



S C A P A R O T T I
C O N S T R U C T I O N G R O U P



Qualifications for Cost and Constructability Analysis Services

Prepared Exclusively for:
Cleveland Heights - University Heights
City School District

August 19, 2011



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COMPANY OVERVIEW

Years of Existence:

Two as Scaparotti Construction Group

Legal Form of Firm:

Limited Liability Corporation (LLC)

Location of Home Office:

Scaparotti Construction Group
5910 Landerbrook Drive, Suite 230
Cleveland, Ohio 44124

General Firm History:

Scaparotti Construction Group (SCG) was created in 2009 through the acquisition of one of northeast Ohio's oldest and most respected construction firms, the R.P. Carbone Company. It is owned and operated by the very management personnel who made the previous firm a regional leader in General Contracting, Construction Management, and Design/Build services. Under the leadership of Michael Scaparotti, a 39-year construction veteran, the entire 40 member team of construction professionals and support staff has moved forward in this dynamic new entity.

For the past twenty-five years the construction management and educational facility planning of k-12 projects has been a passion. Today, that passion still runs strong as SCG brings the experience and high professional standards necessary to bring any scholastic project to a successful completion. Above all, SCG takes the needs of our clients and translates them into solutions through quality, innovation and integrity.

The following are just a few things that make SCG unique:

- Over \$1.6 billion in k-12 educational facility projects for over 50 local school districts with more than two hundred school buildings.
- Educational Facility Planning staff members provide unique insight and capabilities to successfully address the needs of our school district clients.
- Professional staff averages 24 years in the construction industry with expertise managing new projects as well as renovation projects in occupied school facilities.

- Active participants in organizations that support excellence in Educational Facility Planning; SCUP - Society for College & University Planning
CEFPI - Council of Educational Facility Planners International
- Custom online management tools offer a unique, disciplined and comprehensive approach to program and project management.
- A collaborative approach is taken with every project. Recognizing that construction projects are a major event for school districts, SCG works closely with everyone involved to ensure all goals are met and that the project is a success.
- Projects are always completed on time and in budget. Accurate schedules and costs are of paramount importance and strict adherence to them is kept throughout the life of the project.
- Constructability is enhanced in the preconstruction phases of the design by examining all critical systems.
- Quality is maintained through meticulous attention to detail and continuous education. Staff members are kept up-to-date on construction trends, material systems, management concerns, and code and specification requirements.



Auburn Career Center

Another unique aspect of SCG is its ten year relationship with Blundall Associates, Inc. Acting as an extension of our staff, the support of this professional estimating firm ensures accurate and on-time estimates.

PROJECT EXPERIENCE

The information below represents SCG’s Ohio school project history. On the following pages are select projects that we feel show our unique qualifications and experience relative to the Cleveland Heights - University Heights City School District.

OSFC CFAP Districts:

1997	East Cleveland City	\$102.4 Million
1997	Windham Exempted Village	\$28.0 Million
1998	Alliance City	\$61.4 Million*
1999	New London Local	\$22.1 Million
1999	Sebring Local	\$16.0 Million
2001	Grand Valley Local	\$37.2 Million
2001	Pymatuning Valley Local	\$30.8 Million
2002	East Liverpool Local	\$51.4 Million
2002	Lisbon Local	\$14.9 Million
2003	Warren City	\$152.9 Million
2004	Painesville City Local	\$80.3 Million*
2005	Ashtabula City	\$62.2 Million
2006	Geneva Area Local	\$51.9 Million
2006	Southington Local	\$21.5 Million
2007	Northwest Local	\$27.8 Million
2007	Tuslaw Local	\$19.9 Million*
2007	Louisville City	\$50.3 Million
2007	Lake Local	\$45.0 Million
2008	Xenia Community	<u>\$105.8 Million</u>
Total		\$981.8 Million

OSFC ELPP Districts:

2002	Tuslaw Local	\$28.5 Million*
2002	Carrollton Local	\$ 7.0 Million*
2002	Geneva Area Local	\$23.1 Million
2003	Painesville City Local	N/A*
2004	Orrville City	\$13.2 Million*
2005	Garfield Heights City	\$4.6 Million
2006	Orrville City	\$28.9 Million*
Total		\$125.3 Million

OSFC ENP District:

2001	Labrae Local	\$28.7 Million
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Non-OSFC Districts:

1987	Hudson City	\$30.0 Million
1989	Mentor Exempted Village	\$9.5 Million

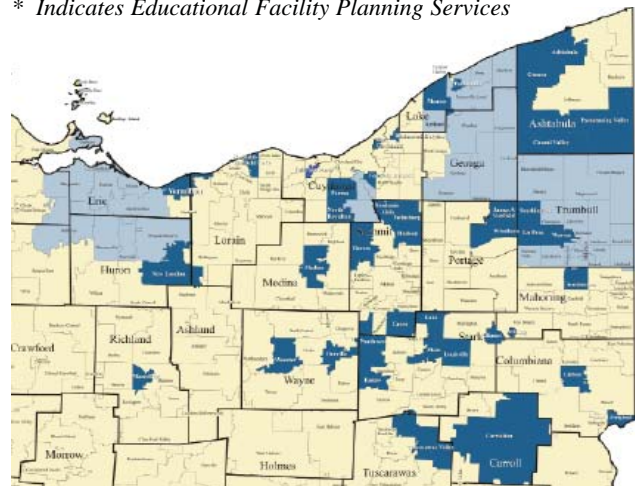
1991	Wooster City	\$32.0 Million
1993	Green Local	\$19.5 Million
1994	Tuscarawas Valley Local	\$7.5 Million
1996	Plain Local	\$64.9 Million*
1997	Fairview Park City	N/A*
1997	Mansfield City	N/A*
1997	Twinsburg City	\$48.3 Million*
1998	James A. Garfield Local	\$6.9 Million
1998	Medina City	\$84.2 Million
1998	Tuslaw Local	\$28.5 Million*
2000	Green Local	\$23.5 Million
2000	Hudson City	\$30.1 Million*
2000	Nordonia Hills City	\$38.5 Million
2000	North Royalton City	N/A*
2003	Revere Local	N/A*
2004	Austintown Local	\$25.5 Million
2004	Garfield Heights City	\$4.6 Million
2004	Richmond Heights City	N/A*
2005	Twinsburg City	\$4.1 Million
Total		\$477.6 Million

Joint Vocational Districts:

2000	Auburn Vocational	\$5.0 Million
2001	Cuyahoga Valley Career Center	\$11.0 Million
2003	EHOVE Joint Vocational	TBD
2005	Trumbull County Tech Center	\$6.4 Million
2006	Auburn Vocational School	\$39.5 Million
Total		\$61.9 Million

Total K-12 Construction Management and Planning **\$1.68 Billion**

* Indicates Educational Facility Planning Services



WARREN CITY SCHOOL DISTRICT



Services Provided:

- Cost & Constructability
- Construction Management
- Master Planning
- Scheduling & Phasing
- New Construction
- Renovation
- Community Partnerships

Start: Mar 2003

Complete: Aug 2010

Contact:

Mr. Jim Russo
Former Business Manager
440.729.5900

This project included the construction of four (4) new K-8 facilities and the new Warren G. Harding High School. Once the new facilities were ready to replace existing buildings, the old structures were fully abated and demolished. Collaborative value engineering sessions between the owner, architect and SCG found enough savings in the district to construct a natatorium within the overall district wide improvements budget.

XENIA COMMUNITY SCHOOL DISTRICT



Services Provided:

- Cost & Constructability
- Construction Management
- Master Planning
- Scheduling & Phasing
- New Construction
- Renovation
- Community Partnerships

Start: Jan 2008

Complete: Aug 2013

Contact:

Ms. Deborah Piotrowski
Superintendent
937.376.2961 ext. 9001

The project involves building 5 new elementary schools for the district. SCG offered bond levy planning assistance to the District in order to engage community involvement and support for the project and pass their levy campaign. Construction began in June of this year using several local contractors to do the work.

EAST CLEVELAND CITY SCHOOL DISTRICT



Services Provided:

- Cost & Constructability
- Construction Management
- Master Planning
- Scheduling & Phasing
- New Construction
- Renovation
- Community Partnerships

Start: Aug 1997

Complete: Aug 2008

Contact:

Mr. Jim Russo
Former Business Manager
440.729.5900

The original master plan called for additions and renovations to 7 of the existing buildings in the district, and a replacement of W. H. Kirk Middle School. Many of the buildings had serious challenges which were not accounted for in the master plan, and there was a significant drop the District's annual enrollment. SCG worked closely with the Architect and District to redraft the master plan. The final program eliminated one elementary building, allowed for renovations and additions to 2 elementary schools and 3 new buildings. The cost of the final program was also reduced by over \$2 Million.

MEDINA CITY SCHOOL DISTRICT



Services Provided:

- Cost & Constructability
- Construction Management
- Master Planning
- Scheduling & Phasing
- New Construction
- Renovation
- Community Partnerships

Start: Aug 1998

Complete: Aug 2005

Contact:

Mr. Charles Irish
Retired Superintendent
330.416.0117

SCG continued its ongoing relationship with the district by providing a full range of construction management services for this program that involved an addition and renovation to the High School and a new elementary school. The District formed collaboratives in the community including the City of Medina, a partner in the natatorium complex, the County Library, a partner in the Media Center, the University of Akron, a partner in the Distance Learning, and the Hospital, a partner in the fitness center.

PAINESVILLE CITY SCHOOL DISTRICT



Services Provided:

- Cost & Constructability
- Construction Management
- Master Planning
- Scheduling & Phasing
- New Construction
- Renovation
- Community Partnerships

Start: Dec 2004

Complete: July 2009

Contact:

Dr. Michael Hanlon
Superintendent
440.392.5060

This project consisted of three new PK-5 elementary schools, a new middle school, and a new high school. Initially selected as Master Planning Consultant, SCG facilitated a program that engaged the Board of Education, district administration, the community and the district's design consultants in an interactive cost and constructability analysis, needs assessment, and facility planning process. SCG was then selected to provide Construction Management services for the program. Cost effective management allowed the District to incorporate significant enhancements into the new facilities utilizing unused contingency funds.

PLAIN LOCAL SCHOOL DISTRICT



Services Provided:

- Cost & Constructability
- Construction Management
- Master Planning
- Scheduling & Phasing
- New Construction
- Renovation
- Community Partnerships

Start: Dec 1996

Complete: Aug 2007

Contact:

Ms. Kathy Jordan
Treasurer/CFO
330.492.3500

SCG was selected to develop a district-wide facilities plan for the District. Working in collaboration with their architects, SCG conducted a comprehensive survey of all buildings and prepared a detailed report identifying the status of all building systems and the estimated costs for the necessary repairs and renovations. As a result of this collaborative process, a master plan was formulated that included a new high school facility and additions and renovations to all 11 remaining buildings in the district. SGC then embarked on an accelerated schedule to complete the design and construction work on all twelve buildings in a three year period.

ASHTABULA CITY SCHOOL DISTRICT



Services Provided:

- Cost & Constructability
- Construction Management
- Master Planning
- Scheduling & Phasing
- New Construction
- Renovation
- Community Partnerships

Start: Aug 2005

Complete: Aug 2007

Contact:

Mr. Joseph Donatone
Superintendent
440.993.2502

This program involved the construction of a new Junior High School and a five (5) Elementary School campus. Due to land acquisition problems, the start of planning and construction for the 88 acre 5 building elementary campus was delayed over one year. SCG has worked closely with the owner and architectural team to hold the cost to budget and reduce the impact of the delay to the overall completion schedule.

ALLIANCE CITY SCHOOL DISTRICT



Services Provided:

- Cost & Constructability
- Construction Management
- Master Planning
- Scheduling & Phasing
- New Construction
- Renovation
- Community Partnerships

Start: Aug 1998

Complete: July 2004

Contact:

Mr. Art Garnes
Retired Superintendent
330.821.0744

SCG served as Educational Planner and later as Program/Construction Manager for the \$62 million program involving the construction of a new middle school, two new elementary schools and additions and significant renovations to the high school and two elementary schools. An integral part of the planning included an analysis of the existing space as well as a comprehensive staff and community engagement process. The resulting Master Plan addressed the educational and community concerns.

EAST LIVERPOOL CITY SCHOOL DISTRICT



Services Provided:

- Cost & Constructability
- Construction Management
- Master Planning
- Scheduling & Phasing
- New Construction
- Renovation
- Community Partnerships

Start: Sept 2002

Complete: May 2010

Contact:

Mr. Gary Bonell
Former Board Member
330.385.3440

When the buildings in this district were evaluated they were mostly found to be in sound structural shape and it made sense to re-use the buildings. However there were deficiencies for some program areas and, after an in-depth study, additional room was added through small additions. The additions were classroom wide extensions within the original two story building. In order to make these additions practical in a tight budget and schedule, SCG worked closely with the architect and engineers to modify the bearing system to allow construction with only minor shoring and a more open interior plan.

TWINSBURG CITY SCHOOL DISTRICT



Services Provided:

- Cost & Constructability
- Construction Management
- Master Planning
- Scheduling & Phasing
- New Construction
- Renovation
- Community Partnerships

Start: Sept 1997

Complete: Aug 2006

Contact:

Mr. Michael Lenzo
Assistant to Superintendent
330.486.2003

SCG provided educational and facility planning services and construction management for \$48.3 million in district wide improvements including renovations and additions to two elementary schools, two middle schools, and a new high school. Within the high school building, the school district collaborated with the City of Twinsburg to create a Community Fitness and Recreation Center that serves the district and Twinsburg community. The entire program was so successful in controlling costs that sufficient funds remained in the budget to provide a shell for an additional classroom wing.

TUSLAW LOCAL SCHOOL DISTRICT



Services Provided:

- Cost & Constructability
- Construction Management
- Master Planning
- Scheduling & Phasing
- New Construction
- Renovation
- Community Partnerships

Start: Sept 2002

Complete: Oct 2011

Contact:

Mr. Al Osler
 Superintendent
 330.837.7813

SCG served as Educational Planner and Construction Manager for this \$28.5 million project. A complete cost analysis was a major part of the support for the recommendation to the Board of Education. SCG assisted in coordinating the planning and design processes, providing document reviews and progress estimates through the various design phases, and provided field supervision, overall project coordination and construction management during the construction phase. The Project called for construction of a new elementary school, a new high school, and extensive renovations to the existing Jr./Sr. High School building.

REVERE LOCAL SCHOOL DISTRICT



Services Provided:

- Cost & Constructability
- Construction Management
- Master Planning
- Scheduling & Phasing
- New Construction
- Renovation
- Community Partnerships

Start: Sept 2003

Complete: Dec 2004

Contact:

Mr. Jon Ritchie
 Former Superintendent
 330.682.5811

SCG was selected by the Revere Local Schools to complete a comprehensive facilities study for the district. The process involved an analysis of the physical condition of current buildings as well as reviews of the comprehensive program plan of the district and current and future instructional delivery services. SCG completed a comprehensive review of the educational issues facing the system as well as a complete demographic profile of the community.

PROJECT TEAM & ORGANIZATION

On the following pages are resumes for the Project Principal, Michael Scaparotti, as well as Benjamin Pintabona, who will serve as your Project Manager and key point of contact throughout the project.

On page thirteen you will find the resume of Martyn Blundall, a valuable resource on our team. For close to ten years SCG has been working exclusively with Martyn's company, Blundall Associates, Inc. They are a professional estimating firm that supports and works closely with our in-house estimating team. Because of our longstanding relationship with the firm, Martyn and his team act as an extension of our staff, and provide a tremendous set of additional resources to assure that no project will be delayed during the design process for lack of an accurate estimate.

We have also included the resumes of other proposed key staff for the Cleveland Heights - University Heights City School District project.



Warren City School District



**Michael Scaparotti, CPC, REFP
Project Principal**

As Project Executive, Mr. Scaparotti provides oversight and quality assurance of all cost and constructability efforts during all the planning stages. A seasoned construction veteran with over 39 years of experience, Mike has served in the capacity of Project Executive on over \$700 million of school facility work since 1998. His credentials as both a Certified Professional Constructor and Recognized Educational Facility Planner allow him to guide our team towards the best cost and constructability principles while maintaining a keen understanding of the needs of our educational clients. Mike is committed to this project on an as-needed basis.

Experience Highlights

- More than 39 years in the construction industry; 37 years with SCG
- Serves as President of SCG
- Experience as On-site Project Supervisor, Operations Manager, and Project Executive on numerous projects
- Has managed over \$2 Billion of institutional and commercial construction

Professional Affiliations

- American Institute of Constructors (AIC), Certified Professional Constructor
- Council of Educational Facility Planners International (CEFPI) Recognized Educational Facility Professional

Selected Representative Projects

- **Plain Local Schools District Wide Program, Canton, OH**
After an extensive planning effort, this program involved the construction of a new 2,200 student high school along additions and renovations to the District's 11 other facilities.
- **Warren City Schools, District Wide Program, Warren, OH**
SCG is serving as lead Construction Manager for the project that includes building four schools for pupils in pre-kindergarten through 8th grade, as well as a new high school.

- **East Cleveland City Schools District Wide Program, East Cleveland, OH**

The project involved creating the proper master plan for this urban district that included work on all eight of the district's facilities: construction of and additions to the elementary schools, demolition and construction of a new 141,120 square-foot middle school as well as 148,093 square feet of new construction at Shaw High School.

- **Painesville City Local Schools, District Wide Program, Painesville, OH**

After a comprehensive study, a master plan was created that identified the program that included three new PK-5 elementary schools, a new middle school and a new high school facility.

- **East Liverpool City Schools District Wide Program, East Liverpool, OH**

Due to changes in the community dynamic, SCG collaborated with a consultant to rework the master plan in order to be successful. The program involved renovation and constructing additions to two elementary schools and a junior/senior high school.

- **Ashtabula Area City Schools District Wide Program, Ashtabula, OH**

This project involves the construction of 5 new elementary schools and a new Junior High school. The entire CFAP budget including the cost of abatement and demolition of the existing buildings is \$80 Million.



Benjamin Pintabona, REFP
Cost & Constructability Manager

As Cost & Constructability Manager, Mr. Pintabona will act as the key point of contact for all aspects of the Project. Ben’s job will be to facilitate the team in achieving the Project’s program needs while providing continual oversight of the Project’s scheduling and budget constraints. Working with the Project Principal, Ben will assist in the development of the project work plan and oversee it’s implementation. In this capacity, Ben will have a part-time role during the Pre-constructon Phase of the Project and assume a full-time presence during construction.

Ben is a Board Member for the West Geauga Local School District and is familiar with the preparation of an operational cost analysis in order to find ways to save each year.

Experience Highlights

- More than 27 years in the construction industry; 9 years with SCG
- Serves as Senior Project Manager with SCG

Education

- BS/Economics, John Carroll Univesity.

Professional Affiliations

- Member of West Geauga School Board
- Council of Educational Facility Planners International (CEFPI) Recognized Educational Facility Professional

Selected Representative Projects

- **East Cleveland City Schools District Wide Program, East Cleveland, OH**
 The \$102 Million project involves work on all eight of the district’s facilities: construction of and additions to the elementary schools, demolition and construction of a new 141,120 square-foot middle school as well as 148,093 square feet of new construction at Shaw High School.
- **Trumbull Career & Technology Center, Warren, OH**
 The Adult Education Wing is an approximately 43,300 square foot addition to the Career Center’s existing building. The project duration from project design to Owner move-in was 15 months.

- **Geneva Area City Schools, New High School, Geneva, OH**
 SCG served as Construction Manager for the \$23.11 million project involving the construction of a new high school which was successfully completed on a 78-acre site adjacent in Geneva. We are now completing the balance of hte district-wide program as managers for the CFAP Project.
- **Pymatuning Valley Local Schools District Wide Program, Andover, OH**
 The \$30 Million school project involved the 8,000 square-foot addition and conversion of the Middle School to a K-4 facility. The project also includes the construction of a new 75,500 square-foot Middle School.
- **Alliance City Schools District Wide Program, Alliance, OH**
 The \$61 Million facilities program involved the construction of a new 112,000 square-foot middle school, two new 61,000 square feet elementary schools, and additions and significant renovations to South Lincoln and Parkway Elementary Schools and the existing high school.
- **Ashtabula Area City Schools District Wide Program, Ashtabula, OH**
 This project involves the construction of 5 new elementary schools and a new Junior High school. The entire CFAP budget including the cost of abatement and demolition of the existing buildings is \$62 Million.



Jon Dregalla
Construction Phasing & Constructability

Jon serves as in-house estimator and coordinator with Blundall Associates, our unique consulting project team member for this project. His broad experience in building types, structural systems, materials characteristics, and construction strategies provides keen insight for analyzing construction cost distribution and identifying value adding solutions to projects during planning.

As Construction Phasing and Constructability Specialist he will oversee a multi-disciplined task force responsible for a complete systems review. In providing a comprehensive report of potential cost savings, Jon will enlist the assistance of SCG staff members and Blundall Associates versed in all systems to be reviewed. These disciplines include structural systems, building envelope components, civil and earthwork, interior finishes, mechanical systems, electrical systems, and special construction. All systems are explored for relative cost both for initial costs as well as life cycle costs. John will have a full-time role on this project.

Experience Highlights

- More than 34 years in the construction industry; 16 years with SCG
- Serves as Preconstruction Operations Manager with SCG
- Experience as a Field Engineer, Project Manager, Chief Estimator

Education

- BS/Civil Engineering & Construction Technology
 Cleveland State University, Fenn College of Engineering

Selected Representative Projects

- **East Cleveland City Schools District Wide Program, East Cleveland, OH**
 The project involved creating the proper master plan for this urban district that included work on all eight of the district’s facilities: construction of and additions to the elementary schools, demolition and construction of a new 141,120 square-foot middle school as well as 148,093 square feet of new construction at Shaw High School.

- **Painesville City Local Schools, District Wide Program, Painesville, OH**
 After a comprehensive study, a master plan was created that identified the program that included three new PK-5 elementary schools, a new middle school and a new high school facility.
- **Alliance City Schools District Wide Program, Alliance, OH**
 The \$62 Million facilities program involved the construction of a new 112,000 square-foot middle school, two new 61,000 square feet elementary schools, and additions and significant renovations to South Lincoln and Parkway Elementary Schools and the existing high school.
- **Grand Valley Local Schools District Wide Program, Orwell, OH**
 SCG assisted the district in the planning of this \$37 Million program for their new combination school, to be constructed behind the existing Middle School. Site planning also included a new stadium and other play fields.



Martyn Blundall
Estimating Consultant

In addition to in-house estimating, SCG has created a professional relationship with Blundall Associates which has greatly increased our conceptual and cost estimating capacity and thoroughness.

Martyn directs all estimating services of Blundall Associates including eight estimators with in-depth experience in every building and site construction discipline. This long term working relationship provides substantial capacity for prompt and exceptionally detailed estimates and VE studies. Martyn’s firm provides services and monitors building cost trends across the nation providing SCG with accurate and farsighted analysis of future market conditions.

Blundall’s team will collaborate with our estimating staff and the master planning consultant on this project to provide quantity surveys, unit costing input, and cost analysis for each phase estimate. In this capacity, Martyn’s team will consult on an as-needed basis.

Education

- U.S.A.: Continuing education courses in Computerized Scheduling Techniques, Computer Programming, and Mechanical and Electrical Estimating.
- The Association for the Advancement of Cost Engineering
- American Society of Professional Estimators
- Board Member--Old Fort Chapter American Society of Professional Estimators
- U.S. Green Building Council
- Northeast Indiana Green Build Coalition

Selected Representative Projects

- **Warren City Schools, District Wide Program, Warren, OH**
 The team worked together with the Architect to create a more comprehensive and cost effective master plan for the district based on changes in the community. The project included building four schools for pupils in pre-kindergarten through 8th grade, as well as a new high school.
- **Medina City Schools District Wide Program, Medina, OH**
 This \$84 Million program involved the construction of a 360,000 square-foot addition and renovation of

170,000 square feet of the existing high school and a 76,000 square-foot new elementary school.

- **Painesville City Local Schools, District Wide Program, Painesville, OH**
 After a detailed study of the district’s budget and educational needs, a master plan was created that identified the program that included three new PK-5 elementary schools, a new middle school and a new high school facility.
- **Alliance City Schools District Wide Program, Alliance, OH**
 The \$61 Million facilities program involved the construction of a new 112,000 square-foot middle school, two new 61,000 square feet elementary schools, and additions and significant renovations to South Lincoln and Parkway Elementary Schools and the existing high school.
- **Twinsburg City School District, Twinsburg, OH**
 The \$47 Million program involved the construction of a new 333,000 square-foot high school facility that incorporates and 84,000 square-foot \$12 Million Community Fitness and Recreation Center, plus a 32,000 square-foot physical education facility.



Nate Scaparotti
Project Estimator

As Project Estimator Nate works closely with the project manager and is responsible for directing the entire estimating process. Nate directs the inhouse estimating team and our estimating consultant to insure that all requirements are included as line items and structures the estimate to accommodate a comprehensive value engineering analysis that takes into account both initial and life cycle costs for key materials, systems, and equipment.

Nate works in both conceptual and hard bid estimating, and in collaboration with our cost and estimating consultants, Blundall Associates. This relationship brings added depth and breadth to our process. Expertise in all disciplines including structural systems, building envelope components, civil and earthwork, interior finishes, mechanical systems, electrical systems, data and communications and many specialized areas are covered by experienced staff. We analyze these systems both for initial costs as well as life cycle costs and apply this to our value engineering.

Experience Highlights

- More than 7 years in the construction industry;
- 7 years with SCG
- Serves as estimator for SCG

Selected Representative Projects

- **Plain Local Schools District Wide Program, Canton, OH**
 After an extensive planning effort, this program involved the construction of a new 2,200 student high school along additions and renovations to the District's 11 other facilities.
- **East Cleveland City Schools District Wide Program, East Cleveland, OH**
 The project involved creating the proper master plan for this urban district that included work on all eight of the district's facilities: construction of and additions to the elementary schools, demolition and construction of a new 141,120 square-foot middle school as well as 148,093 square feet of new construction at Shaw High School.

- **East Liverpool City Schools District Wide Program, East Liverpool, OH**
 Due to changes in the community dynamic, SCG collaborated with a consultant to rework the master plan in order to be successful. The program involved renovation and constructing additions to two elementary schools and a junior/senior high school.
- **US Customs & Border Patrol Campus, Harper's Ferry, WV**
 Multiple projects for the national USCBP training center including major road and utilities services (\$12M), a Tactical & Operations warehouse (\$9.5M), a Leadership Training Academy (\$24.5M), a waste treatment plant, dormitories and a conference center. SCG served both in a CM at risk and Design /Build services role for the projects.
- **Alliance City Schools District Wide Program, Alliance, OH**
 The \$61 Million facilities program involved the construction of a new 112,000 square-foot middle school, two new 61,000 square feet elementary schools, and additions and significant renovations to South Lincoln and Parkway Elementary Schools and the existing high school.



**Christopher Paetsch
Project Scheduler**

The Project Scheduler, Mr. Chris Paetsch, will oversee the development, monitoring and reporting of all levels of schedules for the planning of this project. SCG develops comprehensive schedules for every project incorporating preconstruction and construction phase activities in detail. Owner, architect and contractor input are all incorporated into a master schedule which is used as a strategic management tool to plan, monitor, and document progress on each project. Chris will incorporate input from all team members to create a Master Development Schedule. This approach ensures that realistic time frames are allowed for each phase of the Project, and that all team members share in the ownership of the completed schedule. Chris' responsibilities are episodic, and he will perform his services on an as-needed basis.

Experience Highlights

- More than 14 years in the construction industry; 14 years with SCG
- Serves as Project Scheduler with SCG
- Experience encompasses administration, supervision, management, and scheduling

Selected Representative Projects

- **East Cleveland City Schools District Wide Program, East Cleveland, OH**
The project involved creating the proper master plan for this urban district that included work on all eight of the district's facilities: construction of and additions to the elementary schools, demolition and construction of a new 141,120 square-foot middle school as well as 148,093 square feet of new construction at Shaw High School.
- **Painesville City Local Schools, District Wide Program, Painesville, OH**
The project involved creating the proper master plan for this urban district that included work on all eight of the district's facilities: construction of and additions to the elementary schools, demolition and construction of a new 141,120 square-foot middle school as well as 148,093 square feet of new construction at Shaw High School.

- **Grand Valley Local Schools District Wide Program, Orwell, OH**
SCG assisted the district in the planning of this \$37 Million program for their new combination school, to be constructed behind the existing Middle School. Site planning also included a new stadium and other play fields.
- **Alliance City Schools District Wide Program, Alliance, OH**
The \$61 Million facilities program involved the construction of a new 112,000 square-foot middle school, two new 61,000 square feet elementary schools, and additions and significant renovations to South Lincoln and Parkway Elementary Schools and the existing high school.

LOCAL TEAM PARTICIPATION

The SCG main office is located only 3.7 miles from the Cleveland Heights - University Heights Board of Education Building. This close proximity is not only convenient but, being from this area, we understand the nature of the community along with its ideals and expectations of a facility that will be serving them.

SCG takes great pride in having provided services for over 50 local school districts worth over \$1.6 billion. *(For a complete list of local projects please see page 2 of this proposal)* SCG staff approaches each school facility project professionally as well as personally, since their own children attend the very schools that they manage. This local participation gives us unique insight into the complexities and potential pitfalls for school facilities and drives us to make sure that each project is a success. SCG's local experience is unmatched and we look forward to putting that experience to work for the Cleveland Heights – University Heights City School District.



Austintown Local School District

SUSTAINABILITY

SCG began focusing on building “green” more than twelve years ago by incorporating high efficiency fixture ballasts and an energy management system in the Green Local School District. Since then, our knowledge of sustainable solutions has grown and we now incorporate green principles into all of our projects. Also, with the emergence of LEED, everyone’s awareness has been raised, not only of the economic benefits of efficient design, but of the greater benefits to users, nature and the community. SCG includes LEED criteria in every document phase review and our early adoption of LEED standards allows us to provide a better product for the school districts we serve.



Tuslaw Local School District

Sustainability also requires continuing education since technologies and solutions are being developed at such a rapid rate. This being the case, SCG staff is trained through our in-house education initiatives as well as many obtaining LEED accreditation through the USGBC. From newsletters to monthly presentations, green issues are always a focus and we make sure that our knowledge is put to good use. For example, we have modified our estimating structure, cost tracking data and preconstruction planning criteria to not only take LEED into account, but to increase our ability to measure, understand and innovate in the future.

SCG is happy to see this broad commitment to sustainability. Viewing ourselves as a sustainability resource and leader, we are constantly striving to expand our expertise to support this important effort.

Because of SCG’s commitment to sustainability, we are proud to say that recently, our project for Ritter Public Library in Ohio was LEED Gold Certified.

The following are SCG projects currently pursuing LEED certification:

LEED Gold Certification

- Ritter Public Library, *LEED Gold Certified*
- Ninth Coast Guard District, Cleveland Moorings Project
- U.S. Customs & Border Protection, Global Borders College

LEED Silver Certification

- Xenia Community Schools, Arrowood Elementary
- Xenia Community Schools, McKinley Elementary
- Xenia Community Schools, Tecumseh Elementary
- Xenia Community Schools, Cox Elementary
- Xenia Community Schools, Shawnee Elementary
- Orrville City Schools, New Orrville High School
- Northwest Middle School Additions & Renovations
- Northwest Stinson Intermediate Additions & Renovations
- Geneva Area City Schools, New Platt R. Spencer Elementary
- Geneva Area City Schools, New Geneva Middle School
- Geneva Area City Schools, New Cork & Austinburg Elementary
- Geneva Area City Schools, New Cork Elementary
- Louisville City School District, Louisville High School Additions & Renovations
- Louisville City School District, New K-5 Elementary
- Tuslaw Local School District, New Elementary School
- U.S. Customs & Border Protection, Advanced Training Center, Tactical & Operations Warehouse

MASTER PLANNING

Experience

Through our primary business focus in the Construction Management and Educational Facility Planning of K-12 facilities over the past twenty five years, SCG has amassed extensive experience in working with educational facility master planning consultants in providing exactly the type of services required in this program. As indicated in our experience chart on page 2, our firm has taken a leadership role in the educational facility planning process for 16 Ohio school districts. All of these have been district-wide programs and most have been districts which did not participate in one of the OSFC programs. In all cases our firm performed cost and constructability services as a part of our basic services. One of the original six CM's selected by the OSFC for their new program in 1998, SCG has provided planning assistance to several districts in helping to determine the most effective option while meeting the OSDM guidelines. We have also been engaged in a complete rework of three large urban OSFC programs which were already underway as a result of rapidly declining enrollments.

One project which bears some similarity to the CHUH District Program is the Plain Local Schools program in Stark County. Our firm was hired independently by the district that also contracted Perkins + Will with Ricciuti Balog Partners Architects for a district wide master planning process. The program included a complete assessment of the district's 13 existing buildings and extensive community engagement to determine the most effective use of the facilities while considering alternative methods of educational delivery. Key to the process was the exploration and integration of community partnerships and expansion of the district's programs targeted towards arts, sciences, and career technologies. Additional criteria included a cost ceiling for the program of \$67 million which constituted the district's maximum bonded indebtedness.

The process included over 25 community outreach sessions involving a steering committee which included community leaders, collaborative partners, staff, faculty and students which were facilitated by SCG's educational facility planner. More than 30 complete master plans were developed, costed and analyzed before the final plan was unanimously adopted. Also considered was a plan developed by the OSFC that was ultimately rejected as being outside the financial reach of the district.

The final plan, on which construction was completed in 2003, included a complete re-districting and revised grade alignment eliminating "neighborhood" elementary schools for horizontally arranged grade-specific buildings dedicated to the north and south regions of the district. Each region also included a kindergarten center which included pre-k, not previously provided by the district. Every building in the district received renovations, and/or additions to meet the new program requirements as well as ADA and building system improvements.



Plain Local Schools

The crown jewel of the program is a new 2,000 student comprehensive high school. Following an extensive educational specification rework facilitated by planners from Perkins + Will, the new building is designed around an academy model for educational delivery preserving the district's focus on arts, science & math, and career technologies in dedicated, state of the art facilities. Community partnerships includes the Mercy Health Center on the high school campus, YMCA child care services at the middle school, and the largest branch of the Stark County Public Library which is completely integrated within the high school media center. The beautiful, 360,000 sf. facility is all the more remarkable as we were able to deliver it at under \$110.00 per sf. during a time when the OSFC was budgeting \$157.00 per sf. for buildings of that size and complexity.

MASTER PLANNING

Approach

SCG's approach to working with an independent facility master planning consultant is to become completely immersed in the planning process in order to provide comprehensive data to the planning team as needed throughout the planning process. We see this happening through the following process:



Green Local School District

Initial Team Meeting

We view the initial meeting of the planning team members as something akin to a partnering session. It is imperative that the Owner's goals and aspirations for the final work product, as well as the process itself, be completely understood by the planning team members. Roles and responsibilities for each participant should be fully explored and clear lines of communication established. A preliminary list of deliverables should be developed, as well as a basic schedule of activities. Issues such as community engagement, steering committees, potential for collaborative partnerships, and engagement of staff, faculty, and student body should be explored. Processes and rules for information management and dissemination should be set in place.

Delineation of Master Planning Process

If the intended process has not already been clearly detailed by the Owner or Owner's Representative, SCG will work with the Master Planning Consultant to develop a clear scope of tasks to be performed along with a description of the final work product based upon the information received at the Initial Team Meeting. This document will also include a schedule for implementation.

Data Gathering and Analysis

SCG will collect, review and analyze all existing building data including previously performed assessments, available blueprints, and current utility and operational costs to form a baseline of information.

Further Assessment

If necessary, SCG is available to perform additional assessments of existing facilities to fill in missing or suspect baseline information.

Engagement Sessions

SCG has found it helpful to be in attendance at facilitated engagement sessions both to be able to respond to questions involving costs, schedule, and implementation, as well as to better understand the final program so it can be priced appropriately.

Master Plan Cost Analysis

Our typical approach is to prepare costs and cost analysis for each master plan developed in several categories. For existing buildings, we would break our costs down by required building system upgrades, programmatic requirements, and additions required. These costs are analyzed against new construction cost for comparison. Likewise, operational costs are compared for each scenario. This data assists the planners in identifying the final components of each master plan, which is then put into a comprehensive final format including all construction costs, project soft costs, land acquisition, FF&E, demolition, and projected annual operational costs.

Phasing and Implementation

SCG's extensive experience in K-12 construction management of tight, urban district-wide programs with extensive renovations provides us with precisely the knowledge necessary to plan for a safe and effective implementation of each master plan developed. It is prepared with input from staff and faculty and will delineate the placement of students in available facilities that have the resources required to assure an uninterrupted and enriched learning experience at each step of the implementation process. Special care will be taken to ensure that the District's Pathway Structure can be effectively implemented as well as maintaining extracurricular and athletic events. Where necessary, temporary classroom facilities will be identified and budgeted as a last resort.

OWNER'S SCHEDULE

The schedule outlined in the RFP, which dictates that the planning process will commence upon passage of the operating levy on November 9, 2011 and arriving at a selected Master Plan by April 1, 2012 is aggressive, but can certainly be accomplished providing that proper planning for the process can be conducted in the seven weeks that are available preceding the election date. Based upon our experience in similar planning processes, SCG recommends that the following activities take place within this early planning period:

- Initial Team Meeting (see Planning Approach in previous section)
- Delineation of Master Planning Process
- Preparation of Detailed Planning Schedule
- Data Gathering and Analysis
- Identification of Need for Further Assessment
- Identification of Potential Collaborative Partners
- Notification of Stakeholders to Potential Meeting Dates
- Identification of Steering Committee (if other than CH-UH Citizens Facilities Committee)



Wooster City School District

With these steps taken, the Planning Team will be poised to progress immediately through the planning process upon passage of the operating levy. To assure meeting our milestones within the planning process, SCG will dedicate all necessary resources so that we can offer continual feedback to the rest of the planning team. In addition to the primary team member identified in this document, SCG has a bench-strength of 40 construction professionals

who can be immediately called into service for enhanced assessment activities and constructability reviews. To supplement our in-house estimating team, Blundall and Associates provides an additional 12 experienced cost experts who have worked seamlessly with SCG staff for the past decade on hundreds of school buildings.

From our experience, we have learned that the most effective way of maintaining the schedule is our complete immersion in the planning process. As noted previously, SCG intends to be in attendance at facilitated engagement sessions both to be able to respond to questions involving costs, schedule, and implementation, and also so that we receive and understand issues immediately and can respond as quickly as possible.

REFERENCES



“They worked closely with a wide range of stakeholders including students, staff, community representatives, and the Board of Education to evaluation options for our district’s master plan. We were impressed with their expertise in school facility design issues, assistance with site selection, and their ability to facilitate group meetings to arrive at consensus on several issues central to our planning needs.”

~ *Michael P. Hanlon Jr., Ph.D., Superintendent
Painesville City School District*



“The Scaparotti Construction Group professionals assigned to our project are highly competent, knowledgeable, experienced, and personable. I highly recommend SCG without qualification to any school district or organization seeking their services.”

~ *Mr. Joseph Donatone, Superintendent,
Ashtabula Area City School District*



“[SCG] has shared this Board’s compassion and concern for the children attending our schools, as well as that of the staff ministering to these students. I am very appreciative of the personnel assigned to the job who have fostered a high level of trust and integrity through their administration of this project.”

~ *Ms. Emma Whatley, Former School Board Member,
Building and Grounds Committee, East Cleveland City Schools*



“[SCG] is an extremely competent company and has done an exceptional job for us. They are very versatile, and all of their work and any other special projects we request are always done in a timely and efficient manner.”

~ *Mr. James Ritchie, Superintendent
Orrville City Schools*



“[SCG] was successful in our community because they brought to the project highly competent and adequate staffing, and company culture that communicates ‘we’re in this thing together, through thick and thin, until the end.’ They gave us more than we asked for; they gave us what we needed.”

~ *Mr. Charles Irish, Superintendent,
Medina City Schools*



“This firm was essential to the project from the beginning, they were a true advocate for the school district.”

~ *Ms. Kathleen Jordan, Treasurer
Plain Local Schools*

REFERENCES



“The ongoing working relationship with [SCG] has exceed our expectations, and the board members and I truly appreciate the professionalism exhibited by all the employees from [SCG]. You could not work with a finer firm that reflects the highest integrity exhibited by its owners.”

*~ Mr. Al Osler, Superintendent,
Tuslaw Local Schools.*



“In working with a variety of contractors, [SCG] understood the delicate balance of good business practice and meeting the needs of an educational institution.”

*~ Mr. Stephen Marlow, Former Superintendent
Twinsburg City School District.*



“Together, they understood the unique issues of school construction and of working with a diverse group of contractors. Their team’s professionalism, expertise, and human relations skills have helped move each of the individual projects ahead as planned and resulting in beautiful new schools.”

*~ Dr. Kathryn Hellweg, Former Superintendent
Warren City School District*



“Our construction project officially began in 2007 after numerous alterations of our Ohio School Facilities Commission Master Plan. These alterations occurred due to severe declining student enrollment that reduced our Bond Project from \$63 million to a current \$43 million. At all times, [SCG] demonstrated their ability to save our financially strapped district construction costs.”

*~Mr. Gary Bonnell, Former School Board Member
East Liverpool City Schools*



“I am extremely impressed with...Scaparotti Construction Group and recommend them without qualification.

*~ Dr. Jeffrey Lewis, Superintendent
Xenia Community School District*



“Everyone I worked with at [SCG] has been very knowledgeable and willing to go the extra mile to help us. I highly recommend them as construction managers. They have a team that can address any and all problems or concerns. They do it quickly and efficiently without sacrificing the schools interest”

*~ Arthur Garnes, Retired Superintendent,
Alliance City School District*



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