

*Board of Education's Comments to the Points of Accountability Report
from the Facilities Accountability Committee at the January 26, 2017 CH-UH Board Meeting*

After the passage of Issue 81 in November 2013, the Board of Education (BOE) appointed the Facilities Accountability Committee (FAC). The FAC's mission was to monitor and regularly report to the Board of Education regarding the status, progress and expenditure of funds for Phase 1 of the District's comprehensive plan, as authorized by District voters.

The FAC was asked to report on the outcomes of eleven specific commitments made by the BOE. The FAC decided that communications was a concern of many in the community and decided to report on the outcomes in that area as well.

On January 26, 2017, the FAC submitted a written report to the BOE in a special meeting called for that purpose. The written report uses a green, yellow and red grading system. This grading system was explained by the FAC as follows:

Green - No direct attention necessary for the Board of Education as item is fully accountable to its original intent.

Yellow - Area of caution as heightened awareness for the Board of Education is required as item may not be fully accountable to its original intent.

Red - Direct Attention of the Board of Education is required as item is not fully accountable and depending on budget and construction schedule corrective action may not be able to be reached prior to the completion of the phase 1 of the master facilities plan.

The BOE had significant concerns with the FAC choosing to use such a system. On its face, the system can lead to misinterpretations and misleading intent. For example, the red grade for the budget means that the BOE is 'not fully accountable'. But when reading their narrative it is not that we're 'not accountable', but rather the individual components of the project have cost more than was originally projected. Most of these increased costs were due to unforeseen and unexpected conditions. The Board does not intend to spend more on Phase I than was budgeted. Thus, to us the grading system is highly misleading

The BOE did not ask for the report in any particular framework, nor did it screen the content of the report. As a result, the report is posted as presented, with comments from the BOE imbedded in those areas graded yellow and red.

In regards to the Communications Department's red grade, the BOE accepted the FAC delving into this area. We felt it was clearly outside of the FAC's charge, but also acknowledged that this is an area that can always be improved. In addition, during oral presentation and questioning this area was expanded to include community engagement, about which we are always concerned. Therefore, we rendered our comments in this area as well. The BOE comments are demarcated by a red line separating our comments from the FAC report.

**Points of Accountability Report from the Facilities Accountability Committee to the Board of Education for the
Cleveland Heights-University Heights City School District January 26, 2017 Meeting**

Facilities Accountability Committee Members:

- Alexis Abramson
- Alisa Bray
- Jim Cull
- Julie Egre
- John Janssen
- Dr. John Lentz
- Mario Mastrandrea
- Patrick Mullen

- Seku Shabazz
- Chanelle Truitt

City Representatives:

- Dennis Wilcox - *Mayor of Cleveland Heights*
- Pamela Cameron - *University Heights Councilwoman*
- **Marty Gelfand** - *South Euclid Councilman-at-large*

POINTS OF ACCOUNTABILITY REPORT: LEED CERTIFICATION & INCREASED BUILDING EFFICIENCY

Grade: Green - *No direct attention necessary for the Board of Education as item is fully accountable to its original intent.*

The goal was to meet the Leadership in Energy & Environmental Design goal of LEED Silver. That would represent a score of between 50 – 59 points earned. We currently are over 60 points earned allowing us to possibly get a LEED score of Gold. However we are very safely in the LEED Silver category which was the original goal of the Facilities Phase 1 Project. A LEED Silver score means also that the Facilities Phase 1 Project has significantly exceeded increased energy efficiency over the Old Cleveland Heights High School.

Vote: Yea 5 Nay 0 Abstain 1

POINTS OF ACCOUNTABILITY REPORT: CAREER TECH RELOCATION TO THE NEW CLEVELAND HEIGHTS HIGH SCHOOL

Grade: Green - *No direct attention necessary for the Board of Education as item is fully accountable to its original intent.*

The three existing programs at The Delisle Facility will be moved to the new High School when complete resulting in 11 programs at the new High School. Auto Tech, a capital intensive program, was moved to The Delisle Facility and upgraded from the original plan to a first class facility in order to protect student certifications. It was decided not to move Auto Tech back to the new High School to save the added cost of constructing appropriate space at the new High School. In addition, graphic imaging technology housed at Warrensville will remain at that location. At the time of these decisions, Shaker transported 81 students to CH-UH district, 19 students attended Warrensville with approximately 350 additional CTE students from Cleveland Hts., S. Euclid and University Hts.

Although this does not represent the exact commitment made to the community for the FAC to check and report on for compliance it does not mean that the overall result is a failure and the compromise by all parties, Board of Education, teachers, administrators, and community stakeholders has lead the Facilities Accountability Committee to fully approve this change to the original commitment and holds the Board of Education in full compliance and give a grade of Green

Vote: Yea 5 Nay 0 Abstain 1

POINTS OF ACCOUNTABILITY REPORT: SECURITY

Grade: Green - *No direct attention necessary for the Board of Education as item is fully accountable to its original intent.*

In order to enhance security at the new high school, several key features will be implemented. Overall passive security features such as clear sight lines, having public spaces on the first floor and most student lockers and academic spaces on the second floor help to protect against intruders. All classrooms will have phones with an enhanced 911 feature and emergency buttons that can be used as a two-way speaker with the main office.

The building will have far fewer exterior doors which will be numbered, remained locked at all times, and equipped with sensors that will alert the security office when opened. The main entrance will require visitors to pass through a locked security check point to gain access to the other parts of the building. Over 200 security cameras will cover the perimeter of the building, while inside cameras will cover all public areas. Administrative offices will be decentralized and located throughout the building, decreasing the possibility of an intruder disabling the entire administrative personnel. ALICE procedures will continue to be used.

Vote: Yea 5 Nay 0 Abstain 1

POINTS OF ACCOUNTABILITY: NEW HIGH SCHOOL HISTORIC PRESERVATION

Grade: Green - *No direct attention necessary for the Board of Education as item is fully accountable to its original intent.*

Historic preservation goals have been largely met in the following areas (given budget constraints): masonry restoration, window restoration, clock tower, large collegiate lawn, the auditorium, floor tile preservation, two main stairwells. The new matching tiles and baseboards blend well with historically accurate details. New doors (Science Wing, East, West) should meet historic preservation criteria once installed. Banisters and ornamental stonework have been salvaged and reused appropriately.

Historic preservation goals have been mostly met in the following areas (given budget constraints): wraps covering the original building and certain interior elements. There is some level of concern that the new construction does NOT emulate the original successfully. Of particular note is that the masonry base and 1-3-1 window pattern on the north side of the building are not historically accurate. The loss of the 1930s wing was disappointing from a historic preservation perspective.

Vote: Yea 5 Nay 0 Abstain 0

POINT OF ACCOUNTABILITY: CERTIFY THAT ADA COMPLIANCE IS OPTIMIZED FOR THE ENTIRE PHASE 1 OF THE MASTER FACILITIES PLAN (THE "PROJECT").

Grade: Green - *No direct attention necessary for the Board of Education as item is fully accountable to its original intent.*

The District has committed to insuring compliance with all Americans with Disabilities Act ("ADA") requirements in connection with the new high school and middle school projects and, where possible, to exceed the minimum legal requirements to insure a safe and welcoming venue. The minimum legal requirements should be evidenced through governmental oversight in permitting and inspection, augmented by professional consultants hired for the Project.

This report only addresses the High School portion of the Project since the Middle Schools are not far enough along in design to make a meaningful assessment. Work on the Project is to conform to no less than the 2010 ADA standards for Accessible Design as contained in the Ohio Basic Building Code ("OBC"). The City of Cleveland Heights has been and will continue to monitor compliance with the OBC.

According to the Construction Architect, only one OBC variance has been sought for the High School Project and it is non-ADA related (not requiring an auditorium ceiling sprinkler system).

What follows are key elements of accessibility incorporated into the High School Project.

▪ **Parking and Circulation**

- According to the Project Architect and the Site drawings provided, the total parking on the site is 236 spaces. ADA would require 7 accessible spaces and 1 van accessible space for those total spaces. However, the design took into account that there are 3 district parking areas. The Site Plan from the landscape architect shows 3 areas of parking: (1) the east side of the building showing 6 accessible spaces, including at least one van accessible space. (This is near the main entry); (2) the northwest area near the pool with 3 accessible spaces including one van accessible space; and (3) the southwest area having 3 accessible spaces including one van accessible space. This configuration provides beyond the legal minimum of accessible spaces.
- In addition to the foregoing, all parking areas will contain the standard blue "H" sign pointing to an accessible crosswalk with curb cuts which each lead to the building entry. Although currently "H" signs are not called for at the actual building entrance, they should be added to the exterior wayfinding plan. The southwest entrance also includes a handicapped drop off lane.

▪ **Building Functionality**

- Door entries themselves in each of the 3 handicap entrances will be double doors with sequenced timing with buttons to initiate such sequence.
- Off the main entry of the new High School will be a handicap compliant elevator which will access every floor of the High School.
- Men's and Women's restrooms are located on each floor of the Building, each containing at least one handicap stall.

▪ **Pool/Natatorium**

- The Pool has one set of steps six feet wide with 3 rails including 1 rail 2 inches from the side. In addition, the entry to the pool will have a lift to be ADA compliant. The deck level of the Natatorium provides handicap seating areas.

▪ **Competitive Gym**

- The drawings for the Competitive Gym shows 10 handicap accessible seats on each of the north side and south side of the Gym for a total of 20.

▪ **Main and Mini Auditorium**

- The Main Auditorium will have handicap seating available through removable seating in the first and last rows – six in each row – and in the balcony (4). The Mini Auditorium will have accessible seating in the back rows (4).

At this time, the Project appears to be in compliance with the legal requirements and the spirit of this POA. Subject to the suggested change noted herein, this item complies with the goals established for this POA.

Vote: Yea 4 Nay 0 Abstain 0

POINT OF ACCOUNTABILITY – COMMUNICATION

Grade: Red – *Direct Attention of the Board of Education is required as item is not fully accountable and depending on budget and construction schedule corrective action may not be able to be reached prior to the completion of the phase 1 of the master facilities plan.*

Communication Efforts for Heights High Facilities Project as Report by Scott Wortman for the period of July 2016 – January 2017:

- Project updates, including photos and occasional videos, have been posted on the CHUH.org website and District social media channels nearly every week since late July 2016.
- Replaced exterior wind screen with graphic art signage on Nov. 23, 2016. The new marketing signage includes two large panels that read “The New Heights High: Opening August 2017”.
- New signage was featured on Cleveland.com, the Heights Observer (print and digital) and with a paragraph in the Sunday Plain Dealer on Dec. 18, 2016.
- Video of the new signage reached over 6,000 people on Facebook.
- Designed, printed and distributed approximately 100 posters (size: 11x17) in September 2016 that show the high school rendering and include the text “The New Heights High: Opening August 2017”.
- Placed a quarter-page advertisement in the Heights Heritage Home Tour program in September 2016 that showed renderings of the new high school.
- Facilitated a construction project update story on Freshwater Cleveland website on Oct. 3, 2016. The story was then shared on the District website and social media channels.
- Dedicated a full page to the high school renovation project in the District’s Quality Profile publication in October 2016. The page included “brag” points about the new building and photos, including the clock tower restoration. The publication was sent to all families with students in the District and distributed to various places within the community.
- Produced a “drone” trailer video for the new high school in January 2017. The trailer includes flyover video of the clock tower and building with the text “The New Heights High: Opening August 2017”. The video has currently reached over 27,000 people on Facebook.
- Posted a virtual flythrough of the new high school lobby on the District website and social media channels in July 2016. The video reached over 35,000 people on Facebook.

Although communication and engagement within the school community has improved, this point of accountability to the overall greater community has not. There is little to no information on display for the general public other than a very public sign that was not done by the Board of Education but by public donations and effort. People should be excited for this gem long before opening day.

The community has questions... Basic questions, like ‘When is the new high school due to open?’ That can be easily answered in few words, on banners or posters. The District website should not be the only place a person can go to get simple information. I asked the communication Director Scott Wortman if the District could repurpose the three large renditions of the final outcome that were used during the bond campaign. That was June 2, 2016. Places like local libraries and grocery stores were suggested as display venues. If the signs could be displayed for 4-6 weeks in different locations so many more people from outside the school community could get a general idea of what to anticipate.

At the FAC meeting on December 18, 2014 I mentioned that there is a perceived lack of communication between the BOE and the cities of Cleveland Heights and University Heights. This lack of communication is a prime example of why the community perceives this. This project has been in the making for a very long time. Informing the community by means of a few posters/banners whatever – is one of the least complicated parts. It appears to me and many others that

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it is simply unimportant to the BOE, City officials, and the Construction Management Team.

The communication department must not simply put up communication it must engage the community on the content of that communication and get feedback to the FAC and the Board of Education. There has been a poor effort to communicate all of the work that was presented at the beginning of the report from Scott Wortman. Facebook likes do not constitute genuine communication and feedback with the general local CH/UH community.

Meeting with Scott Wortman, Chanelle Truitt, Jim Posch, on September 12th 2016:

- Asking businesses in the Cedar Lee area to post 11x17 photos of the new HS for the Music Hop September 23 & 24.
- BOE is on the CH ABR agenda for the week of Sept 18th to get approval of the banners to be hung at the construction location.
- Heights Schools Foundation may replace the Alumni Foundation (to broaden the spectrum of the foundation)
- Little Jacket Marketing Firm has been hired to promote the district (privately funded)
- Working backwards from September 2017, planning:
 - Grand Opening
 - Community Tours of Building
 - Possibility of an annual Fundraiser
- Juliana Johnston-Senturia hired as Development Officer (part time position) for CHUH will be working on fundraising and operates under Scott Wortman (communications department)
- CHUH has contacted Cleveand.com to do monthly updates on the facilities project but has not received any response from Cleveand.com.
- Jim Posch suggested monthly updates in the Heights Observer. Editor of the Observer (Deanna Bremer-Fisher) thinks this a good idea.

Vote: Yea 4 Nay 0 Abstain 0

BOE COMMENTS:

The fact that the FAC starts this section with a list of actions and activities in which the District has engaged confused the Board about the intent in including this area in the report and about the FAC's interpretation of its role. The BOE has always been open to suggestions on how we can better communicate and engage sectors of our community. Yet these comments don't suggest ideas beyond what the District Communication Department is doing. We will continue to find ways to increase and improve our communication with the various communities we serve.

As a result of the work of our Communications Department, we disagree with the FAC's negative assessment of our efforts to promote the high school construction project. The District continues to recognize multiple audiences and uses various media to reach them. This assessment dismisses the efforts taken by the Communications Department over the past eight months.

Prior to the January 26th meeting, our Communications Department submitted to the FAC chairman and communication committee convener comprehensive information on our efforts to promote the construction progress. These efforts have promoted the project both digitally and physically within the community. More specifically, we have made huge strides in reaching community members with photos and videos online. The striking new wind screen at Cedar and Lee includes multiple panels stating when the new building is scheduled to open. The "Public is for All" marketing campaign is largely funded by private donation with us playing a strategic role in its planning and implementation.

The dissemination of information is strategic based upon the channels available to us. The "poor effort to communicate all of the work" is an irrelevant statement because. It ignores the number of people reached with our social media efforts. The construction photos and videos that we have disseminated digitally have reached a vast audience, many of which live and/or work in the CH-UH community.

POINT OF ACCOUNTABILITY: OVERALL SCHEDULE

Grade: Green - No direct attention necessary for the Board of Education as item is fully accountable to its original intent.

The August/September schedule update provided by the construction management team (CM) shows a "High School Completion" milestone of 8/28/17. That is a 6 day slip from the baseline plan completion date of 8/22/17. This is, however, a 16 day improvement from the update provided for June/July, which is significant. A review of the schedule update indicates that the delay is in the current work (primarily roofing) in areas "C" and "D". It is a concern that the CM has been tracking behind since the June 2015 update. The schedule is recoverable at this point, provided there is a focus by the CM team on updating the plan to clearly mark the path to an on time completion.

If a project completes a reporting cycle with the schedule showing a late finish, standard practice during the next review cycle would be for the CM to generate a recovery plan whose output would include at a minimum, a revised schedule that shows the project completing on time, and a written narrative outlining the changes made to the baseline plan allowing for the recovery. The Board should require that the CM generate a recovery plan during the current review cycle.

Vote: Yea 4 Nay 0 Abstain 0

POINT OF ACCOUNTABILITY: COMMUNITY POOL

Grade: Yellow – Area of caution as heightened awareness for the Board of Education is required as item may not be fully accountable to its original intent.

The opinion of the sub-committee is, given the funding for the pool and the design footprint, that Heights High will have a first class competition pool ready to be open by September of 2017. This past summer there were some questions about design but it is well past time to question the plan. There is overall consensus that all is moving in the right direction.

The sub-committee believes there are still questions that need to be answered including but not limited to:

- Pool hours for public use for the entire year?
- Staffing and source of funding for staff (who pays)?
- Non-school hours controlled entrance (daily and seasonally)?
- Public use of locker rooms and showers that are located inside the school?

These issues require that representatives of the Board of Education and the City of Cleveland Heights and University Heights to meet and negotiate.

This sub-committee has contacted the Director of Parks and Recreation, Mr. Joe McRae and the Athletic Director of Heights High, Mr. Dwight Hollins. Both are willing to meet as pool opening draws nearer.

This sub-committee believes it is imperative that Board of Education call a meeting with the Director of Parks and Recreation, the Athletic Director and others who are in position to discuss the above listed issues. This may be the most contentious issue for the Board of Education and the City of Cleveland Heights and University Heights should this promise to the community not be kept.

Vote: Yea 4 Nay 0 Abstain 0

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BOE COMMENTS:

For the 'Community Pool' point of accountability... the commitment in the mission states: 'Competition pool with community access'.

From a FACILITIES perspective, what's being built fits 100% of the mission's commitment. The pool is an 8 lane competition pool with 2 one meter competition boards, and state of the art electronic scoring. The old pool was only 6 lanes with limited scheduling flexibility. The new 8 lane size gives the swim program much-needed flexibility for the swim team, diving, and swim cadets. This opens up the schedule so the pool can be used more for community use and rentals, such as hosting outside swim meets.

Concerning community access, the facility is designed so the pool can be accessible when school is in session and for evenings and weekends. Parking is convenient for families with young children and for elderly community members. There's an abundance of lockers and showers. The large number of locker rooms makes the facility friendly for large swim meets. There's adequate public space to view swim meets, swim cadet shows and for families waiting for/watching their children learn to swim.

The Yellow rating doesn't seem to take ALL of this into consideration. The concerns listed are mainly operational. But nevertheless, it seems like the FAC's rating is based more from an operational perspective and not a facilities perspective. But in relation to the operations, BOE staff has shared with the committee a draft operational schedule for the new pool. In the past the city paid for life guards when the pool was open for community use. We know the city has this in there budget. BOE and city leadership have been working together on a plan to open the pool for as much community use as possible.

POINT OF ACCOUNTABILITY: MBE/EDGE MINORITY PARTICIPATION

Grade: Green - *No direct attention necessary for the Board of Education as item is fully accountable to its original intent.*

Minority Business Enterprise and Encouraging Diversity, Growth and Equity program targets for the Facilities Project Phase 1 was a 20% participation rate. The program has achieved a result of 29.2% participation rate. This represents a 68% increase over the target and is well over the stated goals. This is a significant achievement for the Construction Manager and the entire Design Team.

Vote: Yea 4 Nay 0 Abstain 0

POINT OF ACCOUNTABILITY: OVERALL BUDGET

Grade: Red – *Direct Attention of the Board of Education is required as item is not fully accountable and depending on budget and construction schedule corrective action may not be able to be reached prior to the completion of the phase 1 of the master facilities plan.*

Per the 12/31/2016 Budget Summary, the New Cleveland Heights High School, the new athletic fields, and the Wiley Middle School Enabling Project is currently \$10,400,228.21 over initial estimates. This represents an increase of \$1,560,348 over the \$8,839,880 overall construction budget overrun reported in the 10/31/2016 Budget Summary.

The delta between budget and actual will continue to grow. It can be expected that at least another \$1 million in unbudgeted expenses will likely be required prior to the completion of the New Cleveland Heights High school. This will put the total cost of the high school renovations over \$104,000,000, very comfortably into the range of what a new building would have cost.

Based on the recent estimate provided by Turner for the Monticello and Roxboro middle school renovations (see Cleveland Heights-University Heights Monticello & Roxboro Middle School Renovation SD Estimate), it is apparent that cuts necessary at the middle schools to support the over runs at the high school, and enabling projects are cutting aspects of the middle school projects necessary to meet the expectations set for these buildings prior to the bond

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approval including, but not limited to: window replacement, exterior wall insulation, student locker replacement or refurbishment, fire sprinklers, site improvements, sanitary drain replacement, any kitchen upgrades at all, complete new roof installation.

The Board should have a discussion in the very near term about the merits of continuing to adhere to the original plan with a reduced scope for both middle schools, or taking a different path that may have a greater benefit to the community than staying the current course. That alternate course could include completing Monticello Middle School up to the renovation standards of the New Cleveland Heights High School and retiring some of the construction bonds early as is legally allowed according to the Official Bond Statement that legally authorized the selling of the bonds authorized by the Issue 81 vote by the city of Cleveland Heights and University Heights. The Board of Education can then begin looking at a later date to renovate Roxboro Middle School along with the elementary schools in the planned Phase II Facilities Project.

A lesson learned on the both the enabling and high school portions of the project that should be carefully incorporated into the middle schools is to ensure sufficient contingency dollars for cost over runs and unforeseen construction circumstances in the estimates. This was not done in the first two stages and resulted in final costs that exceeded estimates, and a resultant insufficient budget to satisfactorily complete the work at the middle schools. It is the opinion of the Facilities Accountability Committee that the final portion of The Phase 1 Facilities Project for the renovation stage of Monticello Middle School and Roxboro Middle School will not come close to the expectations of the citizens of the city of Cleveland Heights and the city of University Heights of having fully renovated buildings for the students and teachers of the CH/UH School District due to cost overruns on the budget for the earlier stages of the project.

BOE COMMENTS:

In regard to a rating of "Red " by the Facilities Accountability Committee for the Budget element of Issue 81, Phase 1, we acknowledge that concerns about the overall budget are warranted. It is the intention of the CH-UH BOE to adhere to the goal of staying within the budget of 157MM for Phase I. A number of unforeseen challenges have forced the District to adapt and modify over time. The Board of Education is confident that while the final physical plant may differ in some respects from the original vision of the project, the overarching and fundamental goal, renovated and transformative buildings which will aid in the education of our students for at least the next 40 years, will be achieved.

The budgetary challenges with which the District has been faced fall into four primary categories. Any one of these would have been a challenge to contain within a project as complex as this one. Sadly, all four occurred, which is why we have seen cost creep that was not anticipated when this project began.

Enabling Projects

The costs for using the former Frank L. Wiley Junior High as swing space for both the high school and two middle schools over four years, led to significant creep. The building was in far worse condition than was expected. In addition, expanding the physical plant was necessary to accommodate programming needs which exceeded a standard square footage model. While these capital costs are assigned to Phase I of the Facilities Project, we feel that the District may be able to derive value from these improvements in the future. As such, the District needs to examine roles for Wiley between Phase I and Phase II, Wiley's role in Phase II, and what to do with Wiley after Phase II. This may allow the community to extract value from this expenditure.

Market Conditions

When Phase I began, the building trades were hungry for work. This was seen with the bids for the track and field at Heights coming in lower than expected, allowing bid day savings to purchase more than was anticipated. With improvements in the overall economy, coupled with a rush to complete numerous projects in time for the Republican Convention in 2016, the building trades market tightened, leading to increased material and labor costs and bids coming in higher than expected.

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Civic Entities

Actions by elements of both municipal governments added costs to the project that were unforeseen. The District may have been overly optimistic it would receive timely approval for enabling projects in regard to Wiley Middle School. Delays in approval and permitting created a shorter bidding period and fewer bidders, a contributing factor to cost creep at Wiley. Numerous and multiple requests by Cleveland Heights' Architectural Board of Review in regard to materials and design added to the overall cost of the work at the high school site.

Unforeseen Conditions

Projects like this often have unforeseen conditions, but this one has seen challenges in nearly all aspects of the structure and site. Unsuitable soil for current building codes was found underneath the entire footprint of the new construction at Heights. While the District gave the design team comprehensive drawings for Heights and multiple additions, what was supposed to have been built in 1926, 1930, 1950 and 1958 was frequently found not to have actually been constructed by the contractors, creating the need for revised engineering and materials. There was no way to know these issues existed prior to the demolition process.

Conclusion

The aggregate impact of these four sectors of cost creep has had an adverse impact on Phase I, challenging the scope of work in the middle schools. Even without this cost creep, it is likely that changes in market conditions and pre-existing building conditions would have meant that more ambitious goals, such as removal of all pre-WWII additions and alterations would not have been feasible. The large scope of work at the high school site and its highly specialized spaces contributed to the potential for higher cost.

As the primary focus of the work planned for the Middle Schools is on building systems and classroom environment, most of the work other than paint, carpet and ceilings will not be readily apparent. With that said, these improvements will be vital in improving the learning environment. The design team will incorporate pathways or channels to facilitate future upgrades to the buildings, so that if bid day savings allow these components to be added, or if/when dollars are available in the future, these improvements can be added with minimal impact.