



Statement of Qualifications for Master Planning Services

Submitted to: Cleveland Heights-University Heights City Schools

August 19, 2011

Statement of Qualifications
Professional Services
Master Planning Consultant



**Cleveland Heights-University
Heights City School District**

August 19, 2011

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August 19, 2011

Mr. Steven Zannoni
Project Management Consultants
127 Public Square, 39th Floor
Cleveland, Ohio 44114

RE: Statement of Qualifications for Professional Services for a Master Planning Consultant

Dear Mr. Zannoni:

URS is pleased to submit our qualifications for Professional Services for a Master Planning Consultant for Cleveland Heights-University Heights City School District. We would be pleased and excited to become the District's trusted partner as they embark upon this planning process. The key to successful facilities projects is choosing an architectural and engineering firm with the skills and experience necessary to complete all tasks associated with this project. We believe that URS is that trusted partner because of our approach, experience and the capabilities we offer the Cleveland Heights-University Heights City School District.

Educational Planning and Design Experience There is quite simply no other firm in the region that offers the resources and expertise in educational facility planning and design. URS has designed more than 13 million square feet of new or renovated facilities over the last five years alone. Many of these districts addressed similar challenges of older buildings, construction phasing, changing enrollment, grade configuration changes, the incorporation of new educational learning styles and balancing the need for local funding to ensure school facilities support their educational vision.

Local Firm with National Resource and Expertise We have structured our team such that the Cleveland Heights-University Heights City School District will receive the benefit of a local Northeast Ohio firm with access to regional and national resources within the company. Our local staff includes K-12 specialists that span all disciplines in-house that include architectural design, educational planning, athletic field, site and landscape design, civil engineering, structural engineering, mechanical engineering, electrical engineering, educational integrated technology, system engineering, educational (laboratory) equipment design, construction phasing analysis, cost estimating, traffic engineering, referendum planning assistance, and computer illustration, animation and 3D Imaging.

Planning and Teamwork It is our experience that your facilities cannot be adequately planned without a meaningful partnership with those who use it. Our process is highly collaborative and will include the full range of stakeholders that you may have already engaged in the development of your current master plan options. Our process will build upon what you have started so that all opinions continue to be considered, so that the best possible design and planning decisions can be made and supported.

URS Proposed Project Leadership URS proposes Mr. Dana Mitchell who has 25 years experience in the design and construction industry. He has built a portfolios and relationships with school projects in the local Northeast Ohio area and across the country. Recently Mr. Mitchell has worked with the Lakewood City Schools and the Akron Public Schools in the implementation of their facilities Master Plan. You will find that our proposed leadership has a reputation second to none within this community.

URS Corporation
1375 Euclid Avenue, Suite 600
Cleveland, Ohio 44115-1808
Tel: 216.622.2400
Fax: 216.622.2428

Respect and Sensitivity to Districts Dollars We understand the educational Master Planning process and how to develop options. These options must incorporate, costs and construction phasing into components that can be decoupled to meet the Districts financial requirements and long-range strategic plan. The goal is to develop options that are fiscally responsible and sound.

Staff Availability We will be able to commit our resources to this effort. At this stage of the project, we understand the timing however without a closer dialogue, the total scope is unclear. It is difficult to determine the total amount of time that each of our individual staff members will be required to provide. However, the primary personnel that have been proposed for this project, namely Dana Mitchell, Brad Gellert, Dick Temple, Mary Ann Lasch, Tony DiNicola, are currently assigned to other projects that will be finishing this fall or are in positions that do not normally require full-time attention to any single project.

We are excited with this opportunity and we look forward to the next step - meeting with the selection committee to discuss this project and our commitment to working with Cleveland Heights-University Heights City School District.

Very truly yours,

URS Corporation - Ohio



Dana Mitchell, RA
Vice President, Director of K-12 Education
DM/cem

Company Overview



History

Since 1903, URS Corporation has provided a diverse clientele with planning, architectural, and engineering design services for projects in the facilities, surface transportation, air transportation, industry and environmental markets. As one of the largest design firms in the country, URS can provide “state of the art” service and be “local” almost everywhere.

URS has established a tradition of innovation and dependability in our assignments by providing individualized services and responding to the special requirements of each client and project. With this philosophy, we have successfully solved challenges across the full range of planning and design projects.

URS Corporation is a publically held company that is traded on the New York Stock Exchange under the ticker symbol “URS”. A copy of our current annual report can be found at www.urscorp.com.

Location

URS has more than 48,000 employees in a network of offices in 40 countries. URS’ Cleveland office, one of two centers of excellence for K-12 education, is located in the Playhouse Square District at 1375 Euclid Avenue, Cleveland Ohio 44116. Our headquarters are located at 600 Montgomery Street, 26th Floor, San Francisco, CA 94111.

URS’ Cleveland staff includes civil, structural, geotechnical, mechanical, fire protection and electrical engineers; engineering economists; urban planners; landscape architects; architects; computer specialists; estimators and specification writers; construction managers, inspectors, and schedulers; and the full range of technical and support personnel. These professionals have extensive experience and project insight gained from experience on similar projects locally and across the country.

Experience

K-12 Education

While our foothold in educational facility design began during the 1940s, our experience in new and renovated educational facilities dates back over 90 years. URS’ “track record” includes over \$10 billion in new and renovated facilities. Our ability to design exemplary educational environments has been confirmed by a series of design awards, including the prestigious Walter Taylor Award by the American Association of School Administrators for Lake Orion High School. In



addition, URS is ranked as the #1 Green Education Designer by *Engineering News-Record*.



Our clients have told us that effective use of educational technology in their buildings is a critical need. URS can deliver technology consulting services from vision - to installation - to training. Our systems are designed in collaboration with the school district, and we have the ability to provide “designed,” not vendor-provided solutions.

Educational Campus and Renovation Experience

While URS has experience with new and large educational facilities, the majority of our work involves assisting clients with renovations and additions. The ability to make a school “new” and plan around on-going educational activities requires a special understanding of teaching and the educational process. URS has that knowledge. We can provide programming, space planning, architectural and interior design, engineering design, construction management, and program management services for any facility.



Sustainable or “Green” Architecture

URS has led the way in the application of sustainable design concepts to educational facilities. Sustainable design means more than being a good neighbor and meeting ecological and environmental goals. Our efforts in this area of “green” architecture have taught us that there are many fringe benefits. Not only do “green” buildings provide an energy-efficient environment with lower operating costs, they also provide for improved student performance. Our ability to provide affordable “green” architecture grows out of our full service architecture and engineering approach and our commitment to the communities we serve.



Specialty and Community Spaces

URS brings credentials in innovative design that can transform all of the educational spaces in a school into the special places that encourage learning. Classrooms will use technology in innovative ways. Theaters provide an affordable place for student performance and community use. Laboratories combine special equipment and technology into a place that will intrigue students and bring excitement to the sciences. URS specialists in each of these areas are available to assist in programming these special spaces to support any type of educational program.



Educational Technology

URS has the ability to deliver an approach to educational technology that is both affordable and that can enhance the curriculum. Our staff has been a leader in this area for over 15 years. URS has specialists in



educational delivery, media distribution, computer programming and networking, communications, security, and administrative programs. The URS team includes both educators as well as technology experts, and they have taught with technology and can relate to the challenges staff members faces day to day.

Services

URS is committed to providing full service to meet our client's specific needs. Our firm offers all professional design services from a single source of project leadership and control. We believe that clients gain the most when the professional design component of the project team is provided as an integrated single source. It is also our belief that the best facilities are created in a partnering relationship with our clients. With all technical disciplines located within a single organization, responsibility is established and flexibility to react to options is expanded.



A summary of our educational facility services includes:



- Architecture and Engineering
- Strategic and Educational Planning
- Technology Planning and Coordination
- Equipment Planning and Coordination
- Site Planning
- Parking and Traffic Analysis and Engineering
- Recreational / Athletic Facility Planning
- Fund Raising / Referendum Planning
- Program Management
- Construction Management
- Fire Protection and Life Safety Systems
- Air Quality and Control
- Toxic and Hazardous Material Control
- Operations and Maintenance Services



Insurance Certificate



CERTIFICATE OF LIABILITY INSURANCE Page 1 of 2

DATE (MM/DD/YYYY)
04/28/2011

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER		CONTACT	
Willis Insurance Services of California, Inc. 26 Century Blvd. P. O. Box 305191 Nashville, TN 37230-5191		NAME: PHONE (A/C NO. EXT): 877-945-7378 E-MAIL ADDRESS: certificates@willis.com	FAX (A/C NO.): 888-467-2378
		INSURER(S) AFFORDING COVERAGE	
		INSURER A: National Union Fire Ins Co of Pittsburgh	NAIC#: 19445-100
		INSURER B: Zurich American Insurance Company	16535-100
		INSURER C: Illinois National Insurance Co.	23817-001
		INSURER D: Insurance Company of the State of PA	19429-100
		INSURER E: Lexington Insurance Company	19437-000
		INSURER F: Lloyd's of London & British Companies	15792-004

COVERAGES **CERTIFICATE NUMBER: 15891797** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADD'L SUBR INSRD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY		GL4870829	5/1/2011	6/1/2012	EACH OCCURRENCE \$ 2,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY					DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR					MED EXP (Any one person) \$ 10,000
	<input checked="" type="checkbox"/> XCU, BFPD					PERSONAL & ADV INJURY \$ 2,000,000
	<input checked="" type="checkbox"/> Contractual Liability					GENERAL AGGREGATE \$ 2,000,000
GEN'L AGGREGATE LIMIT APPLIES PER:						PRODUCTS - COMP/OP AGG \$ 2,000,000
POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/>						\$
B	AUTOMOBILE LIABILITY		BAP938521502	5/1/2011	6/1/2012	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000
	<input checked="" type="checkbox"/> ANY AUTO					BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS					BODILY INJURY (Per accident) \$
						PROPERTY DAMAGE (Per accident) \$
						\$
						EACH OCCURRENCE \$
						AGGREGATE \$
						\$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY		WC20635052	1/1/2011	1/1/2012	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER
	<input type="checkbox"/> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A				WC20635051
A			WC20635053	1/1/2011	1/1/2012	E.L. DISEASE - EA EMPLOYEE \$ 2,000,000
C			WC20635054/WC20635055	1/1/2011	1/1/2012	E.L. DISEASE - POLICY LIMIT \$ 2,000,000
E	Professional Liability w/Limited Contractual - Claims Made Policy		015438088	5/1/2011	6/1/2012	\$1,000,000 Each Claim \$1,000,000 Aggregate
			PE1105150	5/1/2011	6/1/2012	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach Acord 101, Additional Remarks Schedule, if more space is required)

Evidence of Insurance

The Workers' Compensation coverage shown above does not apply in monopolistic states. In the States of ND, OH, WA and WY, Workers' Compensation coverage is provided by the State Fund. In those States, the above-referenced policies provide Stop-Gap Employers' Liability only.

CERTIFICATE HOLDER	CANCELLATION
SPECIMEN .	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE



Educational Master Planning

SPACE TO DISCOVER. SPACE TO IMAGINE. SPACE TO GROW.

URS is an experienced Educational and Facility planner. We have assisted many school districts in the development of their District-wide Planning and Implementation Plans. The primary purpose of the planning phase of a project is to develop building specific Program(s) of Requirements and generalized, conceptual land use and building plans for each of the District's specified school facilities as part of its Facilities Improvement Program.

The resulting Implementation Plan either develops or validates specific site recommendations and creates a budget and schedule for the planning, bidding/award and construction for specific Projects.

These services can be further broken down into the following tasks:

Educational Specification Development/Confirmation

During this time, an intense study of the functional needs, sizes, relationships, operating characteristics and planning concepts are studied and reviewed with the District.

Facility Condition Assessment

URS has developed a facility assessment system that either is based upon the use of "Tablet PCs" or "Laptops" as the data input device. The assessment tool consists of pre-programmed pull down menu choices for each evaluation category. The choices are linked with our costing software so that as the assessment teams complete an assessment we have completed a cost to correct estimate at the same time.

School Planning Programming Interviews

URS' Educational Planning Team(s) conduct interviews, to expand on the establishment of long-range space and facility program requirements within the Facilities Improvement Program. Program interviews will concentrate on faculty, staff, administration, community representatives and any potential community partners. This planning and interview process will identify the needs of each of the individual facilities

Development of Conceptual Alternatives/Budget Evaluation

Utilizing all of the data collected, the Planning Team(s) develop conceptual plan alternatives for each Project. The alternatives conceptually describe building and land use options for the identified facilities within the District. The Planning Team will also assist the Owner in analyzing potential parcels of land that Owner may acquire for new school sites. The construction cost information shall be analyzed in comparison to the planned revenue sources.

Bond Issue Campaign Assistance

This planning process and project organization will allow the Planning Team to work with community leaders/bond issue supporters to effectively communicate the proposed program needs to the electors. The Planning Team will assist the School District during the Bond Issue Campaign by providing information developed for the Implementation Plan to be used in campaign literature and other bond related publications.

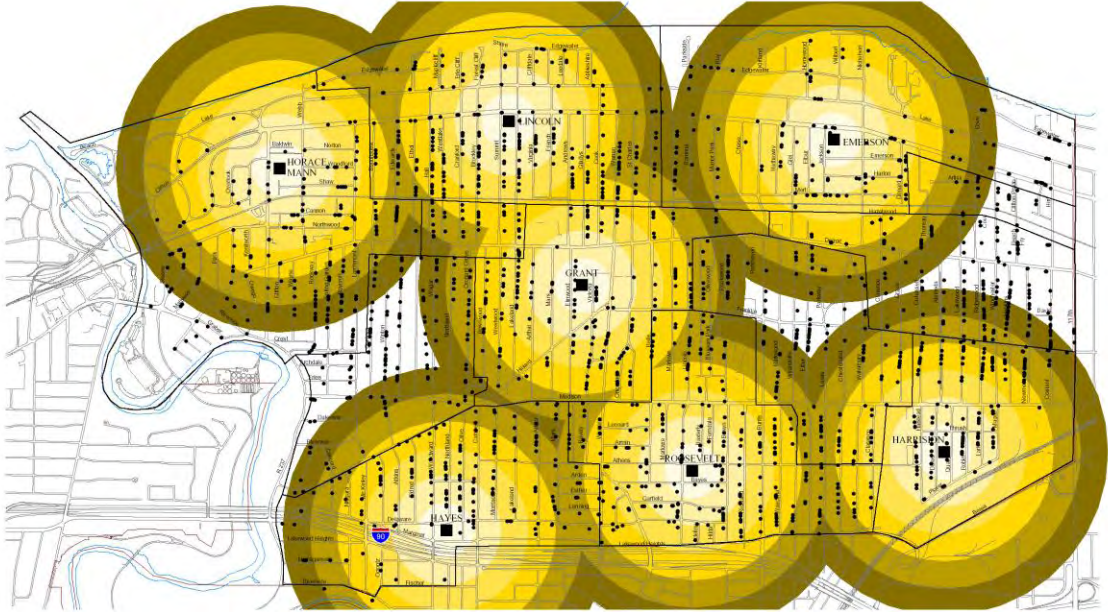
Presentation level drawings are another effective way to conveying the scope of the project to the community. The Planning Team would be able to prepare these documents for utilization during the bond issue campaign.

Master Planning Documents and Tools

The three major components of the Master Planning Program are; the physical assessment (warm, safe, dry), the educational adequacy of the buildings to meet your educational objectives and the location(s) of the facilities in the community. We have included a few examples of project deliverables from some recent projects to demonstrate some of the types of tools that we would expect to deliver for the North Royalton City Schools Master Plan.

Demographic Analysis

Utilizing Geographic Information Systems (GIS) we are able to graphically indicate student residences and their proximity to current and future school sites. This is a powerful tool that our clients use to evaluate enrollment trends.



Condition Assessment Evaluation Tool

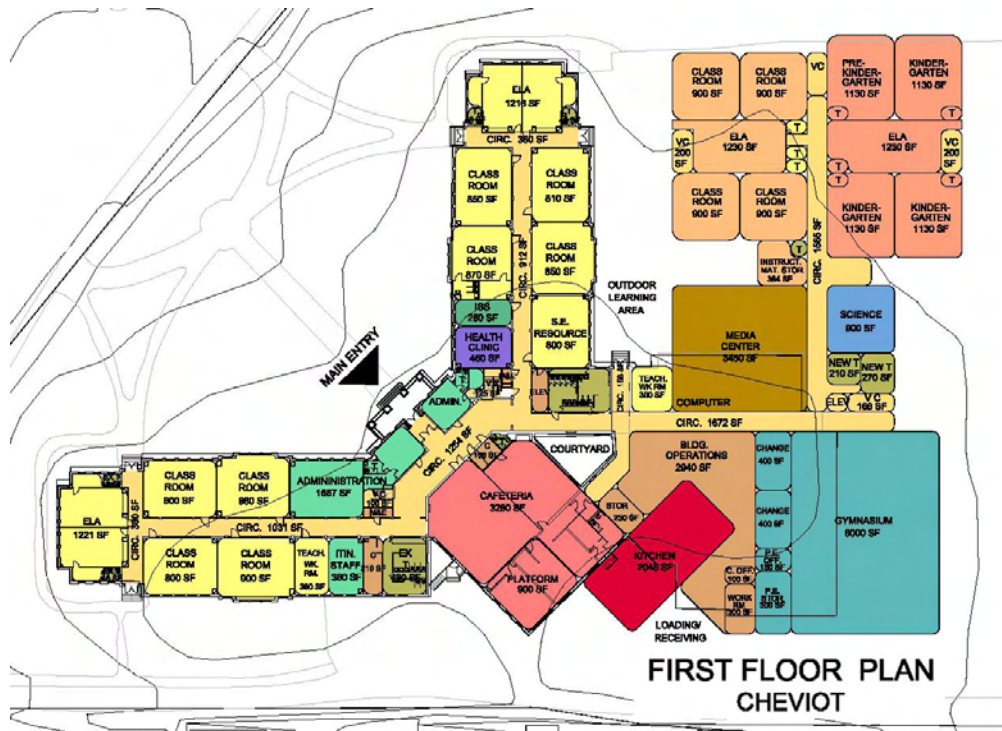
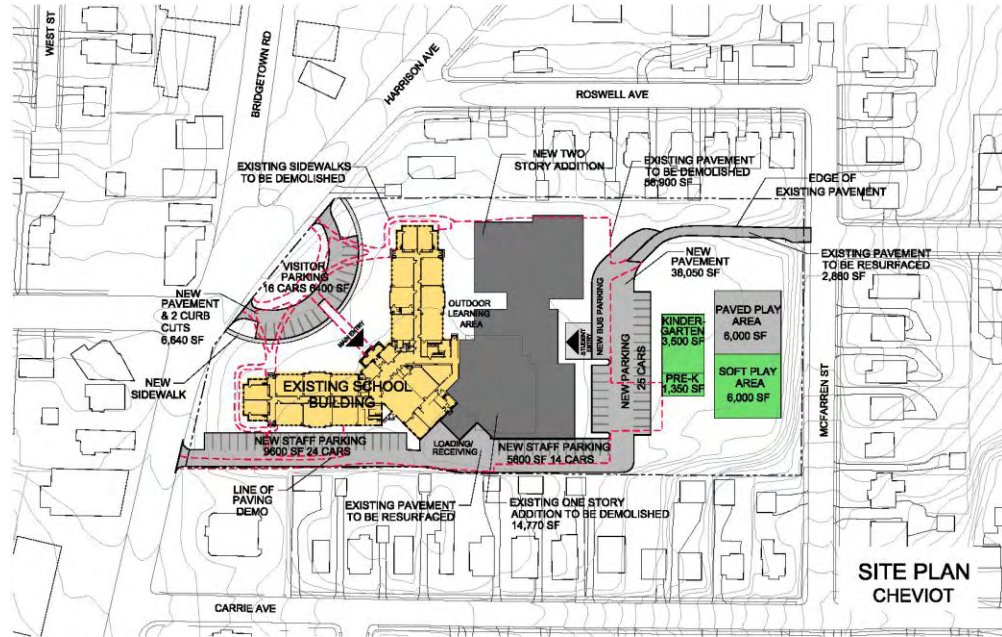
The unique attribute of URS' data collection process is the standardization in the identification of deficiencies. The URS software and database can be customized to reflect the data in any format that best serves the needs of our client. The value achieved from this approach is the consistency of data obtained in the field from the assessors.

The screenshot displays the 'Sylacea (Elec Fac Survey)' software interface, which is used for conducting electrical system condition assessments. The interface is divided into several sections:

- Header:** Includes fields for 'Installation', 'Facility/Building', 'Survey Date', 'Contact(s)', 'Facility Area', and 'Num of Floors'. The Auditor is listed as 'JT'.
- Lighting | Electrical System:**
 - Exterior Lighting:**
 - Parking Lot: Fair, Condition: [dropdown], Action: Relamp/Reballast
 - Building: Fair, Condition: [dropdown], Action: Replace
 - Interior Lighting:**
 - Corridors: Fair, Condition: [dropdown], Action: Install Addition
 - Closets/Storage: Poor, Condition: [dropdown], Action: Replace
 - Shops: [dropdown], Condition: [dropdown], Action: [dropdown]
 - Classrooms: [dropdown], Condition: [dropdown], Action: [dropdown]
 - Media Centre: Good, Condition: [dropdown], Action: None
 - Offices: Fair, Condition: [dropdown], Action: Replace
 - Emergency Lighting:**
 - Emergency: Poor, Condition: [dropdown], Action: Replace
- Comments:** A text area for notes, with a dropdown menu showing options like '4160/240V, 4W'.
- Left Panel:** A vertical list of dropdown menus for selecting condition ratings (Good, Fair, Poor, None or N/A) and equipment types (Switchgear, Unit Substation, etc.).
- Right Panel:** A vertical list of dropdown menus for selecting equipment types (Air Breakers, Power Breakers, Fused Switches, etc.) and assessment ratings (Underized, Adequate, etc.).
- Secondary Main Section:**
 - Primary: Amps (400), Voltage (4160/240V, 4W), Protection (Fused Switch), Assessment (Underized)
 - Equipment: Switchgear, Condition (Fair)
 - Secondary Main: Amps (1000), Voltage (120/240V, 1P, 3W), Protection (GFI), Assessment (Replace)
 - Generator: Diesel, Capacity (1,200 ipm), kW, Voltage, Condition (Poor), Assessment (Underized)
- Bottom Right Panel (Project Details):**
 - Project No:** E05.02V
 - Discipline:** E (Electrical)
 - Sub-Type:** Distribution System
 - Project Code:** E05.02 (Replace Unit Substation)
 - Paubcode:** Y (Double-ended 500KVA)
 - Project Details:** Replace Lintels because of ant damage
 - Reasons and Conditions:**
 - Technical Condition Rating:** 2
 - Excessive Defects:** [dropdown]
 - Reasons:** Worn Out, Damaged, High Maint., Cost & Energy Savings
 - Reason Details:** Falling to pieces
 - Quantity:** 10 EACH, **Difficulty:** 1 (a rating between 0,5 and 3)
 - Unit Price:** €100,00
 - Funding Year:** 2003
 - Funding Source:** [dropdown]

Educational Adequacy Overlays

These documents evaluate the needed elements (classrooms, media centers, art rooms, music rooms, gymnasiums, cafeterias, etc.) for typical enrollment sizes. Each school is measured against the appropriate model to determine the educational program adequacy. Required additions and renovations are graphically identified on these documents



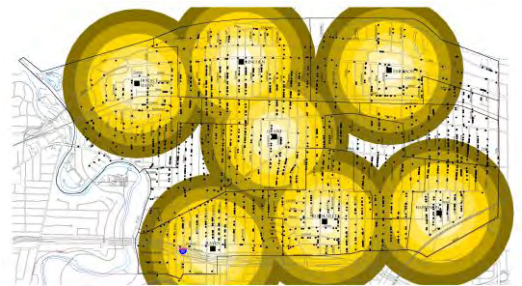


Lakewood City Schools Master Plan Lakewood, Ohio

URS was selected by the Lakewood City School District to provide master planning, architectural and engineering services for schools in their system. The Lakewood City School District was comprised of ten (10) elementary schools, three (3) middle schools, one (1) senior high school, one (1) administrative buildings and one sports complex totaling approximately 1.4 million square feet. The District provides an exciting and diverse educational program to 6,800 students.

The District was experiencing a decline in their projected enrollment. With the age and condition of their facilities, the District reached a crossroads that resulted in a unique opportunity to improve the condition of their facilities and “right-size” themselves for the next 50 years.

The \$200 million project included renovation, replacement and discontinuation of the use of all of their 15 current buildings. Like most urban and older suburban school districts, the District is faced an aging infrastructure that did not meet the needs of the 21st century learning environment.



Contact

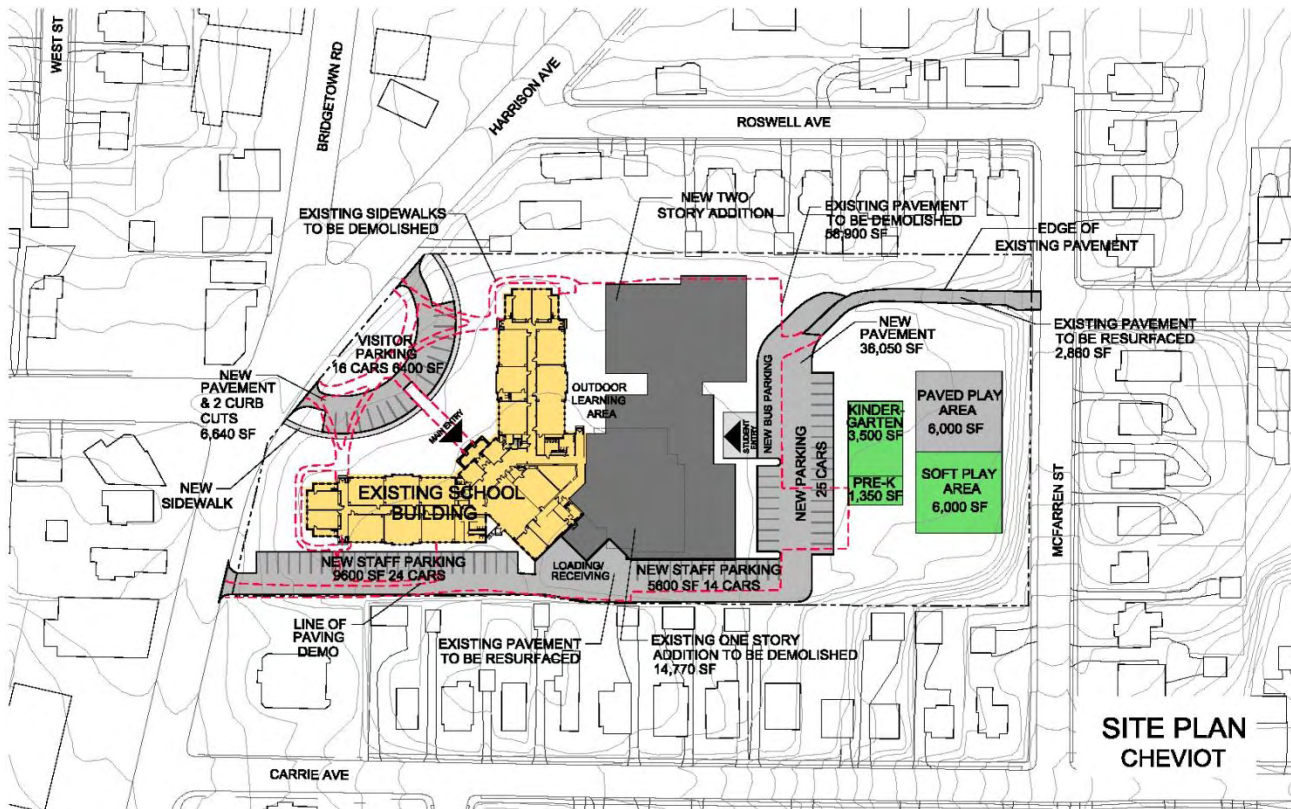
Mr. Richard Berdine
Business Manager
1407 Warren Road.
Lakewood, Ohio 44107
216.529.4092

Project Cost

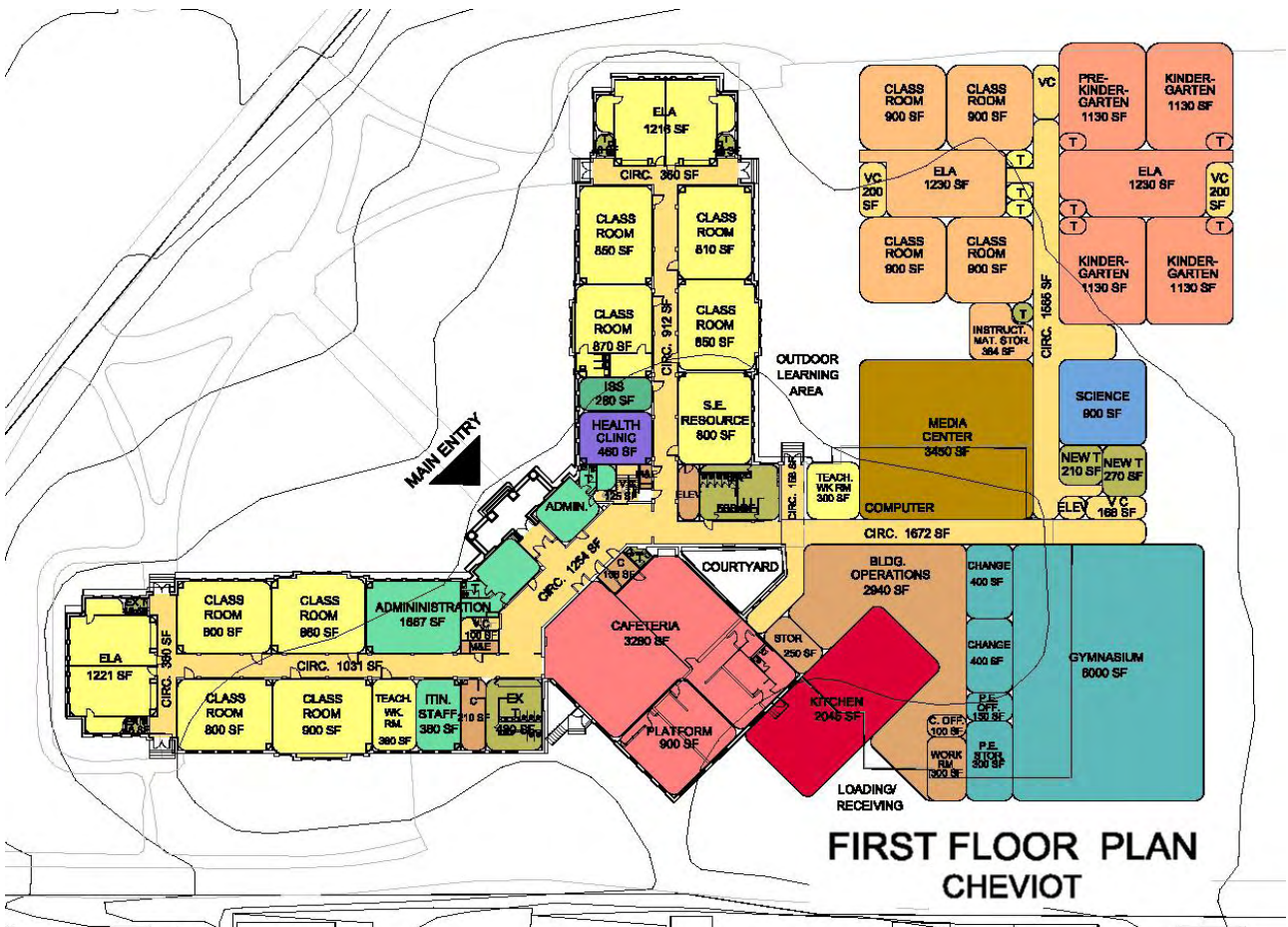
\$200 million

Year Completed

2006



**SITE PLAN
CHEVIOT**



**FIRST FLOOR PLAN
CHEVIOT**

Cincinnati Public Schools District Wide Master Planning Cincinnati, Ohio

URS was selected by the Cincinnati Public Schools District to serve as the Master Architect to help develop the Master Plan for a comprehensive school rehabilitation program that is estimated to reach \$1.0 billion over ten years. URS teamed with a local Cincinnati architect, DNK Architects to lead a team of over 30 professionals to prepare the planning and programming documents that will provide uniform guidance and direction for the life of the project.

As the City prepared itself for one of largest rebuilding projects in its history, the Cincinnati Public Schools positioned itself as the driver for this economic development. The school district developed a partnership with the Ohio Schools Facilities Commission (OSFC) to put this nearly \$1.0 billion plan into action. The Cincinnati Public School District is made up of 81 buildings. With 34 buildings averaging 50 years old, and four aged over 100 years old, most failed to meet basic size, capacity and technological requirements.

To remedy this problem, URS met with the CPS Curricular staff to define the educational goals of the District and establish their programmatic objectives. URS developed educational standards that describe the typical quantities, room sizes, fixed equipment, and finishes.

The Master Plan contemplated the construction of 31 new buildings, the renovation of 36 buildings and the decommissioning of 14 buildings. This would reduce the District operations from 7.2 million to 6.1 million square feet.



Contact
Mr. Mike Burson
Director – Facilities, Planning
& Construction
2661 Burnet Avenue
Cincinnati, Ohio 45219
513.475.7000

Project Cost
\$1 Billion

Year Completed
2008



Akron Public Schools District Wide Master Planning Akron, Ohio

URS was selected by the Akron Public Schools District to serve as the Master Architect to help develop the Master Plan for a comprehensive school rehabilitation program that was estimated to reach \$700 million over ten years. URS teamed with four local Akron architects to lead a team of nearly 15 professionals to prepare the planning and programming documents for a select number of schools that provided additional information for decision making and gave uniform guidance and direction for the life of the project.

As the City prepared itself for one of largest rebuilding projects in its history, the Akron Public Schools positioned itself as the driver for this economic development. The school district developed a partnership with the Ohio Schools Facilities Commission (OSFC) to put this nearly \$700 million plan into action. The Akron Public School District (APS) is made up of 58 buildings. With 43 buildings averaging 50 years old, and one aged over 110 years old, most failed to meet basic size, capacity and technological requirements.

To remedy this problem, URS met with the APS Curricular staff to define the educational goals of the District and established their programmatic objectives. URS developed educational specifications that described the typical quantities, room sizes, fixed equipment, and finishes.

The Master Plan contemplated the construction of 42 new buildings, the renovation of 14 buildings and the decommissioning of 2 buildings.



Contact

Mr. David James
Superintendent
Administration Building
70 North Broadway
Akron, Ohio 44308
330.761.2920

Project Cost

\$700 million

Year Completed

2012 (est.)

Shaker Heights Schools Elementary, Middle School Feasibility Study Shaker Heights, Ohio

URS was selected by the Shaker Heights School District to provide district wide educational planning for their elementary and middle school facilities. The School District had set several strategic goals for program and facility enhancement intended to maintain Shaker Heights' educational preeminence. In addition to their strategic goals, Shaker Heights School District was aware of the presence of functional and spatial needs throughout the K-8 schools.

The purpose of this planning study was to (1) review the existing external factors related to location, size, aesthetic, physical, functional and environmental attributes of the existing facilities and sites, and (2) review their arrangement and relationship and impact on future planning initiatives.

The study outlines a method of responding to population shifts, and the expanding and changing requirements of providing each student the opportunity to utilize the most current technological advances available. It proposes a logical scheme of both renovation and new construction, and provides the District with a basic planning matrix for decision-making for initial and subsequent project implementation. Additionally, the physical age of basic infrastructure is an immediate concern.



The study also focused the growth or shifts in student population, new technology and programs, and the redistribution of student populations to achieve overall racial and ethnic parity goals for the District.

Contact

Mr. Robert P. Kreiner
Business Administrator
15600 Parkland Drive
Shaker Heights, OH 44120
216.295.4310

Project Cost

\$6 million

Year Completed

2007

Heights High School Summer 2005 Renovation Project Cleveland Heights, Ohio

Cleveland Heights University Heights City School District retained the services of URS to program and design the renovation of selected classrooms for the Heights High School Transformation into the Small Schools of Heights High.

The renovation encompassed approximately 30,000 square feet of space on four floors and included the conversion of an abandoned pool into classrooms. The project was completed and ready for occupancy in Fall of 2005.

Crucial to the success of the work at Heights High School was the coordination and documentation of existing conditions; along with quick turn around of the construction documents. URS was able to meet and exceed all goals. The team completed the job on time while working together daily on decisions which positively impacted the budget and schedule.

With the completion of renovation to general classrooms and basement corridors along with relocation of Home Economics, Art Classrooms, and Engineering Tech Classrooms; four of the five schools were in place and ready for occupancy in the 2005-2006 school year.



Contact

Mr. Scott Gainer, Chief Financial
Officer/Treasurer
2155 Miramar Boulevard • University
Heights, OH 44118
216-371-7171

Dates of Service

Oct 04 – Sep 05



Project Experience

SPACE TO DISCOVER. SPACE TO IMAGINE. SPACE TO GROW.



Beachwood Schools New Middle School Beachwood, Ohio

The Beachwood Board of Education retained the services of URS to perform a feasibility study for the addition of a Gymnasium/Field House and Performing Arts/Little Theater, as well as other renovations to Beachwood Middle School. As part of this effort, URS examined several alternatives for the school including the advantages and disadvantages of building a new Middle School.



After the feasibility study was completed the Beachwood Board of Education elected to build a new middle school rather than renovate the existing structure and build additions. URS was contracted to design and build a new middle school. The project cost was \$12 million dollars.



The new school can be described as a spiral of classrooms that creates the heart of this new school for 7th & 8th grade classes. Replacing a dated 1970's era Middle School on the same site, this new 90,000 sf building is centered around a commons area, media lab and courtyard which are located at the core of this suburban school's mass. In addition to classrooms, a new Gymnasium/Field House and Performing Arts/Little Theater are attached as large public gathering spaces which are; easily accessible by the community when school is not in session.





Lakewood City Schools Harding Middle School Lakewood, Ohio

As part of the Lakewood Schools facilities Master Plan URS designed the new Harding Middle Schools. This new school is designed to accommodate approximately 750 students in roughly 114,000 square feet. The actual construction cost was \$17 million dollars. The project opened for use in the 2007-2008 school year.

This site posed significant design challenges in that there were existing elementary schools and middle school buildings on the site. Both buildings were eventually demolished but, the existing middle school building had to remain in operation until the new building was finished. The existing gymnasium for the school was incorporated into the new construction.





Lakewood City Schools Garfield Middle School Lakewood, Ohio

As part of the Lakewood Schools facilities Master Plan URS designed the new Garfield Middle School. This new school was designed to accommodate approximately 750 students in roughly 114,000 square feet. The actual construction cost was \$19 million dollars. The project opened for use in the 2007-2008 school year.

This site posed significant design challenges in that there was an existing 1800's existing school building on the site that was incorporated into the new design.

This school site also included the construction of an artificial grass multi purpose soccer/football field and 300-seat stadium.



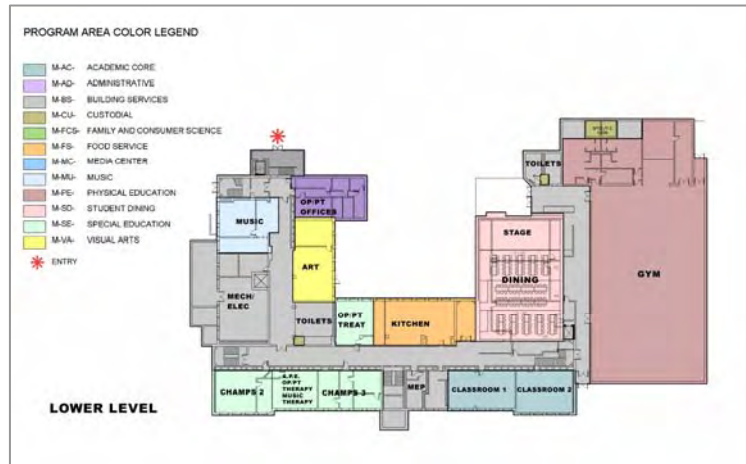


Lakewood City Schools Emerson and Horace Mann Elementary Schools Lakewood, Ohio

For Lakewood City Schools, URS converted two middle schools into elementary schools. These two buildings were originally constructed in 1921 as twin buildings. The facilities have served the community for almost 100 years as middle schools and have remained icons of their neighborhoods. Over the years, the classic design features of the buildings were muddled with replacement windows and inconsistent, ad-hoc renovations. This renovation restored the grandeur of the original classrooms, by opening back up the large window openings with custom made triple-pane windows with integral blinds that replicate the wood double hung windows of the original building in appearance.

A double height space for the new library (Learning Recourse Center) was created in the former gymnasium space. The large, two story windows that had been bricked in were reopened flooding that space with natural light. A balcony above that level was removed to allow the insertion of an ADA accessible classroom off of the second floor corridor. The balcony that had been converted to a computer room before the renovation was not at the same level as the second floor. The original steel rods that held up that balcony were uncovered and analyzed in URS' investigation and found of sufficient strength to support the new classroom level.

A lower level space formerly used as a small gymnasium that was five feet below the other spaces in the building, was in-filled with a tiered floor to create a new column free dining space and stage.



The entire building was gutted and new energy efficient HVAC, plumbing, electrical and plumbing systems were inserted into the building. The engineers carefully worked out the routing of the duct work, cable trays and sprinkler systems to work with the relatively low floor to floor heights. A former chimney shaft was converted into the duct riser from the air handling room.

A complete masonry restoration was done on the exterior, including replacing the broken terra cotta decorative lintels that had deteriorated around the lower level of the building. The original decorative scuppers and downspouts were recreated to drain the roof and eliminated drain leaders running through classrooms. The building once again presents an attractive face to the surrounding residential community.

This project received the 2009 Preservation Award from the Lakewood Heritage Advisory Board.

Total project cost was \$20 million dollars for each elementary school.



East Cleveland City Schools Shaw High School East Cleveland, Ohio

URS, in joint venture with Whitley and Whitley, was selected by the East Cleveland City School District to provide comprehensive programming, architectural and engineering design services for a major initiative to rebuild the district's eight schools. The five-year, \$120 million construction project was the largest single undertaking in the history of Ohio public education at the time that this project started.

One of the largest components of the improvement project was the construction of a new 220,000 square foot Shaw High School. The project had carefully planned phases to allow the 1,200 students to occupy the building without interruption to their educational instruction. The total project cost was \$35 million dollars.

Additional components of the project included the design of one new middle school and six rehabilitation assignments of elementary schools in the district. The team provided professional architectural, mechanical, electrical, structural, civil engineering, and interior design services.





Akron Public Schools Crouse Elementary School Akron, Ohio

The design sought to create an educational environment that is inviting for students and community residents alike. The building represents a collection of structures that creates a central commons space for large group activities. A long slender building reminiscent of the existing Crouse Elementary School houses the classroom functions, an L-shaped hipped roof building houses administrative offices, the media center, and kindergarten classrooms, and a large rectangular structure contains the gymnasium. All three forms are collected around a central 2-story structure which houses the student dining space. The building is intended to create a symbolic as well as functional link to the surrounding community and adjacent park.

The building is placed in the center of the site for maximum visibility from the upper level roads, to provide a natural foreground for the building, to maximize parking, and to take advantage of the existing grade changes on the site.

The main entry is located at the joint between two portions of the building, aligned with a center "spine" that connects to a secondary entry on the upper level. The main corridor vertically links two floors of larger group-use spaces such as the Media Center, Auditoria and Gymnasium which double as Community Learning Center spaces. The form of the building is based on a classic double loaded corridor classroom model to maximize square footage efficiency.

Total project cost was \$12 million dollars.





Akron Public Schools Jennings Middle School Akron, Ohio

URS designed the new 107,000 square foot Jennings Middle School. The design of this three story building, commissioned in a partnership between the Akron Public Schools and the Ohio Schools Facilities Commission, sought to create an educational environment that is inviting for students and community residents alike. To enhance the natural surroundings, the building was set within small pockets of parking that are linked by a park-like entry road through natural landscape.

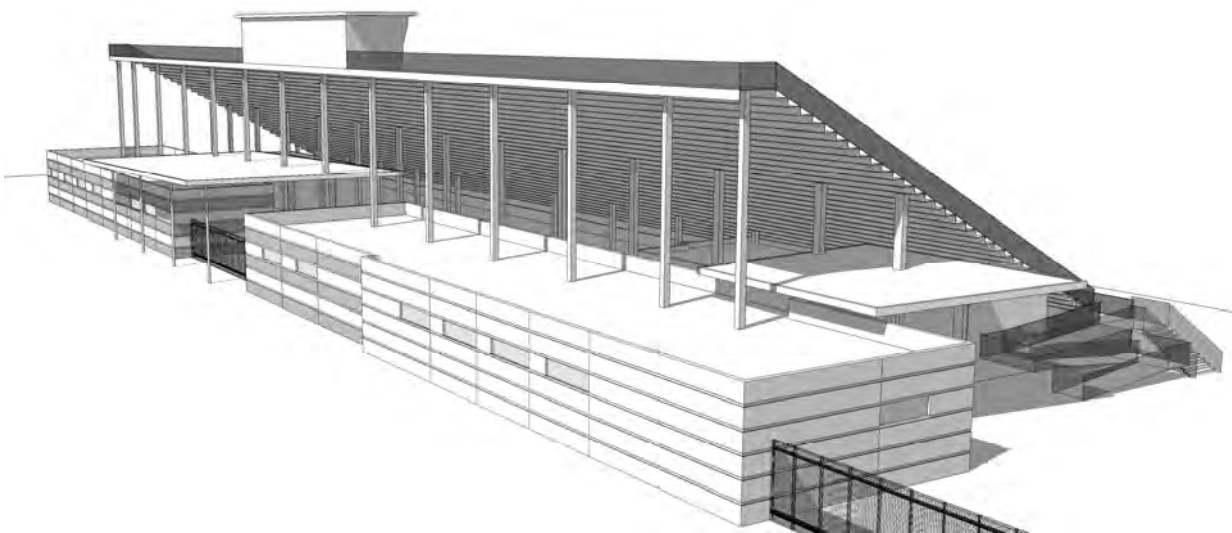
The building was placed in the center of the site for maximum visibility from the upper level roads; to provide a natural foreground for the building; to maximize parking; and to take advantage of the existing grade changes on the site. The structure's main spine of circulation runs from north to south from the high ground of the First Floor to the low ground of the Lower Level.

The main entry is located between two portions of the building, aligned with the center atrium "spine". The two-story atrium, which opens onto a secure rooftop courtyard to the west, links two floors of group-use spaces such as the Media Center, Auditoria and Gymnasium which double as Community Learning Center spaces.

The form of the building is based on a classic double loaded corridor classroom model to maximize square footage efficiency. The classrooms wrap in the form of a J around the central large group spaces.

Total project cost was \$15 million dollars.





WEST ELEVATION

Brunswick City Schools District-wide Additions and Renovations Brunswick, Ohio

URS is currently working with the Brunswick City School District in the design and construction of \$16 million of additions and renovations to six buildings plus a \$5.7 million renovation of the high school stadium.

This project involves additions to four elementary schools (Applewood, Crestview, Hickory Ridge and Kidder) to provide additional educational space. An expedited design and construction schedule is being followed to allow for a fall 2011 opening. In addition, new gymnasiums are being added to Towslee Elementary School and Visitainer Middle School.

The proposed additions will prepare the district to accommodate all-day kindergarten starting in the 2011-12 school year. This district has wanted to implement all-day kindergarten for years, but just didn't have the facilities or the financial resources. With revenue from a county sales tax increase, the district has been able to leverage this income stream to complete the project.

In addition to the Kindergarten and Pre-School rooms, the proposed additions will also allow the district to even out some of the inequities among the district's elementary schools as the additions will contain, art rooms, music rooms, media centers and gymnasiums.



Another part of the project included the replacement of the existing high school stadium. The initial task was to develop a master plan for the stadium complex improvements which included a new press box, track, synthetic field, bleachers, shot put, discus, tennis courts, concessions, storage facilities, and soccer fields.

With an estimated construction cost of \$5.7 million, the project provides Brunswick with a state-of-the-art facility that includes:

- A new synthetic field
- 8-lane track
- Field lighting and distribution
- Sound system
- Home seating for 5,000 spectators
- Visitor seating for 3,500 spectators
- Press box
- Locker rooms, toilet rooms, concessions, ticketing and storage are housed in a new facility under the new home bleachers.

Contact

Mr. Dale Saraniti
Director of Business Affairs
Mr. Michael Mayell
Superintendent
330.225.7731

Project Cost

\$22 million

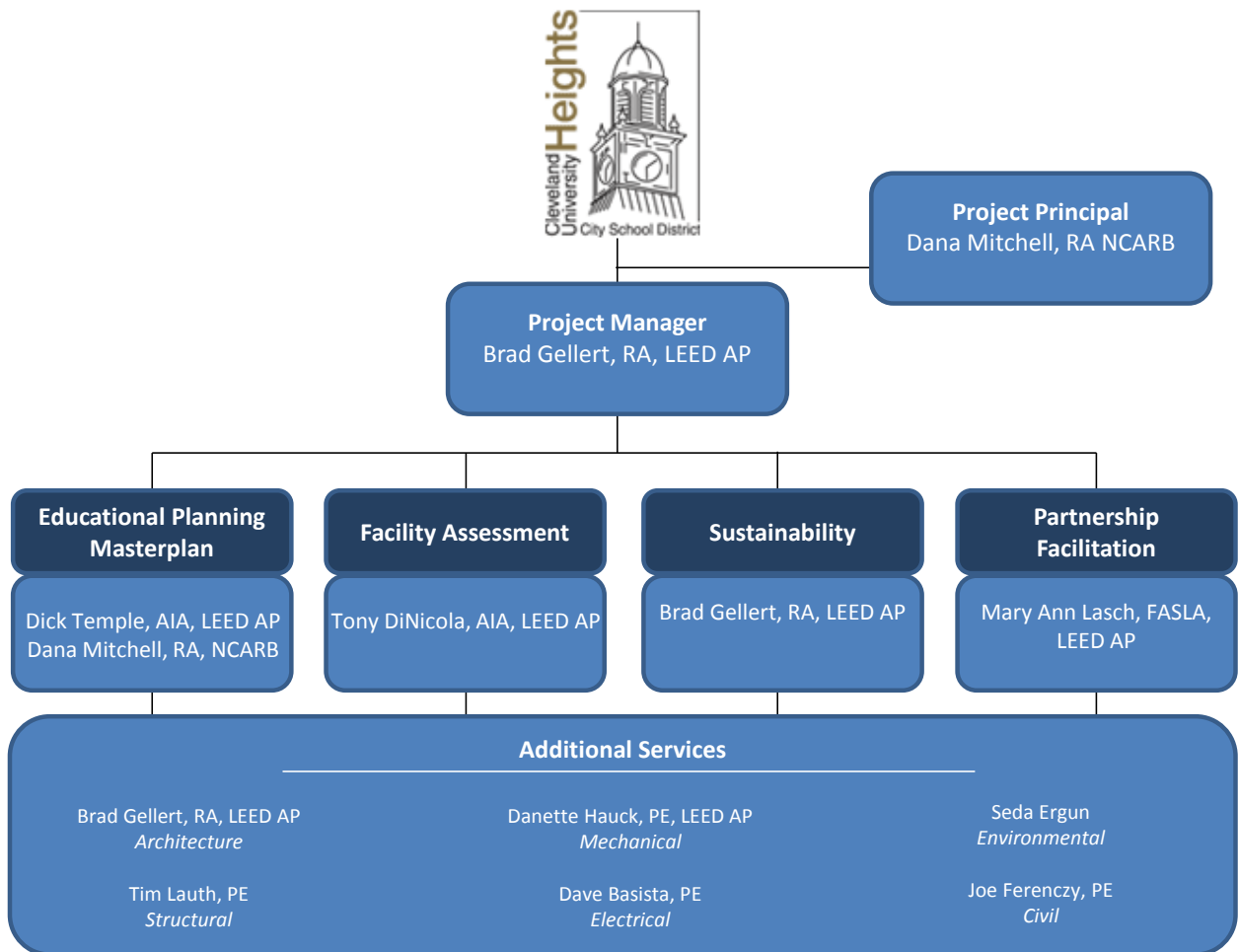
Year Completed

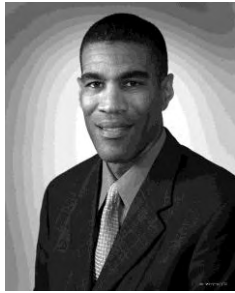
Ongoing (anticipated completion 8/2011)



Project Team and Organization

On the following pages is our proposed team for Cleveland Heights-University Heights City School District Master Planning Consultant. We have provided an organizational chart as well so that you can clearly see the team relationship between each member. In addition, we have provided a resume for each key team member.





Dana Mitchell, RA, NCARB

Project Principal / Education Master Planning

Overview

Mr. Mitchell serves as the Director of K-12 Education. He is recognized as an expert in the field and provides consultation to Districts nationwide on the opportunities and challenges facing our urban schools. Mr. Mitchell has prepared designs for a variety of health care, residential, educational, and governmental related projects. He has served as Project Principal, Project Manager and Project Architect for the renovation, expansion, and new construction of schools, clinic facilities, office buildings, public housing, maintenance/storage facilities, and postal facilities. Mr. Mitchell is well experienced in all phases of the architectural/engineering design process; from the early phases of programming and preliminary design through construction documentation and cost estimating to on-site observation and contract administration.

Areas of Expertise

Project Principal
Project Manager
Project Architect

Years of Experience

With URS: 15 Years
With Other Firms: 7 Years

Education

MA/1990/Georgia Institute of
Technology
BS/1988/Architecture/Georgia
Institute of Technology

Registration/Certification

1994/Registered
Architect/Illinois/1015411
1998/Registered
Architect/Ohio/12855
2003/Registered
Architect/Pennsylvania/RA402727
1996/ NCARB Certified

Project Specific Experience

Heights High School Renovation Project, Cleveland Heights, Ohio: Project Principal. Cleveland Heights University Heights City School District retained the services of URS to program and design the renovation of selected classrooms for the Heights High School Transformation into the Small Schools of Heights High. The renovation encompassed approximately 30,000 square feet of space on four floors and included the conversion of an abandoned pool into classrooms. The project was completed and ready for occupancy in Fall of 2005.

Lakewood City School District Master Plan, Lakewood, Ohio: Program Manager for the Lakewood Public Schools as the Master Architect. URS prepared an implementation plan for the entire District. The plan helped to determine if the District would renovate, replace or discontinue the use of all of their 15 current buildings.

Urban School District Wide Improvements Program, Akron City School District, Akron, Ohio: Program Manager. URS was selected as part of a joint venture to manage the design of the \$750 million Akron Public Schools Upgrade Program. URS, as part of a six-firm team, served as master architect for this project that renovated and replaced the 58 school buildings in the Akron Public School system. The Akron City School district has approximately 30,000 children enrolled in the District.

School District of Philadelphia Program Management, Philadelphia, Pennsylvania: Design Director for the initial startup implementation of the comprehensive \$1.5 billion capital improvement program for the School District of Philadelphia (SDP). The first phase of the plan spanned fiscal years 2003 through 2007 and repaired existing buildings, replaced old high schools with sophisticated facilities that



accommodate state-of-the-art curriculum models and exemplary programs. URS' responsibilities included:

- Program and project management for the 5-year capital improvement program
- Development of a uniform cost and schedule tracking system
- Development of building standards for the school district
- Master architect services including developing space and design guidelines
- Developing transfer packages including 10% conceptual design for all schools
- Management of the city-wide Facilities Assessments
- Design review validation

Brunswick City School District, District-wide Additions and Renovations, Brunswick, Ohio: Program Manager. URS is currently working with the Brunswick City School District in the design and construction of \$16 million of additions and renovations to six buildings plus a \$4.5 million renovation of the high school stadium. This project involves additions to four elementary schools to provide additional educational space. In addition, new gymnasiums are being added.

Cincinnati Public Schools, Cincinnati, Ohio: Program manager for a contract for the Cincinnati Public Schools. URS was selected by the Cincinnati Public School District to serve as the master architect for a comprehensive school rehabilitation program that reached \$1 billion over ten years. URS, working with DNK, led the team of professionals who provided standards development, building and site planning, and conceptual and schematic design services.

Shaker Heights Schools, Elementary, Middle School Feasibility Study, Shaker Heights, Ohio: URS was selected by the Shaker Heights School District to provide district wide educational planning for their elementary and middle school facilities. The School District had set several strategic goals for program and facility enhancement intended to maintain Shaker Heights' educational preeminence. In addition to their strategic goals, Shaker Heights School District was aware of the presence of functional and spatial needs throughout the K-8 schools.

Lakewood City School District, Harding Middle School, Lakewood, Ohio: Project Principal for the design of the new Harding Middle School. This school is designed to accommodate approximately 750 students in 114,000 square feet. This site posed significant design challenges in that there was an existing elementary school and middle school buildings on the site. Both buildings were eventually demolished however, the existing middle school building had to remain in operation until the new building was finished. With a construction cost of \$17 million, the school opened for use in August 2007.



E. Bradford Gellert, AIA, LEED AP

Project Manager / Sustainability



Areas of Expertise

Project Architecture/Design
Project Management
LEED Accredited Professional

Years of Experience

With URS: 9 Years
With Other Firms: 23 Years

Education

Bachelor of Art / Architecture /
1976 / Yale University
Masters of Architecture / 1979 /
Columbia University
NCARB Sustainable Design Course
/ 2003

Registration/Certification

1981 / Registered Architect / New
York
1984 / Registered Architect / Ohio
1984 / NCARB Certified
2005 / Registered Architect New
Hampshire
LEED Accredited Professional

Societies/Affiliations

Northeast Ohio USGBC - Green
Action Circles High Performance
Buildings Group

Cleveland Chapter A.I.A.
Committee on the Environment

Entrepreneurs for Sustainability

Graduate of Sustainability
Implementation Group

Yale College Class Agent

Overview

Mr. Gellert has over 25 years of experience on educational, residential, institutional, commercial and historic preservation projects. He is an experienced project manager and architect with all phases of a project from programming and design to construction management. Mr. Gellert coordinates between the client and the project team to deliver solutions that fit the end user's needs. He has been the Project Manager on school projects totaling over \$60 million dollars and is a LEED Accredited Professional. Many of his projects have won design awards including 2009 Historic Restoration Awards for the Emerson and Horace Mann school renovation projects in Lakewood, OH.

Mr. Gellert, in his capacity as Director of Green Building Services, has worked as the LEED accredited professional in-house consultant on numerous jobs within URS; he has also completed National Council of Architectural Registration Board's Sustainable Design Program. He is also a graduate of the Entrepreneurs for Sustainability – Sustainable Implementation Group. He has promoted implementation of sustainable design principles for all of URS design projects following the URS Blue Zone policy. Among the benefits projects receive from this process are, lower operating costs, reduction of indoor pollutants, healthier environment for users, longer life of building materials, and less pollutant runoff. Mr. Gellert also advised the ideaCenter at Playhouse Square, and Tri-C Teams on developing their projects following sustainable design principles.

Project Specific Experience

Lakewood City School District Master Plan, Lakewood, Ohio: Project Manager for the Lakewood Public Schools as the Master Architect. URS prepared an implementation plan for the entire District. The plan helped to determine if the District would renovate, replace or discontinue the use of all of their 15 current buildings.

Brunswick City School District, District-wide Additions and Renovations, Brunswick, Ohio: Project Manager. URS is currently working with the Brunswick City School District in the design and construction of \$16 million of additions and renovations to six buildings plus a \$4.5 million renovation of the high school stadium. This project involves additions to four elementary schools to provide additional educational space. In addition, new gymnasiums are being added.

Beachwood City Schools, Feasibility Study and Renovations, Beachwood, Ohio: Project Manager. URS in association with Whitley and Whitley Architects is completing professional services for eight schools. The District's Capital Improvements Program includes the



design of one new middle school, one major rehabilitation of a high school and six rehabilitation assignments of middle schools in the District.

East Cleveland City Schools, Shaw High School, Cleveland, Ohio: Mr. Gellert served as project manager for this \$29 million dollar, 220,000 square foot new high school. The new facility will incorporate a ‘school within a school’ concept, locating classrooms and support spaces for each school on separate floors. Building materials were selected based on a life-cycle cost considerations and for being low V.O.C. materials. CO₂ monitors are utilized to introduce fresh air into the building when needed to maintain a healthy environment while reducing energy costs. Occupancy sensors automatically turn off lights in spaces not being used.

Garfield Middle School, Lakewood, Ohio: Project Manager/Architect for preservation of Garfield Elementary School façade with creation of new building using original façade as primary element. This new school was designed to accommodate approximately 750 students in roughly 114,000 square feet.

Lakewood City School District, Emerson and Horace Mann Middle Schools, Lakewood, Ohio: Project Manager. As part of the Lakewood Schools facilities Master Plan URS converted two historic middle schools into elementary schools. These two buildings were originally constructed in 1911 as twin “sister” buildings. These buildings have served the community for almost 100 years as middle schools and have remained icons in the neighborhood. The plan converted these facilities into state-of-the-art elementary schools to support education for the next 100 years. These projects won 2009 Preservation Awards from the Lakewood Heritage Advisory Board.

Catholic Charities Day Care and Young Parents Center, Cleveland, Ohio: Project Manager for Conversion of former Nursing School Building into Day Care, Social Services and Residential Treatment

Starting Point / Neighborhood Progress Inc. Cleveland, Ohio: Project Director for Study on Expansion Costs of Day Care in Cuyahoga County. Analysis of Cost of Renovating Existing Day Care Centers and Design for Prototypical Day Care Center.

Dyke Montessori Pre-School, Cleveland, Ohio: Project Manager for Montessori Pre-School



Richard J. Temple, AIA, LEED AP

21st Century Educational Planner

Areas of Expertise

Educational Planning

Years of Experience

21 Years

Education

MArch / 1989 / Architecture /
University of Texas at Austin

BA / 1982 / Business

Administration / University of
Texas at Austin

Registration / Certification

1993 / Registered Architect / MI /
38071

Texas Real Estate Broker 1983

2008 / LEED® Accredited
Professional

Professional Societies / Affiliates

American Institute of Architects,
Grand Valley Chapter, Board
Member 1996-1998

Michigan Architectural Foundation,
Educational Facilities
Conference Planning Committee
2001-2004

Society for College & University
Planners, Member/Presenter
Council of Educational Facility
Planners

US Green Building Council, Present
Tallmadge Township Planning
Commission, Present

Leadership Grand Rapids, Class
2007

Overview

Eighteen years design / management on projects in the United States and abroad, three years as Pre-Construction Manager with a Construction Management firm. Professional strengths include: broad industry knowledge, business development, establishing and communicating project goals, building and maintaining client relationships, contractor coordination, design team leadership, financial accountability, and professional integrity. Experience includes: public and private sector building types, educational planning, historic renovation, site planning, architectural programming, conceptual budgeting, project scheduling and building design.

Project Specific Experience

Forest Hills Public Schools, Grand Rapids, Michigan: Principal In Charge for the \$100 million 2000 bond election. Work included renovations and additions to the existing 1,300-student high schools, and the development of the new 1,300-student Eastern High School and 100-acre campus. The new Eastern High School is planned initially for a 7-12, population with the flexibility for future grade configuration and program modifications. Parity, circulation, capacity and access to resources are being addressed. Eastern High is first new LEED® Certified high school in Michigan.

Jenison Public Schools, Jenison, Michigan: Project manager for the Jenison High School athletic facility reconstruction including a new 50-meter pool, as well as, rehabilitation and reconstruction of the existing football stadium and athletic facilities that serve their high school and middle school. The goal is to create an organized, efficient configuration of facilities that maximize use. Safety, function, sensitivity to neighboring residential areas and aesthetics are all design criteria.

Coopersville Area Public Schools, New Middle School, Coopersville, Michigan: Project manager for the 2006 Bond election. The schedule was modified due to an election challenge. The largest component is the development of a 127,000 sq ft new middle school for 700 students. The building is designed based on sustainable principles and as the next facility in the campus master plan. The facility is scheduled for occupancy in fall 2009. The new building will trigger elementary building grade configuration changes and the associated facility improvements to accommodate the new populations.

Coopersville Area Public Schools, Coopersville, Michigan: Project manager for a 1999 Facility Improvement Program. The program included four academic buildings located on a central campus. The major



project was a 230,000 sq ft renovation / expansion of a 1959 high school. The high school expansion included a new 2,300-seat gymnasium, 750-seat auditorium, new kitchen / cafeteria and new science wing. In 2003 a new outdoor athletic stadium was reconstructed and in 2006 a new middle school was designed.

Grand Rapids Public Schools, Alger and Gerald R. Ford Middle Schools, Grand Rapids, Michigan: Project director for two new urban 85,000 sq ft middle schools that include sustainable characteristics, teaching spaces and common areas that allow collaboration among teachers and staff. Other characteristics include separate learning communities for each grade, presentation space within the cafeteria, academic studios adjacent to the cafeteria and gymnasium.

Grand Rapids Public Schools, Grand Rapids, Michigan: Project manager for developing the schematic design and RFP for improvements to the historic Franklin and Coit Elementary Schools. The district is pursuing a Design-Build-Leaseback construction delivery process to redevelop these two facilities. These two projects are the initial steps in the GRPS Facility Master Plan.

Grand Rapids Public Schools, Lincoln Campus, Grand Rapids, Michigan: Project manager for the facility improvements to this Special Needs Campus. Services included master planning of the campus and additions to the three academic buildings. This campus services the most severely handicapped students in the Kent Intermediate School District. The program is administered by GRPS.

Grand Rapids Public Schools, 1997 Bond Study, Grand Rapids, Michigan: Project manager for construction management for the \$396 million 1998 Bond Proposal. Responsibilities included the coordination of the four consultant architectural offices retained for the study, cost modeling, development of the study format, existing facility analysis and preparation of the School Bond Loan Fund Application. The study scope included the district's 78 academic buildings.

Whitehall District Schools, Whitehall, Michigan: Project manager for the new 160,000 sq ft high school, located on a 78-acre site. Whitehall High School will accommodate 750 students in grades 9-12. The facility includes physical education, practice fields, a music suite, a new 650-seat auditorium, a multi use cafeteria / lobby, an 1,800-seat gymnasium and technology / arts classrooms.

North Muskegon Public Schools, North Muskegon, Michigan: Project manager for additions, including classrooms, science room, music room, art room, flexible learning center and new high school administrative office. The remodeling projects include major heating and ventilation equipment upgrades, converting rooms for other program uses, window replacements, classroom lighting improvements and educational technology upgrades.



Anthony J. DiNicola, AIA, NCARB, EIT

Facility Assessment Supervisor

Areas of Expertise

Facility Assessment

Project Design

Years of Experience

With URS: 26 Years

With Other Firms: 11 Years

Education

BS / 1994 / Electrical Engineering

/ The Ohio State University

BArch / 1974 / Architecture /

Syracuse University

BA / 1973 / Arts & Science /

Syracuse University

Registration/Certification

1982 / Registered Architect / OH

/ A-82-07121

1995 / Registered Architect / PA

/ RA-014521-B

1998 / Nat Council of

Architectural Reg Boards Certified

/ 31379

1993 / Professional Engineer-in-

Training / OH

Overview

Mr. DiNicola's skills as a registered Architect are backed with more than 26 years of professional experience in project design and construction. He is an experienced manager of many complex facets of the production process and has developed specific expertise in evaluating existing buildings to determine their value (demolition versus remodeling). Mr. DiNicola has building inspection / evaluation skills that include information gathering from site observations, interviewing appropriate persons and visual facility assessments. His experience includes projects in various areas of the United States and overseas, ranging in size up to \$25 million, including health care, commercial, institutional, governmental, educational, and residential facilities. Mr. DiNicola is particularly skilled at unifying all processes into one system for completing the project.

Project Specific Experience

The Wellington School, Property Condition Assessment, Columbus, Ohio: Project manager for the completion of a Property Condition Assessment of the Wellington School in Columbus, Ohio. The building is a one-story, 100,000 sq ft private education building on a 19.3-acre site in a suburban setting, containing grades pre-K through 12. It was built in several phases, with sections, or buildings, built in 1918, the 1940s, the 1950s (Pre-K / Kindergarten building), 1984, 1987 and 1997. The buildings of different ages forms a conglomeration of buildings of discordant styles and differing levels of building age and quality. The objective of this Property Condition Assessment (PCA) was to assess the general condition of the property and document obvious problems or visible defects based on visual observations, review of available documentation, discussion with code officials and discussions with property management.

Marshall University Existing Conditions Analysis and Facilities Land Use Master Plan, Huntington, West Virginia: Existing facilities analysis. Like most Universities, Marshall began with a single building - Old Main. Through years of continuous growth, Marshall has evolved from a one building facility to the thriving University that it is today. As an urban institution, Marshall University is essentially landlocked. URS assisted Marshall University assess the condition of their current facilities to aid in the planning for future developments / renovations, as well as providing a land acquisition strategy to the university.

McDonald Investment Center Property Condition Assessment, Cleveland, Ohio: Project manager for the Property Condition Assessment of the McDonald Investment Center in Cleveland, Ohio. The project consists of a 23-story, 500,000 sq ft office building with adjacent eight-story, 325-car parking garage, in the downtown business area of



Cleveland, Ohio. The buildings were constructed in 1969 - 1970. URS will perform an Architectural / Engineering Property Condition Assessment (PCA) and a Phase I Environmental Site Assessment (ESA) with particular attention to the phased asbestos abatement which has been previously carried out.

Weston State Hospital Facility Condition Assessment and Mothball Report, Weston, West Virginia: Project architect and existing facilities analysis specialist for the completion of a Facility Condition Assessment and Mothballing Report of the Weston State Hospital facility. Weston State Hospital, originally known as the Trans-Allegheny Asylum for the Insane, stands vacant, but proud, along the banks of the West Fork of the Monongahela River in Weston, Lewis County, West Virginia. Vacated in 1994 when a new hospital was constructed nearby, the building is now the focus of a campaign spearheaded by the Weston Hospital Revitalization Committee and the Weston Hospital Task Force for an adaptive reuse and historic preservation of this valuable artifact of West Virginia culture and history. The Governor of West Virginia created the Weston State Hospital Task Force to oversee the Save America's Treasures Grant awarded by the Department of Interior, National Park Service.

300 South Second Street Building Evaluation, Columbus, Ohio: Project manager for the performance of a Building Condition Evaluation of the Office Building at 300 South Second Street in Columbus, Ohio. The objective of the study was to visually inspect accessible building components and systems, witness them in operation, and to report on present conditions and to endeavor to identify any deficiencies of site, architectural, structural, roof, mechanical and electrical systems that might affect the function of the property.

Westfield Company Building Evaluation, 2000 Polaris Parkway, Columbus, Ohio: Project manager for the Property Condition Survey of the office building known as 2000 Polaris Parkway, Columbus, Ohio. The office building consists of a two-story building containing approximately 60,000 sq ft of tenant office and support spaces. The objective of this evaluation was to visually inspect accessible building components and systems and to report on present conditions and to endeavor to identify any deficiencies of site, architecture, and structure that may affect the function of the property.

Greystone Realty Warehouse Building Evaluation, Plainfield, Indiana: Project manager for this Building Systems, Structure and Engineering Evaluation of the warehouse at 1201 Perry Avenue, Plainville, Indiana, located just west of Indianapolis at the intersection of Airwest Boulevard and Perry Avenue, off of State Route 267. The building is a one-story warehouse with an eave height of 29'-6". The building was constructed in 1995 and has a total gross area of 251,500 sq ft. There is an asphalt/concrete-paved surface parking and loading dock area on the south side of the building, which includes 44 loading docks, 70 parking spaces for cars and 57 parking spaces for trailers.



Mary Ann Lasch, FASLA, LEED AP BD+C

Partnership Facilitation / Community Engagement

Overview

Mary Ann Lasch is both an accomplished landscape architect with experience in design, planning, project management, and environmental advocacy; and an organization development consultant with expertise in process facilitation, change management, and strategic planning.

Her landscape architecture and planning career includes work for architecture firms, real estate developers, national planning agencies, and major corporations. With this broad experience she understands and addresses planning issues from all sides. Mary Ann establishes clear, realistic, and actionable strategies for planning and real estate development projects worldwide. She then creates land use plans and regulations, master plans, guidebooks, and implementation programs to ensure that development and conservation strategies can be implemented.

With her organization development skills, she can help any organization, project team, public agency and community group, work together to identify and achieve their common vision, goals and future needs. She has more than twenty years of experience in building group consensus and facilitating large groups for a broad range of public and private sector clients.

Areas of Expertise

Organization Development
Landscape Architecture
Urban Streetscapes
Storm Water Management
Watershed Planning
Stream Restoration
Wetland Mitigation
Green Infrastructure

Years of Experience

With URS: In first year
With Other Firms: 34 Years

Education

BS/Landscape Architecture/1976/
The Ohio State University

Organization Development
Certificate, Professional
Development Program /1998 /
Georgetown University

Master of Landscape
Architecture/1984/ Harvard
University Graduate School of
Design, Cambridge, Massachusetts

BS/ Landscape Architecture/1976/
University of Wisconsin, College of
Agriculture

Registration/Certification

State of Ohio Landscape
Architecture Registration #401085

State of Michigan Landscape
Architecture Registration # 931

CLARB Record #7320

Project Specific Experience

Landscape Architect, Emerson and Horace Mann Elementary Schools and Harding and Garfield Middle Schools, Lakewood, Ohio: Oversaw Landscape Architecture planning and design for compact urban school site incorporating hardscape and softscape playgrounds, a ballfield, bus dropoff, service dropoff, and parking.

Project Manager, Veterinary Hospital, Cleveland Metroparks Zoo, Cleveland, Ohio: Project Manager responsible for providing site/civil services for the development of a new Zoo facility, a 20,000 square foot \$5 million Veterinary Hospital.

Landscape Architect, Cleveland Hopkins International Airport, Parking Garage, Cleveland, Ohio: Prepared Site Civil plans for Site Demolition, Layout, Grading and Site Detailing for this \$ 40 million, 3800 space parking garage.

Landscape Architect, Erie County Office Building and Parking Garage, Erie County Commissioners, Sandusky, Ohio: Prepared Construction Documents for demolition, utilities, grading, paving, landscape and details for this \$7 million downtown office building.



Landscape Architect, Site Improvements, Shaker Heights City Schools Service Center, Shaker Heights, Ohio: Prepared Construction Documents for streetscape and paving improvements designed to unify adjacent properties into a secure, functional and aesthetic school bus service facility. The project involved gaining City Planning approvals, ornamental fencing and gates, landscape screening, repaving, and specifications.

Project Manager, Stream Restoration/Slope Stabilization, Tinkers Creek, First Energy Corporation, Valley View, Ohio: Directed multidiscipline services for restoring severely eroding Tinkers Creek banks threatening critical powerline structures. Directed survey, geotech, permitting, stream restoration design services. The \$1.7 M project relocates 1000 LF of Tinkers Creek to its historic channel location and stabilizes a 100' high embankment. Construction completed in 2008.

Stream Restoration Specialist, Lower Black River Ecological Restoration, USEPA, Lorain, Ohio: Responsible for development of a habitat restoration masterplan for the lower 6 miles of the highly industrialized Lower Black River. Developed toolbox of habitat restoration measures, identified opportunity locations, slope stabilization, slag remediation, cost estimates, phasing plan, and masterplan document.

Project Manager, Hathaway Park Stream Restoration, Garfield Heights, Ohio: Project Manager responsible for directing design and construction for restoration of 2000 lineal feet of an unnamed tributary of the Cuyahoga River.

Project Manager, Kellogg Creek Restoration, Lake County Stormwater Department, Concord Township, Ohio: Project Manager responsible for directing design of restoration of 2200 lineal feet of stream through an existing residential neighborhood in Concord. Directed survey, geotech, permitting, modeling, design, bidding, and construction administration. HEC RAS modeling indicates that restoration of floodplain functions results in lowering of flood elevations by 1-2' and peak velocities reduced by 25%. Conducted 3 public meetings to successfully build public support. Prepared grant application for funding assistance. Construction cost estimated at \$350,000. Construction completed in 2008

Landscape Architect, Doan Brook Value Assessment, Northeast Ohio Regional Sewer District, Cleveland, Ohio: Developed cost saving alternatives for high visibility, 12,000 lineal foot, \$ 10 million urban stream restoration project. Presented cost saving alternatives at Value Engineering workshop. Proposed cost saving alternatives result in \$ 2.5 million savings and reduced tree clearing impacts by 33%.

Local Participation



URS' office in Cleveland's Public Square.

URS' Cleveland staff includes civil, structural, geotechnical, mechanical, fire protection and electrical engineers; engineering economists; urban planners; landscape architects; architects; computer specialists; estimators and specification writers; construction managers, inspectors, and schedulers; and the full range of technical and support personnel. These professionals have extensive experience and project insight gained from experience on similar projects locally and across the country. With all these capabilities located in-house, **we anticipate all work for this proposed project would be from our Cleveland office.**

Sustainability



URS is committed to sustainability – we believe it is our professional responsibility to our clients, the industry, and the environment. As part of a 10-point sustainability policy in our offices, every URS project follows sustainable principles. URS involves and integrates its many disciplines to find sustainable solutions. As service providers, we strive to provide each client with high performance buildings and operations that are durable, cost-efficient, minimize impact to the environment and serve the mission of the organization. As an A/E firm recognized for sustainability, we continually work to move the industry in a positive direction. We recognize that when we design and implement in a manner that minimizes impact to the environment, we serve both the client and generations to come.

The design philosophy of URS is founded on the principle that the most holistic and cost-effective way to incorporate sustainable design is through an integrated, multidisciplinary approach beginning as early in the process as possible. In order to achieve optimum performance, the application of sustainability principles should be integrated throughout the development process, from inception through detailed design to construction and operation. Our multidisciplinary and sustainable design professionals ensure project teams have the expertise required at every stage in the process.



URS offers more than 440 LEED Accredited Professionals, 18 of which are in Cleveland.

URS has once again earned a significant presence in Engineering News-Record's (ENR) Top 500 Design Firms Sourcebook/Top Green Design Firms issue. Each year, ENR publishes the Sourcebook, which takes a more in-depth look at the largest U.S.-based architectural and engineering firms, as ranked in the Top 500 Design Firms issue published in April.

The list of the Top Green Design Firms measures revenues generated from projects that have been certified for meeting sustainable design standards by a third-party organization, such as the U.S. Green Building Council. This year, **URS ranked #1 on the Top Green Design Firms list**—up from #2 last year. In the eight subcategories on the Top Green Design Firms list, **we ranked #1 in Education** and Retail, #2 in Multi-Unit, #3 in Industrial Manufacturing and #4 in Government Offices.

Specific Scope Items could include the following:

Green (Live) Roof



A significant benefit of Green Roofs is the dramatic reduction of volume of stormwater runoff thereby reducing flooding and erosion in receiving streams.

Other benefits include:

- Runoff filtration of pollutants filtered by soil
- Reduction of the urban heat island effect by cooling the air
- Reduction of runoff temperatures
- Increased insulation factor providing energy savings in both winter and summer
- Protection of the roof membrane from UV rays, potentially extending membrane life by 2X
- Noise reduction
- Reduce the risk of fire
- Contributes to LEED certification

What runoff remains will usually occur after peak flows, providing additional time for sewer systems to handle the runoff burden from impervious surfaces.

URS projects have incorporated green roofs into schools, office buildings, health care facilities, and transit stations.

Solar Panels



We use our extensive modeling capabilities to evaluate the performance of various panel technologies including both thin-film and crystalline. URS has extensive experience in mounting solar PV panels to roofs, usually without the need for roof reinforcement or roof penetrations.

Due to limited funding, the State of Ohio's support through the Advanced Energy Fund for individual projects will not be at the same incentive level or offered in the same manner as in previous years. Rather, the Ohio Energy Resources Division will offer new strategies and programs that are better aligned with market conditions, complement other incentive programs available to Ohioans and model options from other high-performing State clean energy funds.

In the past, these tax credits commonly made solar a viable option for many organizations. Moving forward in this new uncertain environment,

could potentially make the payback much longer and may not be as viable an option as it had been in the past.



Geothermal

Within the geothermal arena, URS engineers have performed feasibility study, design, and construction services for geothermal systems for numerous private, commercial, institutional, public utility, and government clients throughout the world. URS can explore the feasibility of geothermal technology to potentially dramatically reduce energy needs for heating and cooling.

Raingardens



Raingardens and Bioswales are an effective means to reduce site stormwater runoff as well as remove pollutants. Raingardens can be incorporated into a variety of sites to collect, infiltrate, and treat direct stormwater runoff from parking lots, plazas, and roofs. They can be designed in a number of forms, to be formal or informal, rectilinear or organic in shape, in urban or suburban locations.

Raingardens can be designed containing a variety of colorful water tolerant perennials as site amenities in high visibility locations and are an effective tool to reduce and treat runoff from site specific projects as well as part of a larger watershed wide green infrastructure strategy to reduce flooding or combined sewer overflows.

URS projects have incorporated raingardens and bioswales into more than a dozen constructed projects of all types in Ohio including universities, schools, shopping centers, and parks.

Wind Energy



The wind energy industry is the most rapidly growing sector of the electric utility business in the United States. The deregulation and restructuring of the electric utility industry presents both opportunities and challenges for this renewable energy market. To help our clients respond to this period of industry change, URS is providing an array of services from site assessments, permitting and regulatory compliance, through engineering/design and owner's engineering services. URS has significant project experience and offers a full range of comprehensive wind project services. URS' diverse wind energy technical services expertise and knowledge of multi-megawatt wind turbine generators (WTGs) is unmatched in the industry. URS works with clients in strategic planning to ensure regulatory compliance permitting and engineering capabilities to the wind energy industry.



Energy Conservation / Management

Demand-side management programs, commonly referred to as energy conservation measures (ECM's) are programs that improve energy efficiency and can often be self-funding. Our Team would seek to identify and evaluate ECM's to reduce energy operating costs. Working closely with maintenance staff, a detailed inventory of the space would be completed. This would provide the basis for analysis and design of the energy conservation opportunities.

Innovative Educational Planning

Trends in Educational Design



Educational facilities need to encourage self-directed learning through the creation of spaces, such as interactive learning centers, studios, and larger commons areas, which we refer to as the “Great Hall.” These unique spaces are student and teacher collaborative spaces located throughout the academic core and throughout the building. They are designed to facilitate large group presentations, small group study, one-on-one conversation, and quiet individual research. The cafeteria, or “Great Hall,” should possess a strong academic component with comprehensive educational technology capabilities, so that it may also be used for large group instruction and presentations.

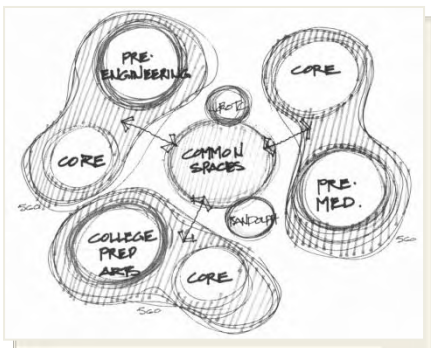


Self-directed learning is a key component of lifelong learning.

New buildings should be designed to embrace efficient internal circulation systems. This relies heavily on the belief that traditional “hallways,” if properly enhanced, can be used for functions other than simply moving people. This efficiency results in a very compact, yet efficient, building floor plan.

Educational facilities must possess the flexibility to accommodate programs that do not yet exist, as well as be able to address the growth the owner will experience. When the owner is able to articulate the design solution and its impact on improving teaching and learning as thoroughly as the architect...then we know the design process has been successful.

Educational Campus and Renovation Experience



While URS has experience with new and large educational facilities, the majority of our work involves assisting clients with renovations and additions. The ability to make a school “new” and plan around on-going educational activities requires a special understanding of teaching and the educational process. URS has that knowledge. Since we are a full service firm, we can provide, in-house, all programming, space planning, architectural and interior design, engineering design, construction management, and program management services for any facility.

URS’ wide scope of experience in educational facilities, especially K-12 school districts, includes projects in urban districts, as well as suburban, and rural districts. The range of project size in dollar amounts varies

from thousands of dollars to multi-million dollar large projects. In addition, these experiences include public school districts, private schools, and universities. Each of these projects has individual needs that determine the scope and design of the project. Therefore, the most valuable point of our knowledge base is the wide variety of educational applications that are included in the solutions.

Incorporating Innovative Educational Planning

Throughout our process, we create a team approach of Client and URS in order to understand the district's perspective and goals. Several of the key features of the buildings that we have designed include:

- Strategic Building Layout for the Delivery of Instruction
- Flexible Spaces for Changing Scope of Curriculum
- Enhanced Technology Design and Support
- Community Accessible Spaces and Recreation/Athletic facilities
- Safe and Secure Environments
- Environmental Friendly Facilities

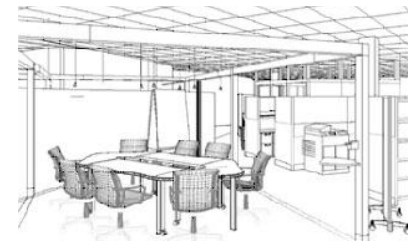
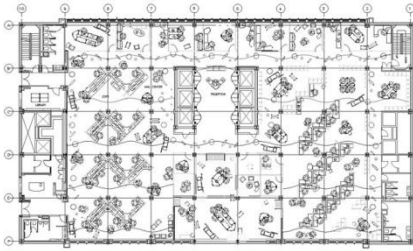
It is our focus of building schools for educational excellence, as driven by client needs that has given us the experiential opportunities from which we draw. URS has been involved with numerous “cutting edge” educational facilities. Several examples of more recent designs include:

Cincinnati Public Schools: CPS has a very unique educational curriculum incorporated into their district. The students and parents have choices between Neighborhood Schools, that offer strong academic programs in a community setting; or Schools of Choice Magnet Programs, that attract students throughout the district who are interested in specific areas such as foreign language or the arts, or a teaching style such as Montessori and Paideia.

During the early planning phases for the District's Master Facilities Plan, URS was able to work closely with the school district to understand their needs and goals and develop them into a plan that bridged the gap between the need of the community and the requirements of the Ohio Schools Facility Commission.

For example, one of the key features that the District wanted to incorporate into all elementary schools was a series of four enclosed classrooms clustered around open spaces called Extended Learning Areas (ELAs). Extended Learning Areas allow teachers the flexibility to use the space for such things as tutoring and small-group work.





Steelcase Prototype Classroom: This project was developed by the Grand Rapids Public Schools with the generous support of Steelcase and designed by a volunteer GRPS Architectural Team led by URS. This prototype is an excellent example of innovative design solutions that can be developed by the intense interaction of visionary client groups and creative design professionals. The concept was deliberately designed to provide an interdisciplinary teaching environment where the specials are not pullout programs, but are integrated into the regular classroom. This was done as an alternative educational delivery model, and also to create large flexible teaching environments without increasing the gross area of a typical GRPS school building. It was also done to demonstrate that has the potential to be less expensive to operate than more traditional school buildings.



Forest Hills Public Schools: URS was directed to design the Forest Hills Public Schools new Secondary Facility with the potential to save money by operating with less personnel than a traditional school model. Since the program called for a business immersion instructional delivery, students learned in a self-directed environment. The directive was to design an educational environment that could be supervised by a minimum staff of para-professionals. URS designed a thematic academic wing of the building where 200 students could be monitored by a (4) person staff. Though this operative model may not be adopted upon opening, the design will support this model in the future. The potential deduction in operating expenses could exceed \$200,000 per year.



Lake Orion High School, students are divided into houses or families to give them more of an identity. The building is modular so more houses can be added as enrollment increases. The cafeteria, as well as, other spaces in the building is designed to do double duty as a lobby/assembly space.

Public Engagement

The URS Approach: Make the process simple and relevant

As facilitators, we strive to make the process simple and relevant to each project, allowing our clients to focus on their subject matter and decision making, by designing a process that will guide them to define an issue, collect stakeholder input, make decisions, and recommend a plan. As facilitators we continuously work to balance managing good process and developing excellent outcomes. Achieving this balance crafts good outcomes by equal emphasis on how the group arrived at the outcomes along with confidence and agreement of their recommendations.

Effective public engagement does not happen in a vacuum, separate from the main activities of the project overall. As part of the management approach, we will design a public engagement process that is fully integrated into the project management plan and schedule. We will plan for stakeholder input at the points in the process when key deliverables are ready and it is most effective in providing input and shaping decisions.

Our approach incorporates these key elements:

Structured, Focused Process

It is absolutely essential to provide a very clear “process roadmap” describing key decision points in the process, how the public input will be gathered and what outcomes it will support.

For this project, we will begin with a review of stakeholders we want to reach (public citizens, parents, students, teachers, staff and administrators) and current Cleveland Heights-University Heights City School District engagement practices for each stakeholder type to understand their strengths and limitations going forward.

We will define what kinds of input each stakeholder group can contribute to our decision making, determine how to contact and manage on going communication (mailing list, email lists, UCH-UH CSD website, newspapers, flyers, etc.), select which forms of engagement (surveys (email, website, by phone, etc.), focus groups and interviews, town hall or other public meeting) will be effective based on input desired and nature of the stakeholder group, and how to disseminate information about the study process and opportunities for participation.

URS is committed to the process of working together to make each meeting or other form of engagement effective and enjoyable, reaching defined outcomes and support the project outcomes. Participants always



want to be assured that their time will be well spent. This starts with a carefully crafted invitation describing the activity, its purpose and the expectations for participation. Who extends the invitation is equally important. It should come from someone known and respected by the stakeholders.

Education and Information



URS will work closely to gather and provide the appropriate information for each meeting to enable “informed decision-making.” Effectively packaging and transferring information from the master plan process so that is clearly delivered to stakeholders creates a sense of credibility for the information shared, the process and its results among the participants. This includes presentations and boards for face to face meetings, and /or carefully developed surveys or images for electronic communications. The selection of the type of engagement, the venue, time and the accompanying logistics are all part of ensuring that the educational value of the information for discussion is effectively delivered.

Facilitation Leadership

Strong facilitation and effective meeting management are essential to moving forward and creating an engagement event where stakeholders are comfortable that their input is valued and will be carried forward to support decision-making. Mary Ann Lasch and Dana Mitchell else experienced and seasoned facilitators with many years of experience in the process of designing, facilitating and managing meetings of all scales for stakeholder input.

Systematic Documentation

The team is also committed to effectively documenting the discussions and directions generated in all meetings. Systematic documentation builds trust and begins to establish a sense of process “buy-in.” In addition to preparing clear and concise minutes and summaries, we will also employ banners as a technique to manage and document strategic conversations, the merging of communication and facilitation methods enhances participants’ ability to communicate overarching visions, values, and beliefs and more effectively identify the linkage between goals, issues, and strategies and potential solutions.

Continuous Follow Through

Our approach to effective process management is rooted in a commitment to an iterative “feedback and feed forward” approach. We generate ideas and possible directions with the project team, bring

stakeholder information back to the process at key points to inform and support decision making.

Tasks include:

Preparation

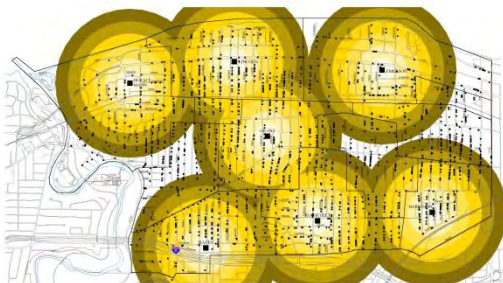
- Logistical meeting and conference support
- Process design including agenda development, meeting materials, creation of participants' pre-meeting information to help them prepare their attendance

Facilitating, convening and leading large and small group meetings, workshops and focus groups

- Keeping meetings focused, ensuring agenda topics are completed within scheduled time frame
- Restating viewpoints, reaching decisions and/or consensus
- Articulating and resolving disputes and keeping the peace
- Recording discussions

Documentation and follow up

- Preparing meeting summary notes to include next steps
- Preparing draft and final reports
- Other meeting-related items, as necessary



Lakewood Public Schools Master Plan: Lakewood Public Schools is a relevant and recent example of our experience using a facilities master plan. Working closely with the district and a group of community citizens, URS was able to help resolve a potentially political community issue of retaining their existing school buildings. The master planning process allowed this group to objectively decide which buildings should be renovated and which should be replaced.



Partnerships



During the Educational Planning interview process, the programming interviews concentrate not only on faculty, staff, and administration, but also on community representatives and any potential community partners. This planning and interview process will identify and coordinate the needs of each of the individual facilities with the desires and goals of the District and these various outside entities. As a result of this early community engagement process, several of our projects have had additional elements incorporated into the school design such as: community centers, police sub-stations, health centers, day care centers, libraries, museums.

Many of these spaces can have no additional construction cost impact to the Facility Master Plan, but the partnership helped defray the costs from the District to the educational partner. These can be flexible spaces that are used both for student education during a portion of the day, and wider community use to support education during other portions of the day.



During this early phase of the project we are able to help identify and locate the facilities that the community desires to have accessible during both normal and off-school hours. We are also able to work closely with the District to incorporate the goals and needs any educational partnerships that are already in place or planned.

Throughout the subsequent design process, key community representatives and other educational partners become an integral part of the “School Planning Teams” and are active participants in shaping the layout and the design of the school. At key milestones in the project our staff will present the building designs in a Public Forum setting for review and comment from the greater community.

Cost and Constructability



Virtually all public and kindergarten through 12th grade projects that URS undertakes are subject to voter approved referendum amounts that are fixed according to election and/or State Regulations. These are set budgets that cannot be exceeded, by law. We have participated in facilities Master Plans where URS provided the independent estimating services as the Program Manager/ Construction Manager; and also where we provided Master Planning services and worked very closely with the independent cost consultant. In either situation, we use proven project control systems to achieve established schedule and cost goals consistently for our clients and work very well in our ability to share information with other team members.



It is necessary for all parties (Owner, Architect, and Program Manager/CM) to accept the results of the recognized cost estimator and schedulers in the master planning phase of the project. These decisions made by the team help frame and inform the specific elements of the plan and how to implement within the Owner's budget.



We are proud to say that subsequent to the Master Planning process on all of our projects, we have successfully bid the specific building projects under budget and our clients have subsequently increased our scope of work. With over 100 estimators company-wide, URS has the resources and experience to work with independent estimators and also to accurately estimate any facility type ourselves.

Specific recent examples include:

Akron Public Schools:

Akron Architectural Group (URS) – Master Architect Planner
Quandel Group - Program Manager/ Cost Estimator
RKPS – Construction Manager/ Cost Estimator

Cincinnati Public Schools

URS/DNK – Master Architect Planner
Quandel Group - Program Manager/ Cost Estimator
Turner/DAG – Construction Manager/ Cost Estimator



Lakewood City Schools

URS– Master Architect Planner
Quandel Group - Program Manager/ Cost Estimator
Turner/Regency – Construction Manager/ Cost Estimator

Brunswick City Schools

URS – Master Architect Planner
Hammond Construction – Construction Manager/ Cost Estimator



School District of Philadelphia

URS – Program Manager/ Cost Estimator

Owner's Schedule



Attached is a draft of URS' proposed project schedule. This schedule will be adjusted to fit the District's goals as more information comes forth.

Cleveland Heights- University Heights School District Master Plan

ID	Task Name	Duration	Start	Finish	November							December							January							February							March							April						
					Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	Week 20	Week 21	Week 22	Week 23	Week 24	Week 25	Week 26	Week 27															
1	Project Kickoff	0 days	Tue 11/8/11	Tue 11/8/11																																										
2	1. Develop Framework and Initial Data Collection	22 days	Tue 11/8/11	Wed 12/7/11																																										
3	Obtain and review existing drawings and specifications	5 days	Tue 11/8/11	Mon 11/14/11																																										
4	Obtain and review existing studies	5 days	Tue 11/15/11	Mon 11/21/11																																										
5	Perform interviews with District staff	10 days	Tue 11/22/11	Mon 12/5/11																																										
6	Code Compliance Review	2 days	Tue 12/6/11	Wed 12/7/11																																										
7	Develop Educational Planning Standards	30 days	Thu 12/8/11	Wed 1/18/12																																										
8	Educational Standards	20 days	Thu 12/8/11	Wed 1/4/12																																										
9	Develop Preliminary Space Templates (POR)	2 days	Thu 12/22/11	Fri 12/23/11																																										
10	Building Condition Assessment	20 days	Thu 12/22/11	Wed 1/18/12																																										
11	Educational Assessment (Site Fit Planning)	40 days	Thu 1/19/12	Wed 3/14/12																																										
12	Planning Team Batch One	7 days	Thu 1/19/12	Fri 1/27/12																																										
16	Planning Team Batch Two	7 days	Mon 1/30/12	Tue 2/7/12																																										
20	Planning Team Batch Three	7 days	Wed 2/8/12	Thu 2/16/12																																										
24	Planning Team High School	20 days	Thu 1/19/12	Wed 2/15/12																																										
25	Site Fit Planning Documentation	5 days	Thu 2/16/12	Wed 2/22/12																																										
26	Community Engagment Meeting #1	0 days	Wed 2/22/12	Wed 2/22/12																																										
27	Implementation Planning	15 days	Thu 2/23/12	Wed 3/14/12																																										
28	Community Engagment Meeting #2	0 days	Wed 3/14/12	Wed 3/14/12																																										
29	Options Refinement	10 days	Thu 3/15/12	Wed 3/28/12																																										
31	Community Engagment Meeting #3	0 days	Wed 3/28/12	Wed 3/28/12																																										
32	Present Options to Board of Education	0 days	Mon 4/2/12	Mon 4/2/12																																										
33	Develop Final Report	10 days	Tue 4/3/12	Mon 4/16/12																																										
34	Develop Final Document	10 days	Tue 4/3/12	Mon 4/16/12																																										
35	Submit Final Report	0 days	Mon 4/16/12	Mon 4/16/12																																										

Project: CHUH Master Plan
Date: Thu 8/18/11

Task		Progress		Summary		Rolled Up Split		Rolled Up Progress		Project Summary		Deadline	
Split		Milestone		Rolled Up Task		Rolled Up Milestone		External Tasks		External Milestone			