Stevenson and Grdina**) are designed with geothermal heating/cooling systems.
- The Academic Transformation Plan, which was adopted in March 2010, eliminated **Charles Lake**, 9201 Hillock Avenue, from the segment. The school is closed.
- **Mound**, in the Slavic Village area, is intended to meet Silver certification standards under the Leadership in Energy and Environmental Design (LEED) program. LEED is an internationally recognized system providing third-party verification that a building was designed and built using strategies aimed at improving performance in energy savings, water efficiency, CO₂ emissions reduction, indoor environmental quality, and stewardship of resources.
- The Master Plan adopted in July 2008 deleted **Audubon** (3055 Martin L. King Jr. Drive), from Segment 4. Audubon was then scheduled to receive \$4.5 million in LFI improvements during Segment 10. The Transformation Plan designated the school for closure. The District plans to demolish Audubon.
- Segment 4 designs are the program's first to specifically accommodate the District's universal Pre-Kindergarten strategy and the 20-1 student-teacher ratio specified in the District's current contract with the Cleveland Teachers Union for kindergarten through third grade.
- The occupancy dates for Segment 4 schools range from eight to 24 months beyond the original targets, due chiefly to an extended design review period aimed at controlling costs.

Segment 5: The new Segment 5 approved as part of the revised Master Plan in July 2008 and proposed in a 2010 Master Plan revision includes three high schools: **Max Hayes Vocational** (West 65th St. and Walworth), now targeted for May 2014; **John Marshall** (3952 West 140th St.), August 2014; and **West Side High** (site and completion date to be determined), and a K-12 **Cleveland School of the Arts** (2064 Stearns Road), now June 2014, although the latter may be changed to grades 6-12.

The segment as approved in 2008 also included seven PreK-8s: **Almira** (1815 Larchmere Blvd.), due March 2013; **Miles** (11918 Miles Avenue), March 2013; **Orchard** (4200 Bailey Avenue), March 2013; **Paul L. Dunbar** (2200 West 28th St.), April 2013; **Louisa May Alcott** (10308 Baltic Road), March 2013; **Forest Hill Parkway**, 450 East 112th Street, which was eliminated by the Academic Transformation Plan, and **Charles Mooney**, 3213 Montclair Avenue, which was removed from Segment 5 in the proposed

2010 Master Plan. The planned demolitions of Mooney and Forest Hill Parkway are on hold.

Projected cost: \$203.8 million.

The start of Segment 5 was delayed about a year by the Academic Transformation Plan process. The District awarded architectural and engineering design bids in March.

No site has been announced for Segment 5's new West Side High School.

The District recently sold \$55 million in bonds, which will provide enough money for Segment construction so that the Ohio School Facilities Commission will co-fund the segment.

Segment 5 Core Teams

According to District policy, Core Teams are to be established at each school targeted for construction or renovation immediately after award of the architect contract for each school. The Core Teams are supposed to consist of parents, teachers, other neighborhood residents, elected representatives, community development corporations, and neighborhood business representatives.

The Segment 5 contracts were awarded in March, and the BAC learned from a community member at its July meeting that the long-ago-selected Core Team for John Marshall High had not yet been called to meet. Upon inquiry, a District community relations specialist provided this report on Oct. 4:

“Cleveland Metropolitan School District Community Relations began to engage Segment 5 principals in August 2009 with regard to their respective community Core Teams. Official Core Team meetings for Almira, Paul L. Dunbar, Miles, Orchard and Louisa May Alcott Schools got under way in March of this year, and each team has met at least twice. Architects have been present at all of the Core Team meetings.

“Community Relations also coordinated tours for the teams of new CMSD schools which have opened since 2002. During the outings, Core Team members had the opportunity to talk to principals to gain perspective about working in new OSFC-funded schools.

“In addition, Community Relations and CMSD Capital Projects have coordinated with architects to appear at various other community meetings to discuss the projects, garner feedback and share plans. Meetings have been scheduled to coincide with the design-review and approval process.

“Regarding Max S. Hayes and John Marshall High Schools and the Cleveland School of the Arts, the District continues to move toward initial Core Team meetings. District officials are working on site finalization for those Segment 5 projects.”

From its inception, this BAC has advocated an active, “authentic” role for the community in the design of schools in the construction program. The BAC has regarded community engagement as beneficial for all parties. To repeat excerpts from a February 2008 BAC report:

“The OSFC says “a well-developed community engagement plan is a critical factor in obtaining community support for a project. ... The ‘Community Engagement Guide’ (KnowledgeWorks Foundation, June 2005) distributed by the OSFC says, ‘whereas some people refer to community engagement as a way to achieve “buy-in” from community members on plans that have already been developed or decisions that have

already been made, KnowledgeWorks Foundation defines community engagement quite differently. ... The Foundation has adopted the term “authentic community engagement” to describe community engagement that creates ownership rather than ‘buy-in.’ Authentic community engagement is not about informing people, but educating community members so that they can make informed decisions.’ The premise of the foundation’s recommendations is that ‘people are much more likely to support what they have helped create.’ ”

The District failed to implement the Core Team process in Segment 4 until the end of the design process, when it was too late for the teams to influence much beyond the type of brick veneer and the color of walls. The Segment 4 teams also seemed to be dominated by CMSD teachers and have having little representation of neighborhood residents who were not parents of current schoolchildren.

After Board of Education and community members complained, the District developed what appeared to be an improved written policy regarding Core Teams. That policy is posted on the School District’s Web site at http://net.cmsdnet.net/NewSchools/CommunityEngagementTemplate_revised.pdf

It is an improvement that the Segment 5 Core Teams for elementary schools have met at least twice, but we must note that the architects were hired six months ago. An accelerated meeting schedule would seem advisable henceforth.

As far as the high schools are concerned, the fact that the exact positioning of the new schools on their prospective sites has not been finalized does not seem to excuse the failure to fully assemble and convene the Core Teams in meeting with the architects. In fact, the architects are working on their respective Program of Requirements (POR), essentially a list of features that the schools will have. Core Teams could and should provide valuable input in this process.

Finally, the District Website lists the schools in each construction segment at http://net.cmsdnet.net/NewSchools/segment_schools.htm

Clicking on each school name provides details about the school, including the members of its Core Team. These lists are badly outdated, however, and need to be improved to reflect the current Core Team rosters. A contact phone number would also be useful, so that neighborhood residents can have a way of providing input to and possibly joining a Core Team.

Construction Costs

As mentioned in the Introduction, this report implements a new approach to reporting on construction costs. Previously, the BAC had compared the Project Agreement budgets for each school to the projected actual costs. However, after the Board of Education and the OSFC amended the original segment Project Agreement budgets, in many cases after schools were completed, the comparison became rather meaningless.

Now, therefore, we are offering comparisons of the actual cost of each school per square foot of construction.

The first four charts, beginning on Page 6, show the cost of each school by construction segment, broken down by “hard costs” (for site work, general trades, electrical, plumbing, heating/ventilation/air-conditioning, fire protection, technology and

furnishings), “soft costs” (architect and construction manager fees, consulting services, and costs for such things as land surveys, soil analysis, printing bid documents and bid advertising) and “Locally Funded Initiative,” or “LFI,” expenses for options that the OSFC does not co-fund (for example, ornamental fences instead of chain link, prettier external brick, soft playgrounds, site security, and demolition of purchased buildings). The architect and square footage is shown for each school.

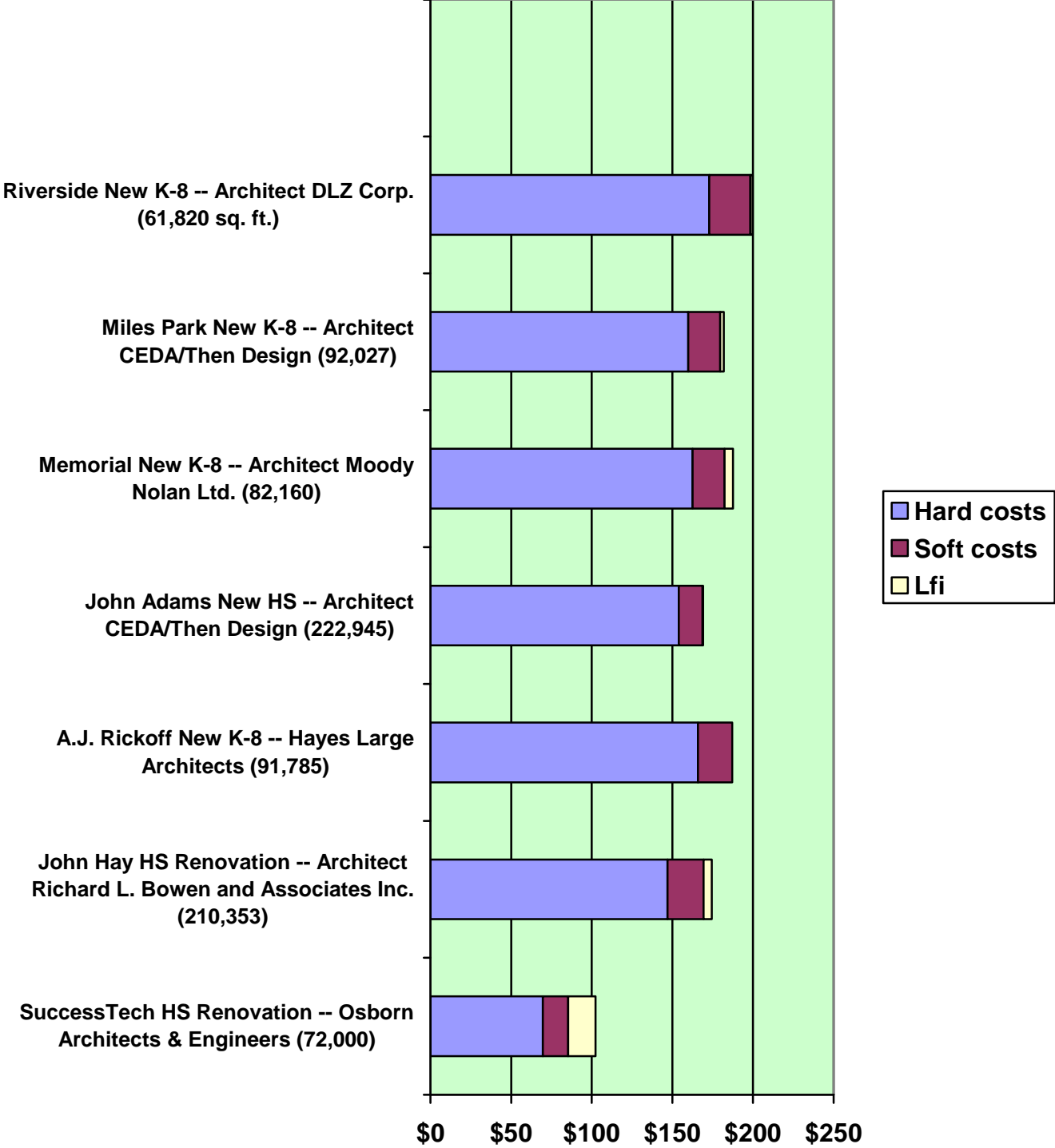
The fifth chart, on Page 10, shows the cost per square foot of the general-trades contract for each school in the first four segments. The general-trades contract is the largest single component of each school’s costs. For example, the general-trades bill for Willson elementary is expected to total \$6.94 million, 44 percent of the total projected cost of \$15.75 million. The general-trades contractor and square footage are listed for each school.

Care should be taken not to draw conclusions about the cost-efficiency of a particular architect or general-trades contractor based solely on the charts, because some schools have much more LFI cost than others (some schools have no LFI demolition costs, for example), over which the architect may have no control. And much of the LFI total is included in the general-trades contract, which increases cost of the contract per square foot.

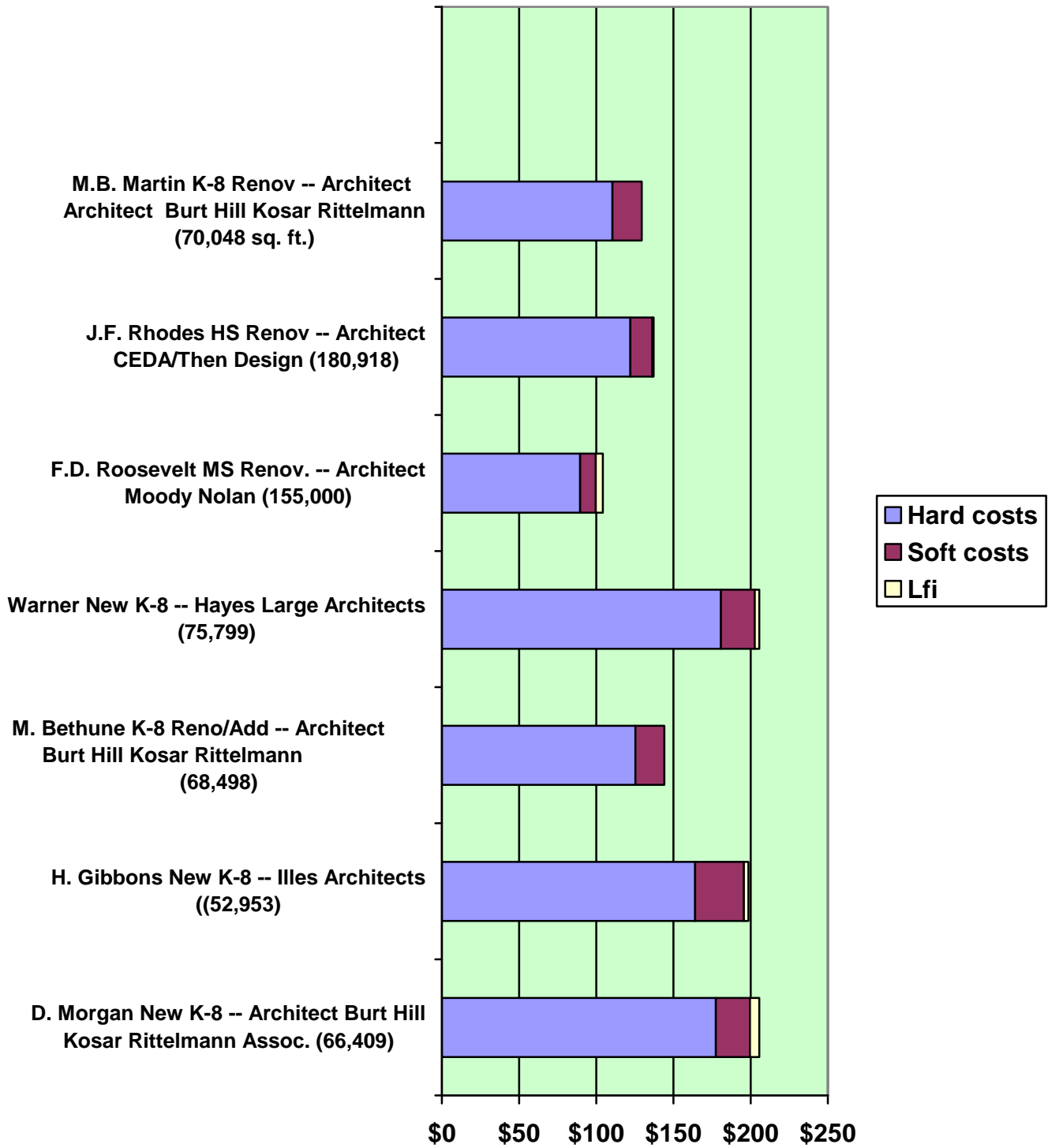
In subsequent reports, we shall attempt to further break down the school costs so that taxpayers can see more precisely where their money is going.

Contact the BAC: You may reach the Bond Accountability Commission at bondaccountability@hotmail.com, or call (440) 781-8654.

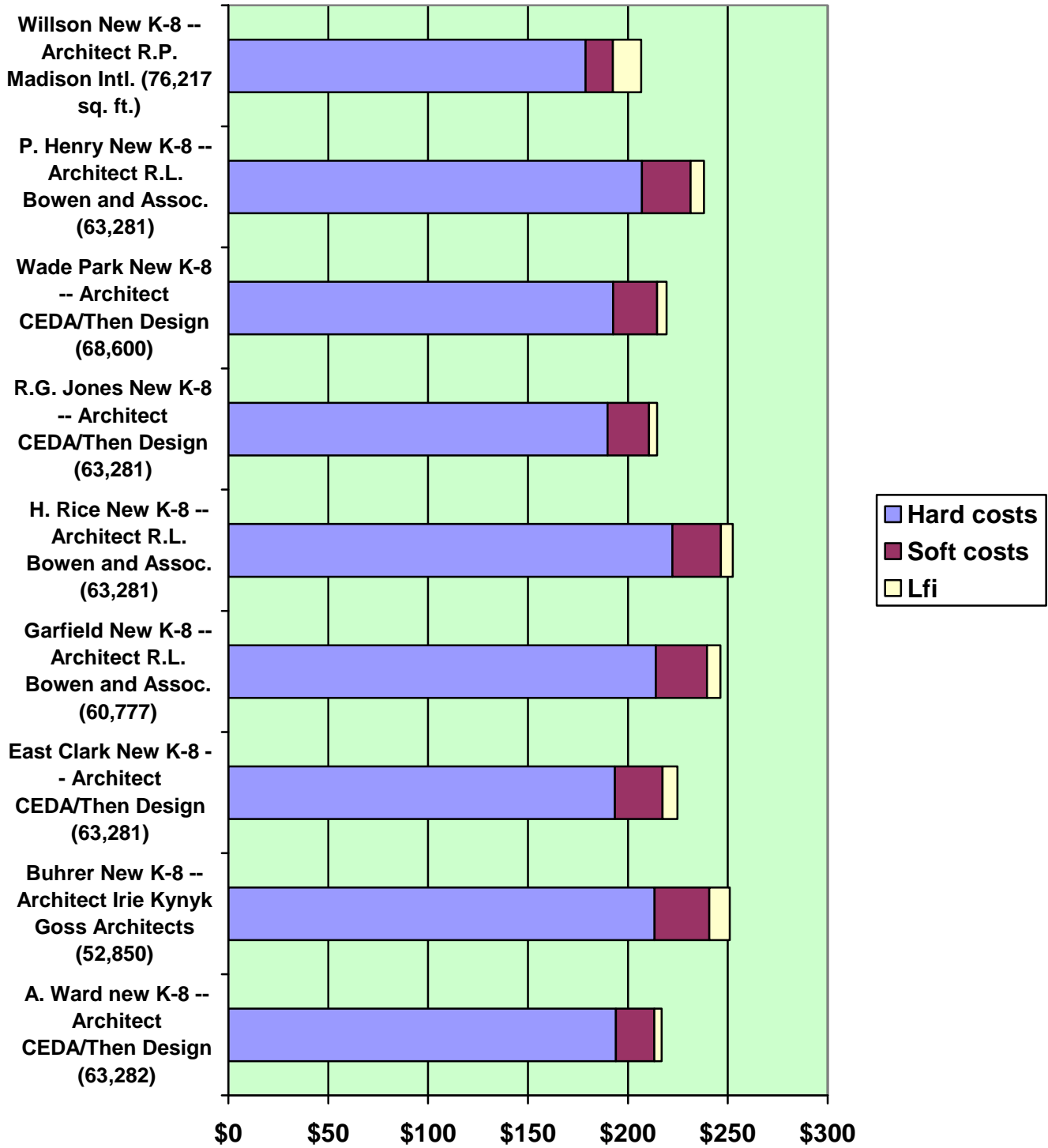
Segment 1 Costs per Square Foot



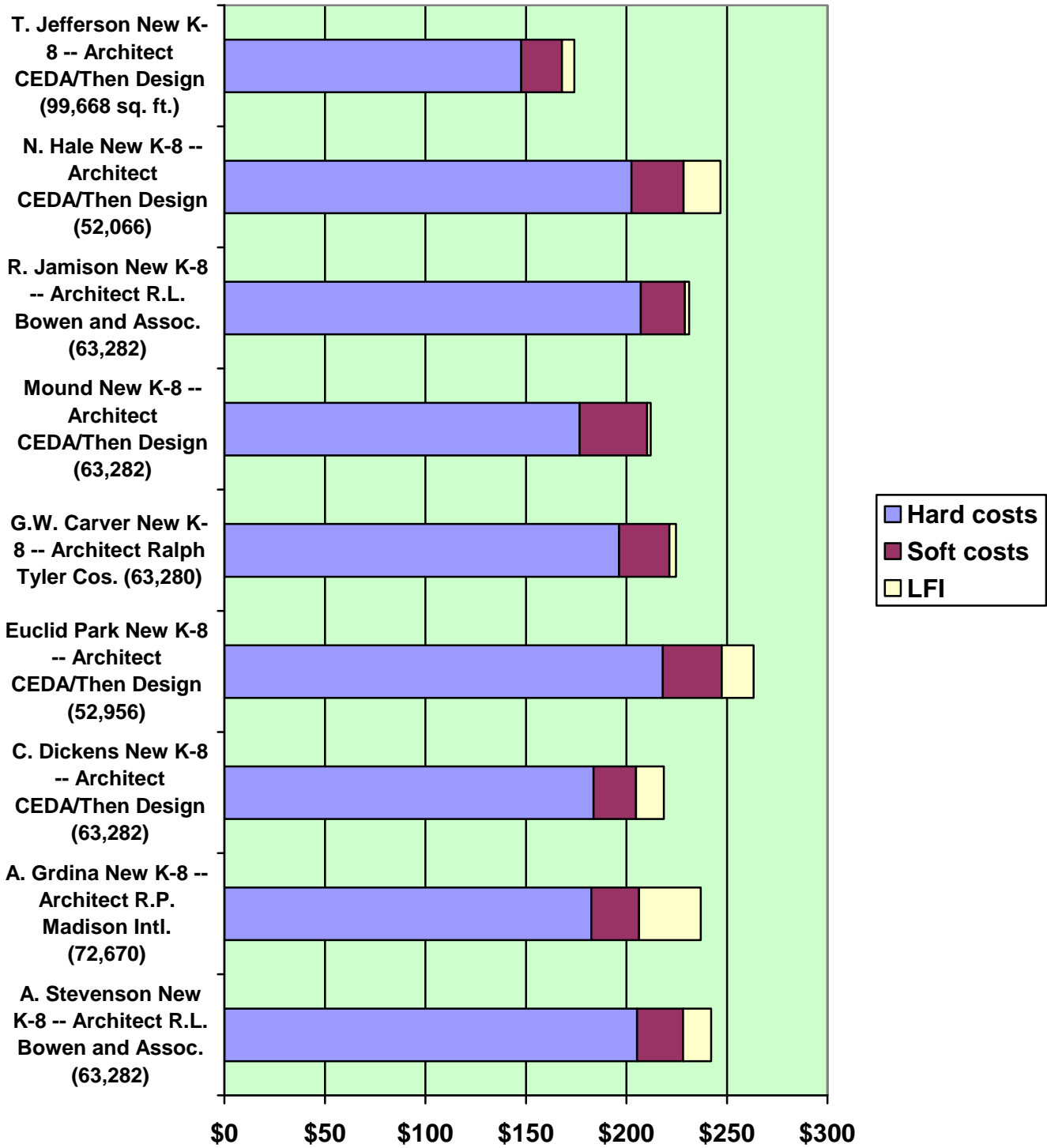
Segment 2 Costs per Square Foot



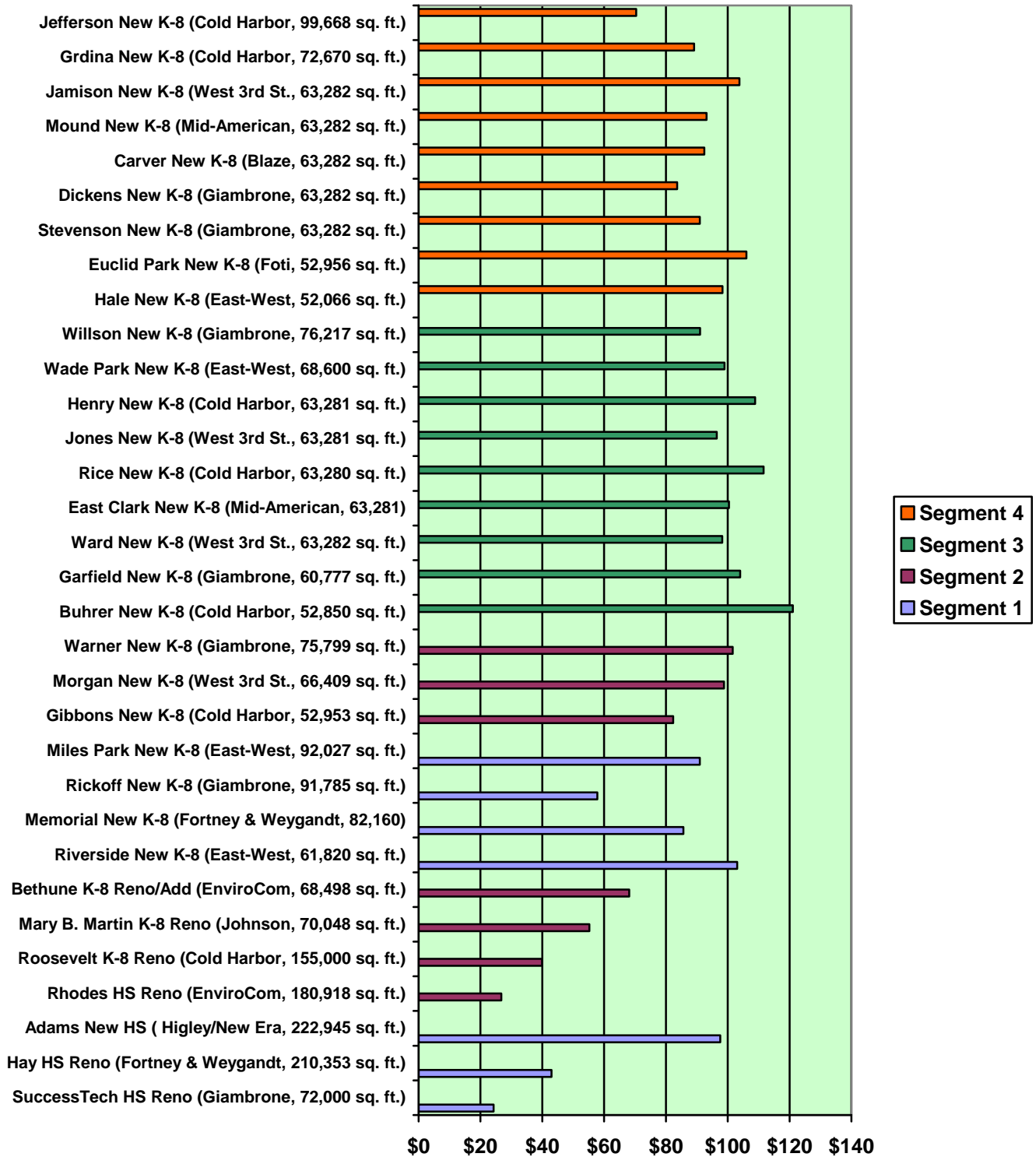
Segment 3 Costs per Square Foot



Segment 4 Costs per Square Foot



General Trades Contract Costs per Square Foot



Community Inclusion

The District's goal for construction contracts is 30 percent participation by minority- or female-owned firms. As of August 31, 2010, the reported participation level was 36.27 percent.

The School District has set non-binding goals for workforce participation in the construction program as 20 percent for minorities, 5 percent for women, and 20 percent for District residents. As of October 1, 2010, the District reported overall participation of 19.6 percent for minorities, 3.7 percent for women, and 18.4 percent for District residents.

CMSD Workforce Participation, Oct. 1, 2010

	Total Hrs	Minority Hours		Female Hours		CMSD Hours	
Warm, Safe, Dry							
WSD Group 1	24,060.63	8,015.25	33.31%	343.50	1.43%	5,502.00	22.87%
WSD Group 2	7,885.00	1,851.25	23.48%	718.00	9.11%	1,686.50	21.39%
WSD Group 3	17,442.00	2,512.00	14.40%	534.50	3.06%	3,362.00	19.28%
WSD Group 4	13,590.25	1,840.25	13.54%	568.50	4.18%	2,425.75	17.85%
WSD Group 5	19,095.50	3,095.00	16.21%	1,618.50	8.48%	4,019.50	21.05%
WSD Group 6	19,189.53	2,360.75	12.30%	748.00	3.90%	3,095.75	16.13%
WSD Group 7	11,016.00	1,917.00	17.40%	766.00	6.95%	2,111.50	19.17%
WSD Group 8	23,426.25	3,877.60	16.55%	312.00	1.33%	5,504.80	23.50%
WSD Group 9	21,993.75	6,723.50	30.57%	227.00	1.03%	4,026.50	18.31%
Totals	157,698.91	32,192.60	20.41%	5,836.00	3.70%	31,734.30	20.12%
Segment 1							
AJ Rickoff	115,099.20	27,894.00	24.23%	2,073.00	1.80%	23,541.25	20.45%
John Adams	238,712.20	54,597.25	22.87%	8,428.00	3.53%	47,384.75	19.85%
John Hay	275,094.30	69,513.75	25.27%	17,366.50	6.31%	65,169.50	23.69%
Memorial	93,363.57	20,678.22	22.15%	3,733.10	4.00%	18,573.35	19.89%
Miles Park	97,770.86	17,635.04	18.04%	3,505.50	3.59%	13,066.36	13.36%
Riverside	67,764.14	9,178.59	13.54%	2,859.00	4.22%	16,056.00	23.69%
SuccessTech Phase 1	3,372.50	131.50	3.90%	40.00	1.19%	762.50	22.61%
SuccessTech Phase 2	21,299.75	2,326.00	10.92%	871.00	4.09%	3,675.00	17.25%
East High Gym	37,682.05	6,882.50	18.26%	1,209.00	3.21%	7,056.00	18.73%
Woodhill-Quincy	1,628.75	1,511.25	92.79%	0.00	0.00%	991.75	60.89%
Totals	951,787.32	210,348.10	22.10%	40,085.10	4.21%	196,276.46	20.62%
Segment 2							
Warner	94,189.20	13,974.70	14.84%	1,784.50	1.89%	12,799.00	13.59%
Warner Sitework	81.00	21.50	26.54%	0.00	0.00%	15.00	18.52%
Daniel Morgan	81,665.75	14,184.00	17.37%	1,281.75	1.57%	10,611.25	12.99%
FDR	64,713.00	9,654.75	14.92%	4,891.00	7.56%	12,049.75	18.62%
Mary Martin	46,405.50	7,431.00	16.01%	1,385.00	2.98%	7,128.50	15.36%
Hannah Gibbons	54,967.75	11,160.75	20.30%	2,600.25	4.73%	9,386.25	17.08%
Mary Bethune	50,887.50	10,806.00	21.24%	3,462.25	6.80%	7,463.75	14.67%
James Rhodes	158,519.40	23,935.25	15.10%	7,067.00	4.46%	23,469.25	14.81%
Rhodes Garage	1,212.00	72.00	5.94%	32.00	2.64%	372.00	30.69%
Totals	552,641.10	91,239.95	16.51%	22,503.75	4.07%	83,294.75	15.07%

	Total Hrs	Minority Hours		Female Hours		CMSD Hours	
Segment 3							
Artemus Ward	94,319.52	11,772.07	12.48%	2,798.00	2.97%	16,032.49	17.00%
Buhrer	79,303.50	12,806.50	16.15%	3,617.00	4.56%	13,864.50	17.48%
East Clark	81,329.35	16,896.39	20.78%	1,129.75	1.39%	10,808.29	13.29%
Garfield	70,470.00	12,759.00	18.11%	2,302.75	3.27%	12,614.00	17.90%
Harvey Rice	100,251.70	18,273.25	18.23%	2,072.00	2.07%	13,219.75	13.19%
Patrick Henry	108,690.50	16,306.25	15.00%	4,506.00	4.15%	17,060.75	15.70%
RG Jones	86,097.88	12,747.57	14.81%	4,760.50	5.53%	10,148.65	11.79%
Wade Park	82,102.22	14,229.25	17.33%	2,643.50	3.22%	17,576.40	21.41%
Willson	83,196.55	21,176.50	25.45%	2,096.50	2.52%	15,188.25	18.26%
Totals	785,761.22	136,966.78	17.43%	25,926.00	3.30%	126,513.08	16.10%
Segment 4							
Moses Cleaveland	2,546.25	1,875.75	73.67%	0.00	0.00%	1,485.00	58.32%
Charles Lake	620.50	22.50	3.63%	0.00	0.00%	62.50	10.07%
Euclid Park	44,063.25	9,721.50	22.06%	748.50	1.70%	5,875.25	13.33%
Thomas Jefferson	82,390.75	9,493.75	11.52%	1,827.50	2.22%	9,876.25	11.99%
Jamison	70,803.69	10,064.25	14.21%	1,732.00	2.45%	12,926.25	18.26%
G.W. Carver	78,169.00	14,108.75	18.05%	623.00	0.80%	12,563.50	16.07%
Mound	16,726.10	2,633.50	15.74%	148.00	0.88%	1,387.75	8.30%
Nathan Hale	63,195.66	14,319.63	22.66%	497.00	0.79%	15,299.00	24.21%
Adlai Stevenson	68,387.00	14,562.25	21.29%	3,433.25	5.02%	11,900.50	17.40%
Charles Dickens	64,099.98	14,143.78	22.07%	3,116.25	4.86%	14,977.65	23.37%
Anton Grdina	36,337.30	4,490.00	12.36%	82.00	0.23%	4,148.00	11.42%
Totals	527,339.48	95,435.66	18.10%	12,207.50	2.31%	90,501.65	17.16%
Segment 5							
Almira	2,771.00	637.00	22.99%	0.00	0.00%	473.00	17.07%
Dunbar	1,760.00	1,620.00	92.05%	80.00	4.55%	220.00	12.50%
Miles	634.50	634.50	100.00%	16.75	2.64%	519.75	81.91%
Orchard	1,257.75	1,217.75	96.82%	0.00	0.00%	937.75	74.56%
Totals	6,423.25	4,109.25	63.97%	96.75	1.51%	2,150.50	33.48%
Other projects							
Administration Bldg.	4,169.50	118.50	2.84%	19.00	0.46%	103.50	2.48%
Collinwood	15,781.00	1,422.00	9.01%	659.00	4.18%	2,058.50	13.04%
Facelift	32,520.50	17,211.00	52.92%	4,099.00	12.60%	19,159.50	58.92%
John Raper FERP	400.50	233.00	58.18%	0.00	0.00%	13.00	3.25%
McKinley FERP	386.75	214.50	55.46%	0.00	0.00%	0.00	0.00%
Alfred Benesch	2,822.00	1,159.50	41.09%	107.00	3.79%	1,094.50	38.78%
Bratenahl	9,270.25	1,198.50	12.93%	675.50	7.29%	1,750.25	18.88%
Giddings	980.00	366.50	37.40%	0.00	0.00%	201.50	20.56%
WSD 2008	4,846.00	1,151.00	23.75%	95.00	1.96%	1,615.00	33.33%
WSD 2009 A.B. Hart	3,528.55	2,611.55	74.01%	0.00	0.00%	2,611.55	74.01%
WSD 2009 Almira	133.50	0.00	0.00%	0.00	0.00%	69.50	52.06%
WSD 2009 Davis	4,296.00	2,413.25	56.17%	448.50	10.44%	1,591.00	37.03%
WSD 2009 Pasteur	1,141.00	20.00	1.75%	0.00	0.00%	0.00	0.00%
WSD 2009 W. Wright	11,437.56	1,765.00	15.43%	668.50	5.84%	2,319.50	20.28%
WSD 2009 Spellacy	6,109.75	4,349.75	71.19%	239.50	3.92%	3,173.00	51.93%

	Total Hrs	Minority Hours		Female Hours		CMSD Hours	
WSD 2009 MLK	535.50	42.00	7.84%	0.00	0.00%	0.00	0.00%
WSD 2009 P. Dunbar	812.50	0.00	0.00%	0.00	0.00%	380.50	46.83%
WSD 2009 W. Young	1,973.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
WSD 2009 Lincoln- West	1,565.50	43.00	2.75%	0.00	0.00%	142.00	9.07%
WSD 2010 G. Morgan	2,585.00	265.50	10.27%	0.00	0.00%	351.00	13.58%
WSD 2010 Wash Park	1,305.00	31.00	2.38%	3.25	0.25%	47.50	3.64%
WSD 2010 Ginn Acad	3,159.25	1,055.50	33.41%	0.00	0.00%	847.25	26.82%
WSD 2010 Glenville	4,297.00	1,753.00	40.80%	212.00	4.93%	2,254.00	52.46%
WSD 2010 East Tech	3,586.75	206.50	5.76%	0.00	0.00%	514.50	14.34%
WSD 2010 W. Young	2,255.50	490.50	21.75%	0.00	0.00%	250.00	11.08%
Totals	119,897.86	38,121.05	31.79%	7,226.25	6.03%	40,547.05	33.82%